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# Effect of Workplace Ergonomics On Employee Job Satisfaction of Selected Tier– One Deposit Money Banks in Ikeja Local Government, Lagos

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## Abstract

The interrelationship between workplace ergonomics and employee job satisfaction has become a major concern among professionals and human resource experts in the banking sector. Deposit money banks seemingly experiences challenges of poor workplace ergonomic in terms of high repetitive tasks and insufficient rest time which in turn adversely affect employee job satisfaction. However, the study examined the effect of workplace ergonomic (physical workplace environment, high repetitive tasks and allowable break time) on employees' job satisfaction of Tier-1 deposit money banks in Ikeja Local Government, Lagos State. This study employed survey research design and collected data from one hundred and sixty-nine (169) respondents whose questionnaire were well completed and used for data analysis using simple random sampling method. Three hypotheses were tested using simple regression statistics with the aid of SPSS version 25.0. Findings revealed that physical workplace environment and high repetitive tasks have positive and significant effect on employee job satisfaction while allowable break time has negative and significant effect on employee job satisfaction of Tier-1 deposit money banks in Ikeja Local Government, Lagos State. It was concluded that workplace ergonomic (physical workplace environment, high repetitive tasks and allowable break time) affect employees' job satisfaction of Tier-1 deposit money banks in Ikeja Local Government, Lagos State. Thus, the study recommended among other things that the management should entice the employees by providing conducive physical

workplace facilities, reduce high repetitive tasks and provide sufficient rest time. By so doing, the job satisfaction of employees would be enhanced.

**Keywords:** Allowable Break Time, High Repetitive Tasks, Job Satisfaction and Physical Workplace Ergonomics.

## **Introduction**

Globally, workplace ergonomics play an important role in achieving sound employee job satisfaction among various industries including commercial banks or deposit money banks. Deposit money banks are confronted with challenges of workplace environment and ergonomics. These challenges have impact on an employee's behavior, commitment, attitude, and working circumstances. Employee job satisfaction is an essential factor in generating value and achieving organisational effectiveness (Tinuoeye, Omeluzor, & Akpojotor, 2016). Keeping staff happy is a key challenge for business leaders, particularly in the banking industry thus (Oumwense, 2018) opined that workplace ergonomics determines level of employee job satisfaction. The question of how workplace ergonomics affects workers in the aspects of their physical surroundings has interested managers and researchers alike. Commercial banks or deposit money banks, particularly in developing nations, are concerned about increasing workers' productivity as well as occupational health and safety. Improper workplace design, ill-structured occupations, mismatch between workers' abilities and job expectations, unfavorable atmosphere, bad human-machine system design, and inadequate management programs are only a few of the prevalent issues (Eberendu, Achalu, & Asogwa, 2020). This might lead to workplace hazards, poor workers' health, mechanical equipment injuries, disabilities, and in turn reduces employee job satisfaction, workers' productivity, product/work quality, and increases cost.

According to Asogwa & Ndubuisi-Okolothere (2020), there are two basic elements that influence employee performance and productivity: management-driven factors and those that come from the workplace. Asogwa & Ndubuisi-Okolothere (2020) stated that management-driven factors includes the development of organisational plans such as the allocation of responsibilities at all levels of the organisation, the definition of job descriptions, the degree of access to management, and the administrative support needed to complete tasks, working patterns, shift working, break times, absence of holiday over, and health and safety policies, including the provision of training and development of safe working practices, working patterns, shift working, break times, absence of holiday over, and health and safety policies, including the provision of training and development of safe working practices. On the other hand, other factors that enhance performance and productivity of the employees include office or factory design, machinery and workshop tools, workspace availability, lighting/illumination of the offices, weather, temperature ventilation, humidity, noise, vibration, hygiene, welfare facilities availability and standard of office furniture. It has become very necessary and fashionable for offices to be configured in a manner that maximizes employees' interaction and collaboration while on duty.

In an organisation, an optimal physical environment design is where the workstation environment supports the needs of the workers and where a worker operates in a conducive environment to the individual's abilities (Makhbul, Idrus & Rani, 2007). This can materialise if organisations are able to match the work processes with the individuals' that performs the tasks. In Nigeria banking industry, Eberendu, Achalu & Asogwa (2020) pointed that organisations encounter challenges of physical workplace environment and insufficient rest time which in turn created unproductive employee performance. Despite the fact that an increasing number of researchers in Nigeria are aware of the importance of ergonomics, awareness is still low (Ismaila, 2010). As a result, decision-makers and employees in Nigeria have been unable to reap the benefits of ergonomics design and implementation in numerous industries. Considering aforementioned issue, this study examined the effect of workplace ergonomics on employee job satisfaction of selected tier-one deposit money banks in Ikeja Local Government, Lagos.

### **Statement of the Problem**

Employees are the bedrock of any organisation in terms of survival, profit-making and sustainability. Studies such as Alok and Shweta (2011), Asante (2012), Deouskar (2017), Jayaweera (2015), Leblebici (2012), Moran (2012) & Yeow and Nath-Sen (2003) established that many organisations in developing countries experience unfavourable workplace ergonomics which have resulted to poor employee job satisfaction. Asogwa & Ndubuisi-Okolothere (2020) asserted that in Nigeria, majority of organisations including deposit money banks failed to implement the ergonomic principles at the workplaces which has led to high level of employee dissatisfaction, emotional depression, physical exhaustion and declining productivity. The findings from selected study such as Asogwa & Ndubuisi-Okolothere (2020) have only related ergonomic principles to work stress among bank employees and also led to health problems like cardiovascular diseases, musculoskeletal disorders, depression and burnout, and gastrointestinal challenges. But such study has not considered the effect of workplace ergonomics on employees job satisfaction thus creating a gap which this study is aimed at closing.

Ayandele & Akpan (2018) pointed that Nigerian banking industry is characterised with problem of poor ergonomic strategies triggering blood pressure and continuous exposure to stress thus reducing employee capacity to perform optimally. Considering past studies, researcher found out that there have been few studies on the effect of workplace ergonomic on employees' job satisfaction particularly as it concerns Tier-1 deposit money banks in Ikeja Local Government, Lagos. Given the prevailing problem and gap identified, it has become necessary to examine the effect of workplace ergonomics on employee job satisfaction of selected tier-one deposit money banks in Ikeja Local Government, Lagos.

### **Objectives of the Study**

The main objective of the study was to examine the effect of workplace ergonomic on employees' job satisfaction, using Tier-1 deposit money banks in Ikeja Local Government, Lagos as a point of reference. The specific objectives are:

- i. To examine the effect of physical workplace environment on employees' job satisfaction of Tier-1 deposit money banks in Ikeja Local Government, Lagos.
- ii. To examine the effect of high repetitive tasks on employees' job satisfaction of Tier-1 deposit money banks in Ikeja Local Government, Lagos.
- iii. To investigate the effect of allowable break time on employees' job satisfaction of Tier-1 deposit money banks in Ikeja Local Government, Lagos.

### **Research Questions**

The following research questions were raised to guide the study:

- i. What are the effects of physical workplace environment on employees' job satisfaction of Tier-1 deposit money banks in Ikeja Local Government, Lagos?
- ii. To what extent does high repetitive tasks affect employees' job satisfaction of Tier-1 deposit money banks in Ikeja Local Government, Lagos?
- iii. What are the effects of allowable break time on employees' job satisfaction of Tier-1 deposit money banks in Ikeja Local Government, Lagos?

### **Research Hypotheses**

- i. **H<sub>01</sub>**: Physical workplace environment does not significantly affect employees' job satisfaction of Tier-1 deposit money banks in Ikeja Local Government, Lagos.
- ii. **H<sub>02</sub>**: High repetitive tasks have no significant effect on employees' job satisfaction of Tier-1 deposit money banks in Ikeja Local Government, Lagos.
- iii. **H<sub>03</sub>**: Allowable break time does not significantly affect employees' job satisfaction of Tier-1 deposit money banks in Ikeja Local Government, Lagos.

### **Literature Review**

#### **Conceptual Review**

##### **Workplace Ergonomics**

Lennart, Jasminka and Ida (2015) viewed workplace ergonomics as the way in which your body is positioned when you are sitting or standing. Ergonomics is fitting the task to the person. Ergonomics improves health and safety, reduces costs from absence and reduced productivity, and ensures that social and legal obligations of employers to their employees are being met (Emmanuel, Jonathan, & Ayodeji, 2014). The international ergonomic association (2019) defines ergonomics (or human factors) as a scientific discipline concerned with the study of human and system interest, as well as a profession that applies theory, principles, data, and methods to design in order to improve human well-being and overall system performance. Similarly, ergonomics, according to Oborah (2011), is the science of creating work procedures and equipment for employees, and it should be considered when there are accidents, complaints, staff turnover, or absenteeism from work.

Baba, Baba and Oborah (2021) stated that organisations use ergonomics as a strategy to attract and maintain their employees' talent. The purpose of ergonomics is to maximize production while lowering costs. Ergonomics is the study of how people and their jobs 'fit' together. It prioritizes people, taking into account their abilities and limits. A better workplace atmosphere

is thought to result in better outcomes and higher productivity. Shin and Hegde (2010), stated that the following procedures are required for ergonomics: identifying the complaint/problem and documenting the job duties; reviewing the current situation; consulting resources/experts on best practices; detecting mismatches between the current situation and human capabilities; proposing prospective solutions; making suggestions and putting them into action; and evaluating the recommendations' success. In this study, workplace ergonomics is conceptually measured as physical workplace environment, high repetitive task and insufficient rest time.

**Physical workplace environment:** Changes in working life constantly require new knowledge in order to understand ongoing processes and seize new opportunities. There is current clamor for expertise to contribute to sustainable development of the work environment in the various sectors of working Life (Shin & Hegde, 2010). A good work environment contributes to efficiency and competitiveness and is an important health factor. Physical work environment includes ergonomics (physical exposure), exposure to chemicals and particles, exposure to noise and vibration, climate, lighting and safety. Within the study of human resource management there is broad knowledge and experience of competence in these different areas. This applies to work environment conditions in both the private and public sectors (Baba, et. al, 2021).

**High Repetitive Tasks:** Despite the massive rise in the use of machinery and robotic equipment in industry, there are still many jobs which are highly repetitive in nature and will require management to keep a close eye on the health and wellbeing of their employees (Oborah, 2011).

High repetitive tasks can pose a risk to both the mental and physical health of a person. These tasks are not just something boring a worker has to do one day such as going through and checking off items on an itemised bill, but instead are tasks where they have to do the same thing hour after hour, day after day and week after week (Asogwa & Ndubuisi-Okolothere, 2020). As far as a worker's physical health is concerned, doing the same movements over such long periods of time can lead to conditions such as tendinitis, peritendinitis and carpel tunnel syndrome. If significant manual handling is involved in this work they can suffer other complaints including slipped discs and hernias. In this case health and safety training which includes a significant amount of manual handling training may be required (Oumwense, 2018).

**Allowable Break Time:** Allowable break times at work were classified as “sufficient” or “insufficient.” Work breaks allow workers time to think of and do things other than work, although the benefits of rest time at work have received less attention in literatures than those of rest after work (Ismaila, 2010). However, the beneficial effects of rest time are known to be important for worker health and for relieving work-related stress and fatigue showed that micro-break activities (respite voluntary activities between a consecutive series of tasks) can reduce the negative effects caused by accumulated job demands after work (Oborah, 2011).

### **Employee Job Satisfaction**

Permana, Aima, Ariyanto, Nurmahdi, Sutawidjaya & Endri (2021) refers to employee job satisfaction as the happy or pleasant sentiments that arises from evaluating a person's employment and work experience. Dziuba, Ingaldi, & Zhuravskaya (2020) defined employee job satisfaction as a sense of employee achievements and successes. It is generally believed that it is directly related to productivity and work performance, as well as to personal well-being. Employee job satisfaction means doing the work one likes, doing it well and being rewarded for own efforts (Aziri, 2011). Rötze claimed that there are four determinants influencing employee satisfaction: “supervisor/leader”, “job design”, “workplace environment” and “performance pay”. According to Abuhashesh, Al-Dmour, & Masa'deh (2019), the factor supervisor/leader has no strong impact on motivation but is crucial for job-design satisfaction and affects the level of satisfaction with performance pay very much.

Mangaleswaran & Thevanes (2018) stated that job satisfaction is seen as a combination of environmental styles and psychological conditions that can make someone honestly admit satisfaction with the work done. Mangaleswaran & Thevanes (2018) further stated that employee job satisfaction consists of intrinsic and extrinsic job satisfaction. Extrinsic job satisfaction includes traits outside of the job itself, for example, pay, the way the company is managed, while intrinsic job satisfaction includes reactions that affect people's feelings and emotions towards job features related to the job itself, for example, expertise, autonomy, and variety while internal job satisfaction can also be said to be in the form of employee fulfillment and job descriptions.

### **Theoretical Framework**

The study anchored on Two-Factor Theory propounded by Frederick Herzberg in 1959. The two-factor theory (also known as Herzberg's motivation-hygiene theory or dual-factor theory), claimed that some elements in the workplace cause job satisfaction while another set of circumstances causes job discontent. Both sets of factors act independently of one another. Frederick Herzberg's Two-Factor Theory attempted to describe the factors in the workplace that lead to employee contentment and drive to enhance their job performance. Such conditions, such as the chance for achievement and a highly enriched work atmosphere, he considered as satisfying. Alternative work conditions, which he referred to as dissatisfies or hygiene factors since they enhance a worker's mental health, were also identified. These include good salary, the nature of leadership or supervision prevailing at the workplace and social support among employees. This theory supports the need to improve work environment to motivate employee to higher performance and to eliminate conditions in the workplace responsible for lack of satisfaction among employees and that affect their performance. The theory explained workplace ergonomics as it affects employee's job satisfaction. It supports the variables that affect workplace ergonomics as it helps in understanding the workers in the work environment and how in return the employees work to achieve optimal job satisfaction.

### **Empirical Review**

Several studies such as Ikonne (2014) investigated the influence of workstation and work posture ergonomics on job satisfaction of librarians in the federal and state university libraries and Olabode, Adesanya & Bakare (2017) examined the effects of ergonomics on employee performance. Their studies found that workstation and work posture ergonomics significantly affect job satisfaction of librarians in the federal and state university libraries while Olabode *et al.* (2018) found that several factors have hindered the efficient implementation of ergonomics in Nigeria which ranges from awareness, insufficient relevant studies, personnel considerations, resources constraints, technological changes, communication and integration disconnection between employees and equipment designers. Also, the study further established that organisations across industries were identified to include, but not limited to: integration of human element into work design, ergonomics maturity levels (reactive, preventive, proactive and advanced) and quality of workspace (office design, furniture and spatial arrangements, lightings and heating arrangements, noise level) among organisations in Nigeria.

The study of Baba, Baba, & Oborah (2021) focused on effect of office ergonomics on office workers' productivity in the polytechnics in Nigeria. The relative performance of office workers with ergonomically suited furniture, equipment, and environment on their keyboarding duties was determined using a quasi-experimental methodology. The findings indicated that the experimental group performed better. This means that office workers in Nigerian tertiary institutions with ergonomically designed furniture, equipment, and environments are more likely to produce quality work. Asante (2012) found out that poor office ergonomics has adverse effect on workers' productivity while Vimalanathan & Ramesh-Babu (2017) identified environmental and physical ergonomics factors as playing very important roles in office workers' effectiveness.

Furthermore, the study of Omoneye (2016) revealed that there is no link between ergonomic dangers and performance, but it did show that the lower the level of stress through ergonomic inputs and design, the better the employees' performance. According to Momodu, Edosomwan & Edosomwan (2014), Computer Workstation inadequate furniture, lighting, and temperature control were noted as key ergonomic inadequacies in their study. In terms of chair height, chair back/arm rest, temperature, desk height, and illumination, the survey found that 72 percent, 66 percent, 47 percent, 46 percent, and 35 percent respectively had relative mistakes. The majority of work-related musculoskeletal disorders (WRMDs), such as eye strain, shoulder pain, arm pain, and back pain, are caused by these relative errors, according to the study. Dunmade, Adeyoke & Agboola (2014) revealed that university employees are exposed to ergonomic hazards, health risks and stress associated with ICT use. There is a link between ergonomic hazards and techno-stress and finally, techno-stress has a negative impact on an individual's work performance.

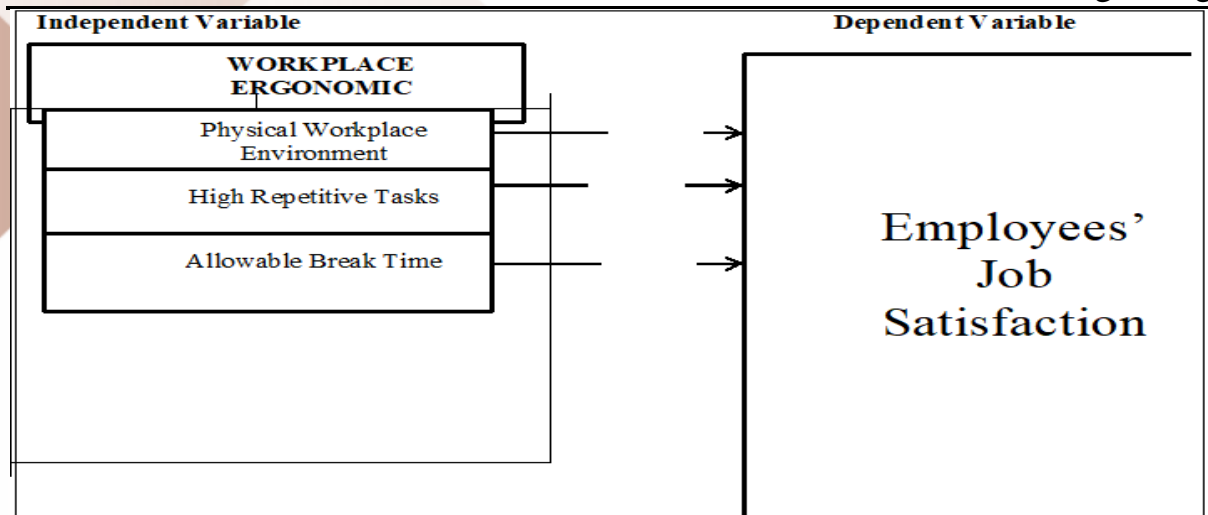


Figure 1: Conceptual Model of the Study.

Source: Author’s Conceptual Model (October, 2021)

**Methodology**

The study employed survey research design and quantitative research approach were adopted. The study considered three (3) branches each of Tier-One deposit money banks which were; Zenith Bank, Guaranty Trust Bank, Access Bank, United Bank for Africa and First Bank Nigeria Limited. These deposit money banks were selected because they control the largest market shares of the Nigerian banking industry as well as served as international categorisation authorized deposit money banks in Nigeria (Business Insider Africa Report, 2021; CBN, 2020). Adjusted five likert scale was employed to get dynamic responses from the study respondents. This study focused on three (3) branches each of these banks in Ikeja Local government because it serves as the capital of Lagos State. According to Human Resource Departments of each bank, the target population of the study with each bank corresponding population (table 1) was three hundred and seventy-one (371). The copies of the questionnaire were administered by the researcher with the help of three experienced research assistants. A sample size of one hundred and eighty-nine (189) staff was selected for the study. From the one hundred and eighty-nine (189) questionnaire administered to the participants, only one hundred and eighty (180) were retrieved, however, one hundred and sixty-nine (169) of the retrieved questionnaire were well filled and then used for the analysis. Adjusted five likert scale was employed to get dynamic responses from the study respondents. The data collected were analysed using inferential statistics. The Statistical Package for Social Sciences (SPSS) version 25.0 was applied to process the data and the results obtained thereafter was analysed and discussed through the level of significance at 5%.

Table 1: Number of Staff among Tier-1 Bank Branches in Ikeja Local Government

S/N	Names of Banks	Branch 1		Branch 2		Branch 3		Total Male & Female		Overall Total
		M	F	M	F	M	F	M	F	
1	Access Bank	10	19	06	14	07	11	23	44	67
2	Guaranty Trust Bank	17	20	10	14	09	13	36	47	83
3	Zenith Bank	22	14	06	13	05	12	33	39	72
4	United Bank for Africa	12	25	03	12	10	17	25	54	79
5	First Bank	19	18	04	09	07	13	30	40	70
										<b>371</b>

Source: Tier-1 Banks' Human Resource Departments Reports (October, 2021)

Table 1 showed that the total population of the Tier-1 deposit money banks (three branches each) was 371 and the study employed Cochran formula to determine the sample size. Thus, the formula is stated below:

$$n = \frac{NZ^2pq}{d^2(N-1) + Z^2pq}$$

Where:

n = Sample size

N = Population size

Z = Value for the selected alpha level e.g. 1.96 for a 95.0% desired confidence level.

P = Degree of variability (0.5)

q = 1-p

d= Degree of accuracy (0.05)

$$n = \frac{371 (1.96)^2(0.5) (0.5)}{(0.05)^2 (371- 1) + (1.96)^2 (0.5) (0.5)} = 188.98 \text{ (Approximated: 189) respondents}$$

Thus, 189 was arrived at as the sample size for the study.

The study therefore made use of multi-stage sampling techniques that comprises of stratified sampling technique and simple random sampling technique. Stratified sampling was used to group the sample size of the study into stratum in order to ascertain the appropriate sample size for the study via proportionate formula. The below table showed the appropriate sample size for each stratum of the study.

$$n_k = \frac{N_k}{N} * n$$

Where  $n_k$  = Estimated participant unit allocation per bank

$N_k$  = Population per bank

$N$  = Total population of the study

$n$  = Calculated sample size

Table 2: Proportionate Sample Size of the Study

S/N	Names of Banks	Population	Proportionate Sample size	Proportionate Sample Size							
				Branch 1		Branch 2		Branch 3		Total Male & Female	
				M	F	M	F	M	F	M	F
1	Access Bank	67	34	06	13	02	06	03	04	11	23
2	Guaranty Trust Bank	83	42	09	13	05	06	04	05	18	24
3	Zenith Bank	72	37	08	10	02	09	02	06	12	25
4	United Bank for Africa	79	41	06	15	01	05	05	09	12	29
5	First Bank	70	35	10	10	01	04	03	07	14	21
		<b>371</b>	<b>189</b>								

Source: Researcher’s Computation (October, 2021)

The study thereby employed simple random sampling so as to give the respondents equal chance of being selected to participant in the study. The study made use of primary source of data collection through the use of structured questionnaire and simple regression was employed.

### 3.1 Validity and Reliability of the Instrument

The research instrument was subjected to expert opinion on validity. In order to make sure that the research instrument was valid, the instrument was subjected to content and construct validity. For content validity, the questionnaire includes a variety of items/questions on physical workplace environment, high repetitive tasks, allowable break time and employee job satisfaction. This study also ensured content validity of the questionnaire by passing through peer review process. The questionnaire was reviewed by the researcher's supervisors' and other senior lecturers in the field of human resource management in Lagos State University. Their suggestions were taken and effected so as to ensure that the research instrument was able to measure the variables investigated effectively.

For construct validity, the questionnaires were divided into many sections such that each of the section assessed information for specific objectives in the study. Construct validity were measured statistically using Principal Component Analysis (PCA). The main measures used to test the validity of an instrument in exploratory factor analysis includes the Kaiser-Meyer-Oklin's (KMO) measure of sampling adequacy and Bartlett's test of Sphericity. The study employed the KMO sampling adequacy and Bartlett's Sphericity test to determine whether the statements that comprise the research instruments of each variable actually measured what they were intended. If the result of the KMO is greater than 0.05, it means that the questions actually measure the variables in the study. The result of the Bartlett test of Sphericity at 0.000 which is less than 5% indicates that there is highly significant relationship among variables under study. In this study, the KMO test was greater than 5% and Bartlett test of Sphericity result was less than 5% indicating that statements that comprised the research instruments of each variable actually measured what were intended. The construct validity of the research instrument was further established through confirmatory factor analysis. Average Variance Extracted (AVE) greater than 0.5 were used as an additional evidence of construct validity of all variables in the research instrument. The result of the KMO and Bartlett test of Sphericity are shown in Table 3.

Table 3: Validity Results: Confirmatory Factor Analysis

S/N	Variables	No. of Items	AVE	KMO	Bartlett Test
1	Physical workplace environment,	5	0.657	0.509	109.636
2	High repetitive tasks	5	0.609	0.501	84.681
3	Allowable break time	5	0.607	0.686	63.268
4	Employee job satisfaction	5	0.513	0.554	237.201

Source: Researcher's Computation (October, 2021)

Cronbach’s Alpha was used to establish the internal consistency of the research instrument. Since the Cronbach’s Alpha Coefficient is greater than or equal to 0.7, therefore the items used for the study variables were reliable.

Table 4: Reliability - Internal Consistency Reliability Result

S/N	Variables	No. of Items	Cronbach’s Alpha Coefficient	Composite Reliability
1	Physical Workplace Environment (PWE)	5	0.876	0.654
2	High Repetitive Tasks (HRT)	5	0.886	0.712
3	Allowable Break Time (ABT)	5	0.739	0.708
4	Employee Job Satisfaction (EJS)	5	0.793	0.789

Source: Researcher’s Computation (October, 2021)

**Model Specification**

$$EJS = \beta_0 + \beta_1PWE_1 + \beta_2HRT_2 + \beta_3ABT_3 + \mu_i \dots \dots (1)$$

Where: PWE = Physical Workplace Environment;

HRT = High Repetitive Tasks;

ABT = Allowable Break Time;

EJS = Employee Job Satisfaction and  $\mu_i$  signifies Error Term

**4. Results and Discussion of Findings**

To test the hypotheses, linear regression analysis was used. The results of the analysis and parameter estimates obtained are presented in Table 5.

Table 5: Regression Result for Workplace Ergonomics components against Employee Job Satisfaction

Independent Variable	Coefficient	Std Error	t-statistic	p-value
	9.829	0.333	29.6734	0.000
Physical Workplace Environment	4.105	0.076	9.385	0.017
High Repetitive Tasks	5.347	0.060	12.819	0.000
Allowable Break Time	-3.621	0.054	-7.7432	0.002
R-Square= 0.663				
Adjusted R-Square= 0.538				
F-Statistic= 26.911; F(p-value=0.000)				

**Dependent Variable:** Employee Job Satisfaction

**Source:** Researcher’s Computation (October, 2021)

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Table 5 shows the regression for workplace ergonomics components (independent variable) and employee job satisfaction (dependent variable) among Tier-1 deposit money banks in Lagos State. It revealed that 53.8% (0.538) of the changes that occurred in employee job satisfaction is caused by workplace environment components (Physical Workplace Environment, High Repetitive Tasks and Allowable Break Time) while the remaining percentage (46.2%) is caused by other factors not captured in the model.

**Hypothesis one** which states that physical workplace environment does not significantly affect employees' job satisfaction of Tier-1 deposit money banks in Ikeja Local Government, Lagos was rejected because the findings shows that Physical Workplace Environment has a positive and significant effect on employee job satisfaction ( $\beta = 4.105$ , t-statistic = 9.385, p-value= 0.017 < 0.05% significant level). The result is consistent with Haynes (2008) and Jayaweera (2015), that physical workplace environment significantly enhanced employee job satisfaction. Consequently, the study aligned with the work of Ayandele & Akpan (2018) and Asogwa & Ndubuisi-Okolo (2020) that workplace environment significantly improves employees' performance in Nigeria's banking sector. Therefore, this study opined and supported majority of past studies that physical workplace environment significantly improves employees' job satisfaction in Nigeria's banking sector.

From **hypothesis two** which states that high repetitive tasks have no significant effect on employees' job satisfaction of Tier-1 deposit money banks in Ikeja Local Government, Lagos was rejected because the findings show that high repetitive tasks have a positive and significant effect on employee job satisfaction ( $\beta = 5.347$ , t-statistic = 12.819, p-value= 0.000 < 0.05% significant level). This result finds support in the work of Baba, Baba, & Oborah (2021) and Eberendu, Achalu, & Asogwa (2020) that high repetitive task as measure for office ergonomics have positive and significant effect on employee job satisfaction and overall productivity. Similarly, the study agrees with Deouskar (2017), Emmanuel, Jonathan & Ayodeji (2014) and Otory & Kiiru (2020) that high repetitive task has significant effect on employees' job satisfaction which in turn improve and contribute to overall organisational performance.

Also, **hypothesis three** which states that allowable break time does not significantly affect employees' job satisfaction of Tier-1 deposit money banks in Ikeja Local Government, Lagos was also rejected because findings from the regression output in Table 5 shows that allowable break time has negative and significant effect on employee job satisfaction ( $\beta = -3.621$ , t-statistic = -7.7432, p-value= 0.000 < 0.05% significant level). It further showed that the F-statistic value 26.911 is higher with p-value 0.000 that is less than 0.05 significant level. The finding of the study corroborates the work of Alok & Shwetas (2011), and Jayaweera (2015) that insufficient rest time have negative and significantly affect employees' job satisfaction in the banking industry. The study is also consistent with Kadi & Hameed (2009) and Leblebici (2012) that insufficient rest time in the office work design negatively affect employees' productivity. Similarly, the finding of this study is in tandem with the work of Ikonne (2014) that insufficient time rest negatively influence workstation and work posture ergonomics on job satisfaction. Invariably, when workers are denied of insufficient rest time in the

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performance of their duties, they will not achieve optimal satisfaction in such organisation or at work.

In addition to this, the study is in line with Frederick Herzberg's Two-Factor Theory which claimed that some elements in the workplace cause job satisfaction while another set of circumstances cause job discontent.

### **Conclusion**

The study focused on effect of workplace ergonomics on employee job satisfaction of selected Tier–One Deposit Money Banks in Ikeja Local Government, Lagos. The study concluded that workplace environment components (Physical Workplace Environment, High Repetitive Tasks and Allowable Break Time) affect employee job satisfaction of selected Tier–One Deposit Money Banks in Ikeja Local Government, Lagos State.

### **Recommendations**

Based on the findings of the study, the following recommendations are stated;

- i. Ergonomic factors can be used to promote and improve employees' job satisfaction in the banking industry. The management should entice the employees by providing all the physical workplace facilities and make sure that they are in good working conditions always. This will make work a great delight for the employees who will in turn reciprocate with enhanced employee job satisfaction.
- ii. Tasks in the banking business should be organised so that employees do not always do the same thing, but instead take on a more complex task that requires initiative in order to produce high level of employee job performance.
- iii. Employees require adequate rest time to allow for personal leisure. Long hours of work without enough breaks will only result in health issues that will lower employee job satisfaction and employee overall performance. Therefore Tier-one deposit money banks in Nigeria should give their employee enough/considerable break and time to rest so as to achieve sound employee job satisfaction.

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