

UNVEILING THE ROLE OF WORKPLACE ENVIRONMENT IN ACHIEVING THE SUSTAINABLE DEVELOPMENT GOAL EIGHT (SDG8) AND EMPLOYEE JOB SATISFACTION POST-PANDEMIC: PERSPECTIVE FROM AFRICA

Timilehin Olasoji OLUBIYI

Babcock University, Ilishan-Remo, Ogun State, Nigeria

ORCID: <https://orcid.org/0000-0003-0690-7722>

Email: drtimiolubiyi@gmail.com

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Abstract:

Sustainable Development Goal 8 on decent work for all combines social, economic, and environmental objectives. Yet the significance of Goal 8 and other goals of the United Nations is receiving less attention in Africa. More so due to the dynamic character of the environment in the modern era, particularly post-COVID-19 pandemic businesses are faced with a variety of obstacles and employee dissatisfaction is increasing in the workplace. Therefore this study investigates the effects of the workplace environment on employee job satisfaction in selected listed banks and their role in achieving SDGs in Nigeria, the most populous country in Africa and the largest economy. This investigation utilized a survey research design. For this study, three (3) out of the twelve(12) banks listed on the Nigerian Stock Exchange(Nigeria Exchange Group) as of 31st July 2023 were selected from the population. A total of 495 copies of the questionnaire were distributed using Google Forms, and a response rate of one hundred per cent was attained. Findings showed that workplace environment had a significant and positive effect on employee job satisfaction. The findings revealed that workplace environment had a significant effect on employee job satisfaction of selected listed banks in Nigeria. The study recommends that the management of Nigerian listed banks should ensure that employees are well compensated according to industry best practices.

Keywords: COVID-19 pandemic, performance, Nigeria, Work environment, Sustainable Development Goals (SDGs).

1. Introduction

The pandemic caused by the novel coronavirus (COVID-19) has devastated the global economy. and harmed businesses across all industries. The emergence of the pandemic has resulted in significant modifications to the operational procedures of businesses around the globe (Burn, Emily, Giulia, Iestyn, Lombi, & Kay-Gale 2022; Zhou, & Moinuddin, 2021). The pandemic expectedly has had a devastating impact on global unemployment. From another angle, the pandemic can

be viewed as an opportunity to address Sustainable Development Goals (SDGs) key challenges by investigating the changes that occurred during the specified time. The effects of COVID-19 are exacerbated in developing nations such as Nigeria, Ghana, Kenya, and many other developing African Nations. Sustainable Development Goal 8 (SDG-8), decent work and economic growth aspire to contribute to the development of a sufficient and healthy economy and to provide every person in need with a satisfying job. But in Africa, these SDGs are yet to receive the desired attention and the contribution of economic influence to all SDGs is crucial.

Organisation is a system in which individuals with diverse skills and abilities collaborate to achieve a common objective. If certain factors are adequately considered, an organisation functions efficiently. These factors may include a decent work environment, motivation, job satisfaction organisational culture, effective communication, and the surrounding environment, etc. However one of the many challenges for an organization is to fulfill its employees' needs and satisfaction to be successful and competitive in a given environment that is constantly changing and evolving. Given the importance of the financial sector in Africa particularly to the economic well-being of countries, it is no surprise that the banking industry is one of the most affected by employee dissatisfaction, mobility, and emotional labor. A business's mission and vision cannot be accomplished without its employees and this speaks to the importance of employees. To increase employees' efficiency, efficacy, productivity, and job commitment, the business must provide a conducive work environment that meets their needs. However, despite this available that indicated transfers, promotions, demotions, redeployment, job rotations, and separations are activities that can be used to adjust the size of an enterprise's workforce to cope with the dynamism of a personnel and manpower environment that is constantly evolving (Shukla, 2020). These adjustments may be necessary to address special circumstances, such as a change in institutional structure resulting in the elimination of positions, a change in the department's jurisdiction, or the creation of balanced job groups. (Trimmer, Miller, Byrne, Lohman, Banadda; Wang & Huang 2021). Due to globalization and the post-pandemic new normal, the global banking industry, and commercial banking industry in Africa have witnessed large and unpredictable changes in overall productivity (Khan, Hassan, Fahad, & Naushad, 2020).

According to a review of the available literature, during the pandemic, the economy, industrial, and banking activities were impacted to a greater degree, resulting in the worst global economic fallout since the 1930s Great Depression (Elavarasan, Pugazhendhi, Shafiullah, 2022; Zhou, & Moinuddin, 2021). This would be a huge decline in Sustainable Development Goals (SDGs) particularly Goal 8 (SDG 8- promote inclusive and sustainable economic growth, employment, and decent work). Daily wage earners, self-employed individuals, and other service-based businesses affected by lockdown measures face the greatest risk of employment disruption. According to the International Labor Organization (ILO), the predicted impact of the COVID-19 crisis is a 14% decrease in working time, which resulted in the loss of 400 million jobs compared to the fourth quarter of 2019 (International Labor Organization, 2020; Wang & Huang 2021). The world has experienced major work environments and technological changes and disruptions post-COVID, which have led to drastic changes in people's mobility and lifestyle. Mobility of employees or simply employee mobility is one of the most significant challenges organisations confront with the consequences of the pandemic.

Various studies on the work environment and employee job satisfaction have been undertaken in various geographical conditions, with varying results (Aggarwal, Sharma, Vohra, Sharma, & Sharma, 2023; Akinwale, & George, 2020; Ahmad, Basalamah, & As'ad, 2021; Anis, & Emil, 2022; Hasan, 2021; Ishrat, & Afridi, 2022; Jayasinghe & Thavakumar, 2020; Mgaiwa, 2020; Suharno, Suharno & Sarjana, Purwanto & Gunawan, Rachmad, 2017; Wang, & Brower, 2019). Despite this research, there are still gaps that need to be addressed empirically because there is limited research work on the working environment and employee satisfaction in Nigerian banks. Employees in some banks are unable to express themselves and carry out their responsibilities properly due to the working environment (Akinwale, & George, 2020). Despite the relevance and interest in the workplace environment and in the area of decent work as it relates to Sustainable Development Goal 8(SDG-8), this has not been explored in depth in the scientific literature in Nigeria. There is scant proof of a connection between workplace environment on employee job satisfaction. This paper attempts to fill this research gap and this study is motivated by the paucity of empirical evidence on the relationship between workplace environment on employee job satisfaction of selected listed banks in Nigeria post-pandemic. This study differs from previous research because it adopts a broader perspective and concentrates on the banking industry and professionals.

2. Literature Review

Sustainable Development Goals

In September 2015, the United Nations adopted a plan designed to improve the future for everyone. Agenda 2030's seventeen Sustainable Development Goals (SDGs) will necessitate a collective effort from all sectors of society. As the connection between all social participants and the primary provider of livelihoods and security, the World of Work is central to this. Sustainable development is the road to the world desired by everybody regardless of gender, race background, or education (Belyaeva, & Lopatkova, 2020). Though there are numerous sides to sustainable development, including economic, social, institutional, ecological, cultural, educational, moral, temporal, political, and spatial. Sachs (2012) notes in his study that as the Millennium Development Goals(MDGs) reached their deadline and appeared insufficient, the SDGs were proposed to replace them because they were more detailed and exhaustive, even though some SDGs do not have a corresponding MDG (2012).

Therefore, the 17 goals are goal 1: no poverty, goal 2: zero hunger, goal 3: good health and well-being, goal 4: quality education, goal 5: gender equality, goal 6: clean water and sanitation, goal 7: affordable and clean energy, goal 8: decent work and economic growth, goal 9: industry, innovation, and infrastructure, goal 10: reduced inequality, goal 11: sustainable cities and communities, goal 12: responsible consumption and production, goal 13: climate action, goal 14: life below water, goal 15: life on land, goal 16: peace and justice strong institutions, goal 17: partnerships to achieve the goal.

Sustainable Development Goal 8: Decent work and economic growth

The objective of SDG8 is to promote inclusive economic growth, productive employment, and equitable work for all. Consumption increases due to population growth, and production increases in response to technological advances and government incentives to meet rising demand (Bleys, & Whitby, 2015). According to Shirin, Rai, Brown, and Ruwanpura (2019), SDG8 has twelve objectives, including a

minimum of 7% annual GDP growth in the least developed countries; diversification, technological advancement, and innovation; growth of micro, small, and medium-sized enterprises, including through access to financial services; and decoupling economic growth from environmental degradation. In addition, 'full and productive work for all by 2030' and 'equal work of equal value' are set as goals, as well as the eradication of forced labor, the eradication of modern slavery and the eradication of human trafficking, the promotion of sustainable tourism, and the increase of Aid for Trade support for developing countries. According to the International Labour Organisation (2015), decent work includes opportunities for productive work that pays a fair wage; workplace security and social protection for families; improved prospects for personal development and social integration; freedom for individuals to express their concerns and organize and participate in decisions affecting their lives; and equal opportunities for men and women. Despite the abolition of slavery centuries ago, there is still a significant amount of employment in inhumane work that can be classified as modern slavery. The increase in respectable employment is proportional to the expansion of the economy (Sachs, 2012).

Workplace Environment

The workplace environment consists of safety, employment security, strong relationships with coworkers, recognition for a job well done, a desire for improved performance, job satisfaction, participation in the decision-making process, and the ability to articulate important points and ideas (Vohra, Ozyesil, & Esin, 2022). In addition to work environment, working conditions consist of work-life balance, employment terms, workplace safety, healthy lifestyle, etc. (1922, Sailatha & Swathi) Work environments consist of systems, processes, structures, and tools, as well as all the factors that interact with employees and affect their productivity in a positive or negative manner; and are defined as the location where a task is completed (Abdul-Ghafoor & Tafique, 2015). The workplace environment, according to Yusuf and Metiboba (2012), is comprised of three main sub-environments: the technical environment, the human environment, and the organizational environment. According to them, technical environment refers to the workplace's tools, apparatus, technological infrastructure, and other technical or physical components. Employees are able to carry out their respective responsibilities and activities because the technical environment provides the necessary elements. Peers, others with whom employees interact, teams and work groups, interactional issues, leadership, and management make up the human environment. This environment is designed to promote informal interaction in the workplace, thereby enhancing the opportunity to share knowledge and exchange ideas. This is the foundation for maximizing productivity. Environments of organizations consist of systems, procedures, practices, values, and philosophies. According to Jain and Kaur (2014), the concept of a work environment encompasses all aspects that act and react on an employee's body and psyche. Work performance can be maximized if fatigue, monotony, and tedium are minimized by a pleasant environment. Wallgren (2011) asserts that the working environment factors consist of a diversity of tasks, job autonomy, praise for a job well done, the opportunity to acquire new skills, and a sense of accomplishment. (Ruchi & Surinder, 2014) The workplace environment encompasses all factors that act and react on the body and psyche of an employee. Hasan, (2021) defines work environment as the ability to share knowledge across organizations based on how the work environment is designed to enable organizations to treat the workplace environment as an asset. According to Akinwale

and George (2020), a conducive work environment assures the overall well-being of employees, allowing them to perform their duties with greater vigor, which can lead to increased productivity. (Ruchi & Surinder, 2014) The concept of the work environment encompasses the physical, psychological, and social aspects that define the working conditions of the organization. Various aspects of the working environment, such as wages, working hours, autonomy granted to employees, organizational structure, and communication between employees and management, can influence job satisfaction (Lane, Esser, Holt, & Anne, 2010).

Employee Job Satisfaction

Mafini & Dlodlo (2014) define job satisfaction as the feelings, attitudes, or preferences of individuals regarding their work. Research has demonstrated that job satisfaction is central to the work lives of employees because it enables them to be more effective and efficient in carrying out their responsibilities and achieving organizational goals. Job satisfaction is a measure of the extent to which employees' psychological contracts are met (Aggarwal et al., 2023; Hasan, 2021; Jiskani, Bhatti, and Ahmed, 2011). Recent studies by Aggarwal, Sharma, Vohra, Sharma, & Sharma, 2023; Akinwale, & George, 2020; Ahmad, Basalamah, & As'ad, 2021; Anis, & Emil, 2022 revealed that employees who reported a high level of job satisfaction in their workplace were motivated by rewards; therefore, the significance of job satisfaction cannot be overstated in organizational behavior and in work organizations, as it reflects the attitudes of employees toward their jobs and Wang, & Brower, 2019). According to Aggarwal et al. (2023), job satisfaction is a function that is positively correlated with the degree to which an individual's personal requirements are met in the workplace. Employee Job satisfaction is an attitude that stems from employees' perceptions of their jobs or work environments and refers to the degree to which an individual enjoys his or her position (Meyer, Stanley, Herscovitch, and Topolnytsky, 2002). Koeske, Kirk, and Rautkis (1994; Sarwar and Aburge (2013)). According to Ramayah, Jantan, and Tadisina (2001), job satisfaction is a construct that explains why people want to go to work, what makes them joyful at work, and what prevents them from quitting their job. Spector, (1997). Hirschfield, (2000) defines job satisfaction as the extent to which people appreciate their jobs, their work, and the rewards they receive for their efforts (Kabir, 2011). According to Ellickson and Logsdon (2002), job satisfaction is the degree to which employees enjoy (satisfaction) or detest (dissatisfaction) their work. Additionally, Locke (1976) defines job satisfaction as a pleasant or positive emotional state resulting from the evaluation of one's job or employment experiences. Job satisfaction relates to an individual's perception and evaluation of his or her job, and this perception is influenced by circumstances such as requirements, values, and expectations (Buitendach & De Witte, 2005; Wang, 2005; Chen, 2008). Mbah and Ikemefuna (2012) note that employee job satisfaction has an effect on employee turnover in organizations; consequently, the extent to which an organization is able to retain its employees is contingent on the level of job satisfaction made available to these employees. Job satisfaction is known to influence employee retention intentions positively. It indicates that job disenchantment increases or will increase the rate of employee intention to leave the organization. In the discipline of organizational behavior, job satisfaction is one of the most researched topics (Bahadur & Gurpreet, 2007; Al & Hussain, 2008). Managers, administrators, human resource specialists, employees, and citizens, in general, are interested in methods for enhancing job satisfaction (Cranny, Smith, & Stone, 1992). According to

Rosnowski and Hulin (1992), a valid measure of an employee's overall level of job satisfaction is the most informative piece of information a company can possess.

Empirical Review

Working Environment and Employee Job Satisfaction

Numerous empirical studies endeavor to establish a connection between workplace environmental factors and other employees' variables. Riyadi (2019) conducted a study on the influence of job satisfaction, work environment, personal characteristics, and compensation on employee performance and work-related stress. To achieve this objective, 120 companies from the Minerals & Metals Manufacturing Sector were chosen, and one manager was designated to represent each company. The researchers employed the statistical procedure of Structural Equation Modelling. As well as the work environment, employment satisfaction was found to have a negative relationship with job tension. In addition, the researchers discovered that both personal characteristics and compensation have a significant and negative relationship with job stress. Employee performance is positively influenced by both job satisfaction and compensation. Finally, the researchers found that workplace tension has a negative effect on employee performance. According to Bakotic and Babic (2013), challenging working conditions are a crucial factor in determining job satisfaction. Those who labor under difficult conditions are therefore dissatisfied as a result of this factor. To increase the job satisfaction of employees who are subjected to difficult conditions, management must improve the working environment. As a consequence, overall output will increase. Tio's (2014) study utilized 74 samples and multiple regression analyses to determine the impact of the work environment on the job satisfaction of an organization's employees. According to the findings of the study, the work environment significantly influences job satisfaction. This result confirms the findings of prior research that investigated the relationship between workplace environment variables and workforce or work process (see Akinwale & George, 2020; Mgaiwa, 2020).

Other studies have focused on factors intrinsic to the workplace environment. Ali, Abdaziz, and Abdiqani (2013) investigated the relationship between working conditions and employee productivity in manufacturing sectors and discovered a significant correlation. The study by Junaida et al. (2010) investigated the effect of the physical work environment on staff productivity, with a particular emphasis on variables such as office comfort and temperature. The study with 150 civil servants from the Malaysian Ministry of Youth and Sports revealed the same outcome. This, however, pertained to the work environment and employee productivity. Wang & Brower (2018) aimed to ascertain the level of job satisfaction among federal employees by analyzing the effect of employee interaction in the workplace. 82 federal agencies, including 37 departments/large agencies and 45 small/independent agencies, were surveyed using the 2015 Federal Employee Viewpoint Survey. This study indicates that perceived compatibility between federal employees and their duties, work groups, and supervisors has a significant impact on the job satisfaction of federal civil servants. On the basis of these findings, we contend that interactional perspectives offer a valuable additional theoretical framework for understanding employee job satisfaction. Few studies have attempted to examine the impact of African workplace environmental factors on employee-related variables in industries other than finance, and those that have failed to demonstrate an empirical link between workplace environmental factors and employee job satisfaction (see Agbozo, Owusu, Hoedoafia, Atakorah, and Agbozo

(2017); Akinwale, & George, 2020; Mgaiwa). This justifies the need for the study to investigate the effect of workplace environment on employee job satisfaction in selected listed banks and their role in attaining the Sustainable Development Goals (SDGs) in Nigeria, the most populous and largest economy in Africa.

Theoretical Review and Hypotheses Development on workplace environment and employee job satisfaction

Expectancy Theory

In 1964, Yale School of Management professor Victor Vroom developed the expectancy theory. Vroom, unlike Maslow and Herzberg, emphasized and focused on outcomes rather than necessities. According to the theory, the intensity of a tendency to perform in a specific manner is dependent on the intensity of an individual's expectation that the performance will be followed by a particular outcome and the individual's allure to the outcome. Vroom's expectancy theory differs from Maslow's, Alderfer's, Herzberg's, and McClelland's content theories in that it does not make specific recommendations about what motivates organization members. In place of this, Vroom's theory proposes a cognitive variables-based procedure that reflects individual differences in work motivation. In this paradigm, employees do not act solely because of strong internal motivations, unmet needs, or the application of rewards. They are instead rational individuals whose behavior is influenced by their beliefs, perceptions, and estimations of probability. The anticipated rather than actual satisfaction that an employee anticipates receiving after achieving the objectives. Expectation is the conviction that enhanced performance will result from increased effort. Factors such as the possession of the appropriate skills for the job, the availability of the appropriate resources, the availability of vital information, and the receipt of the required support to complete the job influence expectations (Lunenburg, 2011). Consequently, the expectancy theory concentrates on the following three relationships: Attractiveness: the importance an individual places on the potential outcome or reward that can be earned on the job. This takes into account the individual's unmet needs. Performance-reward linkage: the extent to which an individual believes that achieving a specific level of performance will result in a desired outcome. The perceived probability that exerting a given quantity of effort will lead to performance. Vroom believed that employees make a deliberate decision to perform or not on the job. This decision was exclusively based on the motivation of the employee, which was determined by three factors: expectancy, valence, and instrumentality. Since its introduction by Vroom in 1964, the expectancy theory of motivation has been criticized frequently (Greenberg, 2011; Porter, & Lawler, 1968). These criticisms are an expansion of the original concepts rather than a departure from them. In light of new research, Vroom (1964) acknowledged that the expectation theory of motivation should be revised. The simplicity of the expectancy theory of motivation decision model was a significant criticism. In the sense that it fails to explain the various levels of effort exerted by an individual. This overlooks the prospect that the reward in question could have a negative effect on the employee (Weaver, 2016). A compensation increase, for instance, could place an individual in a higher tax bracket. According to its detractors, expectancy theory appears idealistic because many people perceive a strong correlation between performance and rewards. This theory has limited applicability because compensation is not directly correlated with performance in many organizations. It is also associated with variables such as position, effort, responsibility, and education (Fry, 2005). It does not account for the individual's emotional state. Personality,

abilities, skills, knowledge, and antecedent experiences influence the outcome of the model. The expectation theory of motivation is "perception"-based. The manager must estimate the value (motivational force) of an employee's reward. It can be difficult to implement the theory in a group setting.

H₀: There is no significant relationship between workplace environment on employee job satisfaction of selected listed banks in Nigeria post-pandemic.

Conceptual Model



Figure 1. Author's Conceptual Model (2023)

The model illuminates on the relationship between workplace environment and employee job satisfaction which is the research framework. The independent and dependent variables for this research are workplace environment (X) and employee job satisfaction (Y) respectively.

Specification and Determinant of the variables

The model illuminates on the relationship between workplace environment and employee job satisfaction which is the research framework. The independent variable (X) is the workplace environment and the determinants are as follows: remuneration, job security and stability, decent work place, training and development and fairness of treatment. While that of dependent variable (Y) IS employee job satisfaction and the determinant are expressed as follows: working condition, work-life balance, and work stress

3. Methodology

The research context is the banking sector and the study adopted the survey research design. The adoption of the survey is justified by its usefulness in assessing the thoughts, opinions, and sentiments of various groups of individuals and enabling them to provide more valid and honest feedback on the area of study. This paper relied on the prior study methodology of Olubiyi, Adeoye, Jubril, Adeyemi, and Eyanuku, (2023), Adeyemi, and Olubiyi, (2023). Olubiyi, Egwakhe, and Akinlabi (2019), Olubiyi, Egwakhe, and Egwuonwu, (2019), Olubiyi, Egwakhe, Amos, and Ajayi (2019), Olubiyi, Lawal, and Adeoye, (2022). Olubiyi (2019), Olubiyi, Lawal, and Adeoye, (2022), Olubiyi, (2022a), Olubiyi, (2022b), Olubiyi, Jubril, Sojину, and Ngari, (2022), Ukabi, Uba, Ewum, & Olubiyi, (2023) and Uwem, Oyedele, and Olubiyi, (2021). Olubiyi, Jubril, Sojину, and Ngari, (2022), Olubiyi, (2022), Uwem, Oyedele, and Olubiyi, (2021) with cross-sectional have adopted this methodology in their respective studies and found it to be beneficial. Regular employees, top and middle-level administrators of listed banking companies on the Nigerian Stock Exchange, now known as the Nigeria Exchange Group (NGX), were considered for the study population. The study was adapted to the Nigerian financial industry and banking sector in particular because banks are the foundation of a functioning economy and

a dependable work environment. The banking sector can also help discover the alignment of organizations with Sustainable Development Goal Eight (SDG8) and employee job satisfaction post-pandemic. Then more importantly because of data availability. Further justification is that Nigeria is also the continent's largest economy; the country's population accounts for twenty percent of Sub-Saharan Africa's overall population. For this study, three (3) out of the twelve(12) banks listed on the Nigerian Stock Exchange(Nigeria Exchange Group) as of 31st July 2023 were selected from the population. This is based on the capitalization criteria derived by multiplying the share price at the close of trading on the 31st of July 2023 by the number of shares in the issue and also the dividend payment trend. Zenith Bank Plc, First Bank Nigeria Plc(FBN Holdings), and United Bank for Africa Plc(UBA). The justification for the selection was that the three (3) banks are the most capitalized banks listed on the Exchange and the banks have been consistent with dividend payments. and they have maintained industry leadership with the highest number of Geographical spread of branches and customers. The sampling units are the regular employees and top and middle-level managers of the selected consumer goods companies listed on the Nigerian Stock Exchange. The population comprised 37,012 staff of the most capitalized banks in Nigeria and the highest number of Geographical spread of branches. The Research Advisors Table was adopted in determining the sample size, which gave 381 respondents. Due to non-response, adequate provision was considered and as a result, 114 which is 30% was added to arrive at a sample size of 495. A proportionate sampling was used in arriving at the number of respondents per bank. Table 1 and Table 2 below present the information:

Table 1. Selected bank indicators

S/N	Name of company	Market Capitalization	No of geographical spread of branches	Number of Staff
1	Zenith Bank Plc	₦1,064,341.14 Tr	443	9,040
2	FBN Holding Plc	₦ 646,115.27 Bn	825	7,972
3	UBA Plc	₦478,791.90 Bn	1000	20,000
	Total Population			37,012

Source: Researcher's computation (2023).

Table 2. Proportionate Sample Size

Companies	No of Employees	Proportionate Sample Size	%
Zenith Bank Plc	9,040	119	24.42
FBN Holdings Plc	7,972	109	21.54
UBA Plc	20,000	267	54.04
Total	37,012	495	100.0

Source: Researcher's computation from annual reports (2022).

4. Data Analysis, Results, and Discussion of Findings

The main aim was to analyze and clarify the link between effect of workplace environment on employee job satisfaction of selected listed banks in Nigeria post-pandemic. Google Forms was utilized to administer the questionnaire. This ensured that every query was answered and decreased the number of invalid responses. The retrieval of 495 usable responses for the analysis. The analysis was conducted using version 24 of the Statistical Package for the Social Sciences (SPSS). The rest were either unreturned or had missing responses, the detail of the responses is shown in Table 3.

Table 3. Response Rate

Response Rate	Frequency	Percentage
Fully filled and returned	495	100%
Incomplete or unreturned	0	0%
Total	495	100%

Source: Researchers' computation (2023)

Restatement of Research Objective and Research Question

Objective: Evaluate the effect of workplace environment on employee job satisfaction of selected listed banks in Nigeria post-pandemic.

Research Question: What is the effect of workplace environment on employee job satisfaction of selected listed banks in Nigeria post-pandemic?

The objective was to ascertain the influence of workplace environment on employee job satisfaction of selected listed banks in Nigeria post-pandemic. On a six-point Likert scale, the respondents were requested to rate their perception of various components of work environment and employee job satisfaction of selected listed banks in Nigeria post-pandemic. These points formed the weights for calculating the score for each item. The results are presented in Tables 4(i) and 4(ii) below.

Table 4(i). Descriptive Statistics of Work Environment

Statement	Level of agreement = 495							
	SA	A	PA	PD	D	SD	Mean	Std Deviation
	%	%	%	%	%	%		
The bank has an attractive work arrangement.	9.3	22.7	46.7	16.7	2.0	2.7	2.87	1.038
The bank has a good physical structure that aids employee job performance	22.0	24.7	43.3	7.3	2.7	0.0	2.44	1.000
The bank's working environment is conducive for employees to strive.	13.3	25.3	43.3	12.7	2.7	2.7	2.74	1.096
Every employee is encouraged to contribute their own concepts for resolving bank problems.	9.3	22.0	39.3	12.0	12.0	5.3	3.11	1.293
Grand Average							2.79	1.107

Source: Researcher's Field Survey, 2023

Table 4(ii). Descriptive Statistics of Employee Job Satisfaction

Statement	Level of agreement = 495							
	SA	A	PA	PD	D	SD	Mean	Std Deviation
	%	%	%	%	%	%		
Employees ensure that daily tasks are achieved before the end of the day.	24.0	21.3	49.3	0.0	0.0	5.3	2.47	1.174
Employees in the organization show a positive attitude to work to achieve job accomplishment.	30.0	25.3	40.7	4.0	0.0	0.0	2.19	0.915
Exceptional employees are always rewarded with promotion, bonuses, leave, etc., for job achievement at work.	28.0	22.0	42.0	2.7	0.0	5.3	2.41	1.227
The organization has been able to provide a conducive environment towards employee job satisfaction.	26.0	26.0	38.0	7.3	0.0	2.7	2.37	1.109
Grand Average							2.36	1.106

Source: Researcher's Field Survey, 2023

Restatement of Hypothesis

H₀: Work environment has no significant effect on employee job satisfaction of selected listed banks in Nigeria post-pandemic.

For the hypothesis stated above, simple linear regression analysis was used. Employee job satisfaction is used as the independent variable and work environment as the dependent variable. The data for the variables was generated by adding scores of responses of all items for each of the variables. Data from four hundred and ninety-five (495) respondents were analyzed. The results of the regression analysis are shown in Table 4(iii).

Table 4(iii). Regression analysis of workplace environment and employee job satisfaction of selected listed banks in Nigeria post-pandemic.

Model Three $Y_2 = \beta_0 + \beta_2 X_2 + e_i$		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	SD. Error	Beta		
N	(Constant)	1.188	0.215		5.536	0.000
495	Workplace Environment	0.419	0.074	0.423	5.673	0.000
Dependent Variable: Employee Job Satisfaction R = 0.423, R ² = 0.179, t = 5.673, p = 0.000 < 0.05						

Source: SPSS Output, 2023

Discussion of Findings

Based on the results, the null hypothesis (H₀) states that work environment has no significant effect on employee job satisfaction in selected listed banks in Nigeria post-pandemic. was rejected, and the alternate hypothesis was accepted. This implies that workplace environment has a significant effect on employee job satisfaction in selected listed banks in Nigeria post-pandemic.

Summary of Findings

Based on the results, the null hypothesis (H₀) which states that workplace environment has no significant effect on employee job satisfaction in selected listed banks in Nigeria post-pandemic was rejected, and the alternate hypothesis was accepted. Therefore, the present study agrees with the results of Aggarwal, Sharma, Vohra, Sharma, and Sharma, (2023), Basalamah, and As'ad, (2021), and Badrianto and Ekhsan (2020) that conclude that the variables of the workplace environment and employee job satisfaction have a positive and significant impact on employee performance, both partially and simultaneously. This implies inadequate workplace conditions prevent employees' job satisfaction and also prevent them from demonstrating their abilities and reaching their maximum potential, which is why businesses need to recognise the significance of a positive work environment. The study influences the future performance of companies by encouraging them to take the work environment in their organisations more seriously in order to increase employee motivation and engagement. Therefore, the personnel can produce improved results. It also ensures that the organization's employees have the opportunity to work in a relaxed and unrestricted atmosphere, free of tension and pressure that hinders their productivity. As development efforts intensify, the economic progress that will be made will directly benefit a nation's economy. Benefits accrue to both the company and the employees when a positive work environment is provided. The study's limitations suggest that future research should investigate other variables, such as firm size and industry sector, which may influence the relationship between workplace environment and employee job satisfaction in Nigeria post-pandemic, and financial industry. In addition, the findings are limited to a particular country- Nigeria and the banking sector. Therefore, additional research is required to analyze the topic across nations using various businesses.

5. Policy Implication and Recommendations

The findings from the research have shown key implications in the area of a direct impact of eco-innovative actions on business sustainability performance in Lagos State Nigeria. Consequently, contributes to a broad spectrum of existing research and clarifies its findings. The study has both practical and theoretical implications for businesses in developing economies, particularly in Africa. The study shows that regular employees are an important source of innovation, firms should manage their workforce in ways that sustain and improve employee innovation in the short and long term.in Lagos State Nigeria because many African businesses are yet to realize the relevance and government regulations are only persuasive. This study further recommends that companies consider and revise their missions, strategies, and management methods to include urgent action to combat climate change and its impacts and emphasize sustainability (Kitsios, Kamariotou, & Talias, 2020; Woschkowiak, 2018).

This study recommends that proper workplace regulations and rules from the government could compel or incentivize the financial industry and banking sector to make decisions that result in greater resource productivity and efficiency. Therefore, policymakers should establish regulations or provide incentives to encourage businesses to design and implement workplace and decent work programmes and also Sustainable Development Goal 8(SDG-8) awareness to contribute to the development in a more effective order. Because the more employees are motivated to effectively manage job responsibilities the greater their level of satisfaction and contentment with the specific job role and the working environment. Moreso the board and management of these organizations should ensure that employees are well compensated according to industry and international best practices. This study also contributes to the existing corpus of knowledge regarding the significance of incorporating Sustainable Development Goals (SDGs) into corporate plans in order to improve the sustainability performance of business organizations, particularly structured businesses.

6. Conclusion

This research concludes that the environment of the workplace has a positive effect on employee job satisfaction. Inadequate working conditions prevent employees from demonstrating their skills and reaching their maximum potential, so companies must recognize the importance of providing a suitable workplace. The goal of SDG 8 is to promote inclusive, sustainable, and sustained economic growth, full and productive employment, and dignified work for all. Consequently, goal 8 is required to generate decent jobs for all, enhance living standards and social protection, and ultimately stimulate economic growth.

The study established a significant relationship between workplace environment and employee job satisfaction and aligns with prior studies Aggarwal, Sharma, Vohra, Sharma, and Sharma, (2023), Akinwale, and George, (2020), Ahmad, Basalamah, and As'ad, (2021); Anis, and Emil, (2022); Ishrat, and Afridi, (2022); Jayasinghe and Thavakumar, (2020); Mgaiwa, (2020); Suharno, Suharno & Sarjana, Purwanto and Gunawan, Rachmad, (2017).Organizations must also increase their collaboration with policymakers, suppliers, and related government agencies in developing an enabling workplace environment. Managers should be able to manage this situation so that both the individual and the organization benefit.

Organizations in Sub-Saharan Africa should implement strategic managerial actions, corporate policies, and human resource practices that reduce discrimination in the workplace and job dissatisfaction. In addition, organizations should enhance the transition to sustainable actions, particularly Sustainable Development Goal 8 (SDG8), and awareness.

7. Limitations and Future Research Directions

As a result of the study's methodological limitations, its findings are limited in some ways. These limitations indicate the need for further research. The first limitation is that, despite the fact that the proposed model provides insight into eco-innovative actions sub-variables and the linkages that influence business sustainability performance in Lagos State, Nigeria, the model is not without limitations. To determine whether or not the study model is location-sensitive, it should be replicated in other countries. Therefore, researchers should conduct cross-national comparative studies to compare and contrast the societal context in different nations. The second limitation pertains to the selection of the sample and the data considered. This study and previous research may have overlooked additional factors influencing workplace inequalities and business effectiveness in other sectors or industries. Additionally, qualitative studies of a similar nature may be conducted in other countries to provide valuable insights into the factors that may have a significant impact on workplace inequality and business effectiveness. Future research can expand upon the conclusions of this study.

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