

**WORKPLACE CONDITION AND ORGANIZATIONAL GROWTH OF COMMERCIAL BANKS
IN RIVERS STATE**

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ABSTRACT

The study examined the relationship between workplace condition and organizational growth of Commercial Banks in Rivers State. The study adopted a cross sectional survey research design. The population of the study consisted of the Twenty-Two (22) Commercial Banks operating in Rivers State. The sample size of the study consisted of the entire population since the population is small. Thus, the study adopted the census method of sampling. A structured questionnaire was used as instrument for data collection after ascertaining its reliability through the employment of Cronbach Alpha. Mean and Standard Deviation were used for univariate analysis of the study. Spearman Rank Order Correlation Coefficient and Partial Correlation were used for the bivariate analysis and multivariate analysis of the study, respectively. Findings revealed that there is a significant positive relationship between workplace condition and organizational growth of Commercial Banks in Rivers State. The study concluded that workplace condition correlate with organizational growth. Workplace characterized by fair compensation, training opportunities and safe work environment always stand better chance of attaining growth than others on the contrary. The study recommended amongst others that management of Commercial Banks should to adapt fair labour practice that do not jeopardize the relevance of employee compensation, training as well as creating a safe work environment to enhance better growth via market, operational and financially.

INTRODUCTION

In an increasingly competitive and regulated financial environment, commercial banks must continuously innovate and adapt to changing market conditions. As commercial banks play a crucial role in the economic development of a country by providing essential services such as loans, credit, savings accounts, and other financial products to individuals and businesses (Achukwu, *et al.*, 2021; Jason, *et al.*, 2015). The growth of these institutions is vital not only for their survival and success but also for the broader financial stability and economic prosperity. This growth can manifest in various forms, including expanding the bank's customer base, introducing new products and services, leveraging technological advancements, enhancing operational efficiency, and pursuing strategic mergers and acquisitions. Organizational growth in commercial banks is not just about scaling operations (Davidsson *et al.*, 2017). It also involves developing a robust corporate culture, investing in employee training and development, and fostering an environment that encourages innovation and customer-centricity. These internal factors, combined with external market conditions, drive the strategic direction and long-term success of the bank. Thus, this work measures organizational growth of commercial banks in terms of financial growth, operational growth and market growth.

In today's competitive banking environment, financial growth is not just about increasing the bottom line. It involves a comprehensive approach that includes diversifying income streams, optimizing the bank's asset and liability mix, and effectively managing capital (Harter, *et al.*, 2022). As key players in the global economy, commercial banks are responsible for providing a range of essential financial services, including lending, deposit-taking, and wealth management, which drive both individual and business economic activities (Aydogdu & Asikgil, 2011). The financial growth of these institutions reflects their ability to generate increased revenues, manage

costs efficiently, and achieve profitability, all while maintaining robust risk management and regulatory compliance. Factors such as interest rate fluctuations, market demand, regulatory changes, and technological advancements significantly influence a bank's financial performance. As such, banks must continuously adapt their strategies to capitalize on new opportunities and mitigate potential risks (Belfield & Marsden, 2013).

Operational growth in commercial banks is a vital aspect of their development and competitiveness in the dynamic financial sector. It refers to the enhancement of a bank's internal processes, systems, and capabilities to deliver services more efficiently and effectively (Bashir, *et al.*, 2020; Malik & Kotabe, 2019). This type of growth is essential for banks to meet increasing customer demands, adapt to regulatory changes, and stay ahead in an environment characterized by rapid technological advancements and evolving market conditions. It enables banks to operate more efficiently, respond swiftly to changes in the market, and ultimately deliver greater value to their customers and stakeholders. As the financial landscape continues to evolve, operational growth remains a key focus for banks striving to maintain a competitive edge and achieve long-term success (Ipole & Okpa, 2019). As banks expand their reach and product offerings, maintaining operational excellence becomes increasingly important to ensure that growth is sustainable and aligned with the bank's strategic objectives.

Market growth is another fundamental aspect of their strategic development and long-term success in commercial banks. It involves expanding the bank's presence, increasing its market share, and enhancing its competitive position within the financial sector. This growth is driven by the bank's ability to attract and retain customers, introduce innovative financial products and services, and penetrate new geographic and demographic markets (Tampline, 2022; Kimberlee, 2018). Offering unique value propositions, exceptional customer service, and innovative solutions, banks can establish a strong market position and build customer loyalty.

Statement of Problem

Despite the critical role that commercial banks play in the financial sector, many financial institutions face challenges in achieving robust organizational growth. Specifically, issues of low financial growth, poor operational efficiency, and inadequate market expansion are prominent concerns that undermine their potential for success and sustainability of commercial banks specifically in Rivers State. It appears that with many banks struggling to increase revenues and profitability in a competitive and often volatile economic environment. Factors contributing to this stagnation include ineffective revenue generation strategies, high operational costs, and an inability to adapt to changing market conditions. This financial stagnation impedes the bank's ability to invest in innovation, expand its services, and meet the needs of its stakeholders (Davidsson *et al.*, 2017; Jason, *et al.*, 2015; Achukwu, *et al.*, 2021; Cummings & Worley, 2018; Francis, *et al.* 2017).

It seems many commercial banks specifically in Rivers State experience inefficiencies due to outdated processes, inadequate technology infrastructure, and suboptimal management practices. These operational challenges result in increased costs, slower service delivery, and a diminished ability to respond to customer demands and market changes promptly (Nmom, 2015; Aydogdu & Asikgil, 2011). Inadequate market growth is a pressing problem for commercial banks in Rivers State attempting to expand their customer base and increase their market share. This action is limited by factors such as limited geographical reach, insecurity, insufficient product differentiation, and ineffective marketing strategies contribute to the bank's inability to capture new opportunities and stay competitive in the market (Malik & Kotabe, 2019; Bashir, *et al.*, 2020). This lack of market growth restricts the bank's potential to enhance its financial performance and achieve long-term success. Thus, these deficiencies have created a necessity for management of commercial banks to provide adequate workplace condition to enable their employees to identify, pursue and attain their organizational goals (Kimberlee, 2018; Jason, *et al.*, 2015). Although, but

observation by researcher, it seems that the level of adoption of fair workplace condition such as compensation, training opportunities and work environment among others are still very low. Another issue that necessitated this study appears to be dearth of empirical on workplace condition and organizational growth specifically in Commercial Banks in Rivers State. For instance, Jonah (2024) examined work conditions and organisational growth in MTN Nigeria Plc in Uyo; Anthony (2024) studied the effects of working conditions on employee performance at a private sector organization (Cutix Cables PLC Nnewi Anambra State); Pires (2018) examined working conditions and organizational support influence on satisfaction and performance; Musah *et al.* (2016) explored the impact of compensation taking into consideration elements such as salary, rewards, incentives, and indirect compensations impact on employee's performance in AngloGold Ashanti Obuasi, Ghana. Gu, *et al.* (2022) examined the impact of workplace environment on employee task performance under the mediating role of employee commitment and achievement-striving ability; Mohamad (2021) examined the impact of work environment on employees performance in real estate company Investo Global in Pakistan; Ijaya (2017) examined the effects of compensation strategies on employees' performance in the Public Health Sector in Nairobi City County Kenya; Hameed *et al.* (2014) measured the impact of compensation on employee performance in different banks of Pakistan.; Awoke (2015) examine the relationship between work environment and organizational performance of Callus Miller Communications Limited in Port Harcourt; Jeff (2022) examined work environment and employee intention to stay of paint manufacturing firms in Rivers State. Despite the above studies, there has been no empirical investigation of workplace condition and organizational growth of commercial banks in Rivers State adopting the same dimensions, measures and indicators as presented in the conceptual framework. There was need therefore, to close this gap.

Aim and Objectives of the Study

The aim of the study was to examine the relationship between workplace condition and organizational growth of Commercial Banks in Rivers State. Specifically, the study sought:

1. To determine the relationship between compensation and financial growth of Commercial Banks in Rivers State.
2. To assess the relationship between training opportunities and operational growth of Commercial Banks in Rivers State.
3. To ascertain the relationship between work environment and market growth of Commercial Banks in Rivers State.

Hypotheses

Based on the research objectives and questions posed above, the following null hypotheses were formulated:

- Ho₁: There is no significant relationship between compensation and financial growth of Commercial Banks in Rivers State.
- Ho₂: There is no significant relationship between training opportunities and operational growth of Commercial Banks in Rivers State.
- Ho₃: There is no significant relationship between work environment and market growth of Commercial Banks in Rivers State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Workplace Condition

The workplace conditions within commercial banks are a critical aspect of their operational efficiency and employee satisfaction. These conditions encompass various elements, including the physical environment, organizational culture, employee benefits, job security, work-life balance, and opportunities for professional development. As financial institutions that play a pivotal role in

the economy by providing essential banking services to individuals and businesses, commercial banks must ensure that their workplace environments foster productivity and employee well-being (Wheeler, 2018).

According to Vernon (2019), workplace conditions refer to the various environmental, physical, and organizational factors that influence the work environment for employees. The physical design of the workplace significantly impacts employee morale and efficiency. Ergonomically designed workstations can reduce physical strain on employees, while communal areas encourage collaboration and informal interactions among staff members. McKinsey & Company emphasizes that such environments not only enhance comfort but also foster teamwork critical for roles that require collaboration in financial decision-making. Workplace conditions should also encompass opportunities for professional growth and development. Employees who feel valued through career advancement initiatives tend to be more engaged and committed to their organization. The quality of service provided by commercial banks is heavily influenced by the internal workplace environment (Lambert, 2012; Stephen, 2012; Kenneth, 2011). Satisfied employees are more likely to deliver exceptional customer service, which is essential in an industry reliant on client trust and loyalty. A positive atmosphere encourages private bankers to build long-lasting relationships with clients, ultimately contributing to business growth. Ultimately, the condition of the workplace has a direct correlation with the bank's bottom line.

To Jonah (2024), workplace condition is the design and layout of the bank's premises, such as office space, furniture, lighting, ventilation, and noise levels. A well-designed workspace promotes comfort and efficiency. A positive workplace environment is directly linked to higher levels of employee engagement. According to Gallup's research, organizations that prioritize employee engagement see significantly better performance metrics, including reduced absenteeism and turnover rates. In the context of commercial banks, where competition for talent is fierce, creating an engaging work environment can lead to improved retention rates. Engaged employees are less likely to seek employment elsewhere, which is particularly important in the banking sector where expertise and client relationships are critical. Commercial banking often involves demanding hours and high-pressure situations. Therefore, fostering a workplace that promotes work-life balance is essential. Studies indicate that employees who maintain a healthy work-life balance report higher job satisfaction and productivity levels (Kio in Jonah, 2024). By implementing flexible working arrangements, remote work options, and wellness programs, banks can mitigate burnout among their staff, leading to a more motivated workforce. Fair working conditions contribute not only to individual bank success but also to broader economic stability. When employees earn fair wages and have job security, they are more likely to spend money within their communities stimulating local economies. This cycle of economic activity supports growth at both local and national levels.

Dimensions of Workplace Condition

Compensation

Employees are the organization's key resource and the success or failure of organizations is centered on the ability of the employers to attract, retain, and reward appropriately talented and competent employees. Employees' willingness to stay on the job largely depends on compensation packages of the organization. In an attempt to ensure employees optimal performance and retention, commercial banks need to consider a variety of appropriate ways to reward the employees to get the desired results (Armstrong, 2012). It has been argued that the degree to which employees are satisfied with their job and their readiness to remain in an organization is a function of adequate compensation.

Compensation is the human resource management function that deals with every type of reward individuals receive in exchange for performing organizational tasks, with a desired outcome of an employee who is attracted to the work, satisfied, and motivated to do a good job for the employer. According to the American Compensation Association's (2015), compensation is the

cash and non-cash remuneration provided by an employer for services rendered. It could be financial rewards which refer to any monetary rewards that go above and beyond basic pay. These rewards are separate and not added into basic salary. Examples of these include financial incentives, bonuses, and recognition. Compensation can be described as direct and indirect compensation received by employees in commercial bank that serves to achieve employee satisfaction and retention as well as improve performance (Njanja *et al.*, 2013). Compensation also refers to the strategies, policies and processes that are required to ensure that the contribution of people in an organization is recognized by both non-financial and financial means (Armstrong, 2012). Compensation packages entail some basic features that tend to make employees get satisfaction on their job. This implies that compensation encompasses the design, implementation and maintenance which target both the organization and its stakeholders. According to Karami *et al.* (2012), compensation should be effective and efficient in order to enable an organization achieve its goals and it should be designed in a way that creates maximum returns to both the corporation and its employees. It is concerned with ensuring that people in the organization are rewarded equitably, fairly and consistently so as to ensure the achievement of organization goals.

Conceptually, compensation is the reward such as salary, bonuses or incentives awarded to an employee in exchange for their services or individual contributions to organizational growth. The contributions can be their time, knowledge, skills, abilities and commitment to the company or a project. Armstrong and Murlis(2007) noted that compensation does not only involve employee pay and benefits but is also concerned with non-financial rewards such as learning and development, recognition, praise and increased job responsibility. Maintaining attention to the main needs of employees and ensuring fair distribution of rewards both inside and outside the organization are the main ideologies in any reward system (Karami *et al.*, 2012). The compensation package must be attractive enough to prevent employees from becoming dissatisfied and looking elsewhere for better salary, career development opportunities, fringe benefits, bonuses and incentives. Compensation is important because it contributes to the achievement of corporate goals (Carnellus, 2011).

Training Opportunities

Training is generally considered as a tool which is used to enhance individual skills, knowledge and abilities of a resource, and to enable that person to understand certain aspects of business (Chen, *et al.*, 2017). Training and resource development, when combined together with other practices, directly affect the quality of human resource outcomes, which eventually results in firm's higher performance (Guest, 2016). The need for a training program arises whenever there is a gap between the desired and actual performance of the employees. Usually, the senior management of a company tries to fill this skill gap by opting for 'On-the-job training' (Swart, *et al.*, 2018). Training is defined as planned intervention that is designed to enhance the determinants of individual job performance (Chiaburu&Tackleab, 2015). Training sessions help employees in reducing frustration and anxiety which is created by heavy workloads and also enables them to handle this effectively (Chen, *et al.*, 2017). Workplace training encourages employees to self-assess their skills and identify areas for improvement. This process fosters a culture of continuous learning where individuals can build on their strengths while addressing weaknesses. As employees develop new competencies, they become more valuable assets to the organization. Offering training opportunities is a necessity in the workplace. Without it, employees don't have a firm grasp on their responsibilities or duties. Employee training refers to programs that provide workers with information, new skills, or professional development opportunities. Employee training is a planned activity which focuses on increasing and enlarging the capabilities, improving the technical and conceptual skills of employees so that they can possess the necessary abilities to handle complex situations and better perform their job. The central idea underlying training in any sector is how best to keep employees current, vibrant and versatile so that they can continuously

perform their roles effectively in this age of rapid socio-economic, political, scientific and technological changes and globalization. Through regular training activities the employees will avoid becoming rustic. Falola, *et al.* (2014) The need for employees to improve their knowledge, skills, attitudes and behaviours while on the job is even more critical now in developing nations than ever before. This situation implies that employees need to be kept abreast of the time and the trends of knowledge development in their discipline so as not to become obsolete and made redundant. The ultimate goal of self development is the enhancement of individual's job satisfaction and the optimization of skills, talent and task accomplishment (Falola, *et al.*, 2014). Operationally, training opportunities are various programs and activities designed to enhance employees' skills, knowledge, and competencies related to their roles and responsibilities. It is designed to impart targeted learning experiences that contribute to personal and professional growth, enabling individuals to acquire the abilities needed to excel in their roles or activities. According to Luc (2022), training opportunities can take various forms, including formal instruction, practical exercises, on-the-job learning, workshops, seminars, and more

Work Environment

According to Oxford Advance Learners Dictionary (2007), environment is the natural conditions in which people, animals and plants lives. Environment can also be defined as all the surrounding things, conditions, and influences affecting the growth or development of living things. It is the act or fact of surrounding in other words, environment means the surrounding in which living things live. However, Banjoko (2011) defined work environment as the condition of the building, office, facilities, people and surrounding conditions under which an employee operates. He also noted that the work environment can be composed of physical conditions such as office temperature, or equipment, computer systems, tools, machineries, and devices which an employee uses in performing task assigned to him which are capable of influencing their performance. In the view of Blythe in Deafu (2020), work environment involves the social interactions at the workplace, including interactions with peers, subordinates, and managers. This definition defines work environment as the workforce working in a given organization and the quality of relationship and interaction among them. The quality of human relationship with an organization can affect employees' performance and the organization at large. Generally, and within limits, employees are entitled to a work environment that is free from harassment. A hostile work environment exists when unwelcome sexual conduct interferes with an employees' job performance, or creates a hostile, intimidating, or offensive work environment (Deafu, 2020).

Accordingly, Kohun (2018), defines work environment as "an entirety" which comprises the totality of forces, actions and other influential factors that are currently and, or potentially contending with the employee's activities and performance. Work environment is the sum of the interrelationship that exists within the employees and between the employees and the environment in which the employees work. Lambert (2018), was of the opinion that "the ability to share knowledge throughout organizations depends on how the work environment is designed to enable organizations to utilize work environment as if it were an asset helps organizations to improve effectiveness and allow employees to benefit from collective knowledge. In addition, Brenner (2018) argued that work environment designed to suit employees' satisfaction and free flow of exchange of ideas is a better medium of motivating employees towards higher productivity. Work environment when appropriately designed, motivates employees toward higher productivity.

Concept of Organizational Growth

Growth is one of the cardinal factors for which most companies strive, regardless of their size. Small firms want to get big, big firms want to get bigger. Indeed, companies have to grow at least a bit every year in order to accommodate the increased expenses that develop over time. With the passage of time, salaries increase and the costs of employment benefits rise as well. Even if no

other company expenses rise, these two cost areas almost always increase over time. It is not always possible to pass along these increased costs to customers and clients in the form of higher prices. Consequently, growth must occur if the business wishes to keep up (Andrew & Sherman, 2018). The organizational growth of commercial banks is crucial for enhancing their financial stability and resilience. As banks expand, they can diversify their portfolios, which helps mitigate risks associated with economic fluctuations. A larger organization typically has a broader customer base and a wider range of financial products, allowing it to absorb shocks more effectively during economic downturns. This resilience not only protects the bank itself but also contributes to the overall stability of the financial system.

Organizational growth enables commercial banks to increase their capital base, which in turn allows them to provide more loans and credit facilities to businesses. This increased access to capital is vital for business expansion, innovation, and job creation. By supporting businesses with adequate financing options, banks play a pivotal role in driving economic development and fostering entrepreneurship within communities. Francis, *et al.* (2017) assert that growth has the potential to provide businesses with a myriad of benefits, including things like greater efficiencies from economies of scale, increased power, a greater ability to withstand market fluctuations, an increased survival rate, greater profits, and increased prestige for organizational members. Many small firms desire growth because it is seen generally as a sign of success, progress. Growth is, in fact, used as one indicator of effectiveness for businesses and is a fundamental concern of many practicing managers. Sustainable growth, however, means different things to different organizations.

Conceptually, organizational growth is the realistic attainable height that an enterprise or firm could maintain without running into complications. A business that grows too quickly may find it difficult to fund the growth. Creation of sustainable growth is a prime concern of small business owners and big corporate executives alike. Obviously, achieving this goal is no easy task, given rapidly changing political, economic, competitive, and consumer trends (Davidsson *et al.*, 2017).

Measures of Organizational Growth

Financial Growth

As defined by Baer and Sonnentag (2005), financial growth is the excess of revenues over outlays and expenses in an organization over a given period of time, usually an accounting period or a year. This is the economic value (money) accrued to a business as a return of investment. Conventionally, it is virtually quantified in monetary terms. Richard, *et al.* in Baer and Sonnentag (2005) illustrated that financial growth could be seen when a certain amount of money is invested in a business and after transactional and commercial activities are carried out, surplus are returned, it is presumed that financial growth is attained when return on investment is appreciated. One of the most common indices, for example, is return on assets (Wan & Hoskisson in Nmom, 2015). Return on assets is the annual profit or net income divided by the average assets over the year. Thus, financial growth as an indicator of organizational growth of money deposit banks is a measure of the capacity or level of higher financial gains organizations make from their business transaction. Financial growth is an indisputable measure of corporate growth as far as marine companies are concerned because their primary aim is to maximize profit. Thus, their ability to generate more revenue over and above expenses (costs) can be used to determine their performance (Nmom, 2015). However, financial growth may be equally seen as the ability of a corporate organization to generate financial resource above the cost of running business. It could be also seen as the capacity to generate profit from all die aspects of a business which illustrate how proficient the management is in yielding revenue by employing available resources. Financial growth determines whether a business stays in business or exit.

Financial growth could be referred to as the increase in a bank's financial performance and capacity over time, which can be measured through various metrics. This growth is essential for ensuring the bank's sustainability, competitiveness, and ability to serve its customers effectively. A bank's ability to grow financially also enhances its sustainability and profitability (Aydogdu&Asikgil, 2011). Profitable banks are more resilient, capable of weathering economic downturns, and can continue to operate effectively even during challenging times. This stability is crucial not just for the bank itself, but for the broader financial system, as strong banks underpin economic confidence and prevent the ripple effects of financial crises. Financial growth is directly linked to value creation. As banks grow, they can deliver higher returns on equity, increase share prices, and pay dividends, making them attractive to investors. This, in turn, supports the bank's market position and provides additional capital for further growth and innovation.

Financial growth of commercial banks refers to the increase in their financial performance, stability, and market presence over time. As banks expand their financial resources, they are better equipped to support economic activities by providing essential credit to businesses and individuals, fueling investment, consumption, and overall economic development (Belfield & Marsden, 2013). This growth is not just about increasing numbers on a balance sheet; it translates into tangible benefits for the economy at large. Growing banks are better positioned to meet regulatory requirements and manage risks effectively. With increased capital and diversified income streams, they can build stronger buffers against economic shocks, ensuring they remain stable and secure even in volatile conditions. Growth allows banks to diversify their portfolios and reduce exposure to specific sectors or borrowers. This diversification minimizes the risk of significant losses during economic downturns or financial crises, thereby contributing to the stability of the financial system (Chris, 2011).

Operational Growth

Operational growth is essential for commercial banks to remain competitive, improve efficiency, and support overall business growth. It involves optimizing processes, adopting new technologies, expanding service capabilities, and ensuring that the bank can scale effectively as it grows. Operational growth is integral to developing sustainable growth strategies within commercial banks. It allows institutions to scale operations effectively without proportionately increasing costs or resources (Malik & Kotabe, 2019). This scalability is vital for responding to market demands swiftly while ensuring long-term viability. Operational growth fosters a culture of continuous improvement and innovation. Banks that continuously evolve their operations are better equipped to adapt to changes in the market, customer preferences, and regulatory environment. Operational growth helps commercial banks stay compliant with these regulations by improving reporting capabilities and risk management processes. By investing in robust compliance frameworks and technologies, banks can mitigate risks associated with regulatory penalties while ensuring they meet all necessary requirements (Ipole&Okpa, 2019).

Operational growth of commercial banks refers to the expansion and improvement of a bank's internal processes, capabilities, and infrastructure to better support its business activities. As banks grow operationally, they streamline their processes, adopt new technologies, and optimize resource use. This leads to reduced operational costs, which improves profitability (Hsiao & Lin, 2018). Efficient operations allow banks to offer competitive pricing, improve margins, and allocate resources more effectively to growth initiatives. Golhar and Deshpande (1997) opined that operational growth often involves enhancements in customer service, such as faster transaction processing, better digital services, and more responsive customer support. This is because a superior customer experience drives customer satisfaction, loyalty, and retention, which are crucial for sustained growth in a competitive market. As banks expand their operations, they develop the capacity to handle larger volumes of transactions and customers without a proportional increase in costs. Scalability allows banks to grow their customer base and business volume while maintaining

or even improving efficiency, leading to higher profitability. Banks that invest in operational growth through technology adoption, process improvements, and service diversification can differentiate themselves from competitors. This competitive edge can attract more customers, enable the bank to enter new markets, and improve market share (Hsiao & Lin, 2018). Operational growth often includes enhancements in risk management and regulatory compliance. A bank's ability to effectively manage risks and comply with regulations is crucial for its stability and reputation.

The bank's ability to efficiently scale its operations to handle increased business volume without a proportional increase in costs. Investing in human resource development as part of operational growth leads to a more skilled and motivated workforce, which is essential for delivering high-quality services and driving innovation. Operational growth strengthens a bank's overall financial stability by building robust systems, enhancing risk management, and ensuring efficient use of capital.

Market Growth

The market growth of commercial banks is vital for promoting economic stability, enhancing financial inclusion, fostering competition and innovation, facilitating capital formation, improving risk management practices, ensuring regulatory compliance, and contributing to government revenues (Tampline, 2022). Thus, market growth is the increase in the bank's share of the total market within the banking industry, often measured by assets, deposits, loans, or revenue. Market growth in commercial banking contributes significantly to overall economic stability and growth. As banks expand their operations, they increase their capacity to provide loans and credit to individuals and businesses. This access to capital is essential for funding investments, which in turn stimulates economic activity, job creation, and consumer spending. A robust banking sector can help mitigate economic downturns by maintaining liquidity in the market. The expansion of commercial banks often leads to greater financial inclusion. As banks grow, they tend to reach underserved populations and regions, providing essential banking services such as savings accounts, loans, and payment systems. This inclusivity helps empower individuals and small businesses by giving them access to financial resources that were previously unavailable, fostering entrepreneurship and innovation. A growing market for commercial banks fosters competition among financial institutions. Increased competition typically leads to better services, lower fees, and more innovative products for consumers. Banks may invest in technology to enhance customer experience through online banking platforms or mobile applications, making banking more accessible and efficient (Emil, 2018).

Market growth of commercial banks refers to the expansion of a bank's presence, customer base, and influence within the financial market. Growing commercial banks contribute significantly to government revenues through taxes on profits generated from their operations. These tax revenues can be reinvested into public services such as education, healthcare, infrastructure development, and social programs that benefit society at large. Adam (2021) averred that market growth is the increase in the bank's income from interest, fees, and other financial services as it expands its market presence. Commercial banks play a pivotal role in capital formation by mobilizing savings from depositors and channeling these funds into productive investments. The growth of commercial banks enhances their ability to pool resources from various sources, which can be directed toward infrastructure projects, business expansions, or other long-term investments that benefit society as a whole. As commercial banks grow in size and scope, they develop more sophisticated risk management practices. Larger institutions often have the resources to implement advanced technologies and analytics that help assess credit risk more effectively. This capability not only protects the bank's assets but also contributes to the stability of the financial system by reducing the likelihood of defaults during economic fluctuations (Kimberlee, 2018). Market growth encourages better compliance with regulatory standards among commercial banks. As these institutions expand their operations globally or nationally, they must

adhere to various regulations designed to ensure financial stability and protect consumers. This compliance fosters trust in the banking system as customers feel secure knowing that their deposits are protected.

Theoretical Review

The study was anchored on Equity Theory mainly as its theoretical foundation followed by Social Exchange Theory.

Equity Theory of Motivation

The Equity Theory was propounded by John Stacy Adams in 1963 with the following assumptions:

- i. It explains how human beings strive to ensure fairness and justice in collective or give-and-take relationships.
- ii. Employee evaluates his or her work (inputs) against what he or she gets (outputs) and compares it with a different worker's ratio of inputs and outputs. As such, various problems result when the employee makes comparisons and perceives some form of unfairness (inequity).

The justification of this theory to this study is noted from the fact that an employee who might sense inequity in the way their grievance procedure or other outputs might alter their attitude towards the organization they work for. This theory is related to this study because, offering equity and fairness in terms of adequate workplace condition (compensation, training and work environment) to all employees of commercial banks in Rivers State under study will help in curbing grievance and conflict among workers as well as improving their intention to remain in the firm which in turn impact on the overall organizational growth.

Social Exchange Theory

Social Exchange Theory was proposed by George Casper Homans in the year 1958. The theory posits the following assumption:

- i. In a relationship, every individual has expectations from his/her partners. A relationship without expectations is meaningless.
- ii. Good relationships are mutually beneficial and not supposed to be one sided. An individual invests his time and energy in relationship only when he gets something out of corresponding or higher value from it.

The justification for the adoption of Social Exchange Theory as the theoretical foundation of this work titled: workplace condition and organizational growth, is predicated on the relevance of this theory to the independent and dependent variables. The theory explains that workers and management have their own unique expectations in their contractual relationship and that the extent to which these expectations are met will influence or determine the quality of relationship. Employers expect employees to show unwavering commitment towards the achievement of goals and targets by making meaningful inputs. On the other end, the employee expects his employer to provide an enabling workplace condition that will guarantee meeting his social aspirations at work. This theory posits that the extent to which a management is able to provide an enabling environment for employee to be satisfied with their jobs will influence his degree of willingness, enthusiasm, and dedication towards continuing to work enthusiastically for the organization.

Empirical Review

Jonah (2024) examined work conditions and organisational growth in MTN Nigeria Plc Uyo. The objective of the study was to evaluate the relationship between work load, working hours and organisational growth in MTN Nigeria Plc Uyo Akwa Ibom State from 2010 to 2021. Descriptive and exploratory research designs were adopted, and primary data was collected using questionnaire administered to 56 employees in MTN Nigeria Uyo Akwa Ibom State. The data collected was analysed using descriptive and inferential statistical techniques, and notably

regression. The findings revealed that work load has a positive and insignificant relationship with organisational growth in MTN Nigeria Uyo and working hours has a negative and insignificant relationship with organisational growth in MTN Nigeria Uyo. It was also revealed that workload and working hours have a significant relationship with organisational growth in MTN Nigeria Uyo. It was concluded that that working conditions significantly relates with organisational growth in MTN Nigeria. Recommendations made include that there is need for organisations adhere to global best practices on work loads for their employees rather than embarking on arbitrary work load increase for their gains, and employers in various organisations should manage work conditions through the right workload and appropriate working hours to promote organisational growth.

Anthony (2024) studied the effects of working conditions on employee performance at a private sector organization (Cutix Cables PLC Nnewi, Anambra State). The objectives of the study were to examine if bad working conditions contribute to low productivity of employees; Examine if employee productivity is dependent on the work environment; To ascertain if improved work environment lead to higher employee performance; and to determine if employee creativity and performance is dependent on comfort level. The study employed survey design using a population size of One hundred and one (101) staff drawn from Cutix Cable Plc, Nnewi Anambra State. Simple percentages and chi-square was used in the analysis of data obtained. This research study reveals that bad working conditions contribute to low productivity of employees and that employee productivity problems are within the work environment. The study concluded that improved work environment leads to higher employee performance and employee creativity. It is however recommended that creating a work environment in which employees are productive is essential to increased profits for organizations, corporation or small business. The relationship between work, the workplace and the tools of work should be an integral part of work itself.

Pires (2018) examined working conditions and organizational support influence on satisfaction and performance. The purpose of this paper is to analyze the perceptions of working conditions (e.g. payment, training, work life balance (WLB)), organizational support and their effects on satisfaction with working conditions and job performance. A sample of 43850 individuals, from 35 European countries, inquired by questionnaire, from European Work Conditions Survey 2015 was analyzed. The study of relationships was conducted through hierarchical linear regression. The results showed (a) most of characterization variables had a low or non-significant effect on criteria variables; (b) the best predictors for satisfaction with work conditions were payment, WLB, and organizational support, particularly direct management support; (c) for job performance the relevant predictors were tenure, WLB and organizational support. It was concluded that organizations seeking to increase both satisfaction and performance from their employees in order to achieve better global performance should recognize the importance of leader support and also of co-workers, and encourage it, either with formal training programs or valuing support, cooperation and helping others, a dimension of organizational citizenship behavior, through organizational culture.

Gu, *et al.* (2022) examined the impact of workplace environment on employee task performance under the mediating role of employee commitment and achievement-striving ability. For this purpose, data were collected from the academic staff under a cross-sectional research design, and they were approached through convenience sampling technique. The researchers distributed a sum of 420 questionnaires among the respondents. Among these distributed questionnaires, only 330 were received back. The returned questionnaires were checked for missing and incomplete responses and after discarding the missing responses useable responses were 314 which were used for the data analysis. Data had been analyzed through structural equation modeling (SEM) by using Smart PLS 3. The SEM was done based on measurement models and structural models. The results indicated that a positive work environment had the power to improve employee performance. Similarly, a positive work environment also improved the employee commitment level and achievement-striving ability significantly. The study recommended that management should make the work more psychologically suitable for employees.

Mohamad (2021) examined the impact of work environment on organizational performance of real estate company Investo Global in Pakistan. The aim of this study was to investigate firstly the relationship between the employee performance and work environment and determining the impact of work environment has on employees' performances at work. A real estate company Investo Global was chosen for this study due to accessibility and feasibility. The target population of the study was found to be 120, through the RAO Soft sample size was found to be 92 which were the respondents of the study and will be tested, with confidence level of 95% while remaining 5% was considered as error. To collect data a structured quantitative questionnaire was adapted from the prior research with permission and referenced. A mixed methodology was selected for this study. The data collected is analyzed through SPSS, the cross-sectional approach was used. To test the data each of the questions were separately first analyzed and interpreted and to see the contribution of each variable and contribution to the work performance of Investo Global employees, Pearson's Correlation Analysis was used to see relationship of variables. The factors which were selected for measuring work environment were employee benefits, supervisors and coworker's support, training and development, adequate workload, physical work environment. The results show all the variables had a significant and positive relationship with employee performance. The most dominating variable out of all was employee benefits as considered by the employees of Investo Global which effect their work performance greatly. The study recommended that management should optimize the work environment by improving on employee benefits and training.

Ijaya (2017) examined the effects of compensation strategies on employees' performance in the Public Health Sector in Nairobi City County Kenya. The objectives of the study were to determine the effects of both financial and nonfinancial compensation on employees' performance. The study employed a descriptive research design. Stratified random sampling were used to select a sample size of 110 employees drawn from the target population of 1100. Responses were collected through administration of questionnaire. The validity and reliability of the questionnaire were enhanced through a pilot study carried out in selected Hospitals in Nairobi City County. To ensure the validity of the instruments, both face and content validity was used. Data collected was categorized coded and then tabulated using SPSS. The qualitative data were analyzed using descriptive statistics, means frequency tables and percentage. The study found that competitive salaries, incentives, indirect compensation and rewards had a positive and significant influence on employees' performance. The study concludes that a competitive salary package can improve employee motivation, reduce employee turnover and increase productivity, incentive plans motivate workers for higher efficiency and productivity. It can improve the work-flow and work methods, indirect compensation is a non-monetary benefits offered and provided to employees in lieu of the services provided by them to the organization and that that employees become more engaged when their performance is properly recognized by their employer. The study recommends that paying a competitive salary is crucial for companies wishing to recruit and retain top talent, the organization should review existing reward programs and determining their effectiveness in meeting the organization's objectives, employees should be provided with the adequate allowances and facilities during their overtime, if they happened to do so, such as transport facilities, overtime pay, etc. allowances to get their regular check-ups and that the organization should align employee reward strategies with business strategy.

Hameed *et al.* (2014) measured the impact of compensation on employee performance in different banks of Pakistan. A questionnaire was designed to collect the data on the factors related to compensation like salary, rewards, Indirect Compensation and employee performance. The data was collected from different banks of Pakistan. The data collected were analyzed in SPSS 17.0 Version. Different analytical and descriptive techniques were used to analyze the data. It was found from different results that Compensation has positive impact on employee performance. It is proved from correlation analysis that all the independent variables have weak or moderate

positive relationship to each other. Regression analysis shows that all the independent variables have insignificant and positive impact on employee performance. Descriptive analysis also reveals that all the independent variables have positive impact on employee performance. ANOVA results reveal that education have not same impact on employee performance. The major limitation of this research is that this study only covers the banking sector of Punjab. Another limitation is that it excludes many variables of compensation due to shortage of time. Funds were also another limitation. Apart from these limitations this research may provide insights to the managers to enhance the employee performance of their subordinates.

Musah *et al.* (2016) explored the impact of compensation taking into consideration elements such as salary, rewards, incentives, and indirect compensations impact on employee's performance in AngloGold Ashanti Obuasi, Ghana. Using a simple random sampling approach, a questionnaire was administered to 240 employees in the organization with 222 completing them and same adopted for the study. The study used the SPSS version 26 to process the data after all errors were corrected and data coded. Descriptive analysis and multiple regression analysis were employed to analyze and give meanings to the output. The results indicate that salary, rewards, incentives, and indirect compensations have a positive and significant impact on employee performance. The study hence recommends that the organization should constantly enhance their compensation schemes in order to consistently improve the performance of their employees.

METHODOLOGY

Research Design

The explanatory cross sectional survey research design was adopted for the study. The explanatory cross sectional survey research design is interested in examining novel phenomenon through the generation of data from a portion of a large population via questionnaire and using such data to test hypotheses. This design is deemed fit for this study considering the fact that this study involves a survey of different commercial banks in Rivers State. The study also involves the test of hypotheses (which is explanatory in nature).

Research Population

The population of the study consisted of the Twenty-Two (22) Commercial Banks operating in Rivers State. The above information is obtained from Corporate Affairs Commission, Rivers State. The Twenty-Two (22) Commercial Banks currently operating in Rivers State are listed overleaf:

Table 1: Population Distribution

S/N	Names of Commercial Banks	Port Harcourt Headquarters Address
1	Access Bank of Nigeria Plc.	No. 329A Olu Obansanja, Port Harcourt
2	Citibank	No. 1 Trans- Amadi, Port Harcourt.
3	Ecobank of Nigeria Plc.	No. 329A Olu Obansanja, Port Harcourt
4	Fidelity Bank Plc.	No. 29/30 Old Aba Road, PH.
5	First Bank Plc.	No. 20/21 Old Aba Road, PH.
6	First City Monument Bank	No. 22/24 Old Aba Road, Port Harcourt.
7	GT Bank Plc.	No. 32/34 Old Aba Road, Port Harcourt.
8	Heritage Bank	No. 22/23 Old Aba Road, Artillery, Port Harcourt.
9	Jaiz Bank	No. 186 Aba Road, PH.
10	Keystone Bank Plc.	No. 51. Aba Road PH.
11	Main Street Bank Plc.	473B Trans-Amadi Industrial Layout, Port-Harcourt
12	Polaris Bank Plc.	Agip Junction /Ikwere Road, PH.
13	Stanbic IBTC Plc.	No. 58 Olu Obansanjo Road, Port Harcourt
14	Standard Chartered Bank Plc.	Plot 7Trans-Amadi, Industrial Layout, Port Harcourt.
15	Sterling Bank Plc.	No. 142 Woji Road, GRA 2, Port Harcourt
16	SunTrust Bank	No. 16 Trans-Amadi, Nkpogu, Port Harcourt.
17	Titan Trust Bank	No. 5 Olu Obansajo Road, Port Harcourt.

18	UBA Plc.	No. 14B Azikiwe Road, Port Harcourt.
19	Union Bank Plc.	Plot 468, Trans-Amadi , Port Harcourt.
20	Unity Bank	No. 28A Aba Road, Port Harcourt
21	Wema Bank	No. 66 Olu Obansajo Way, Port Harcourt.
22	Zenith Bank Plc.	No. 40 Aba Road, Port Harcourt.

Source: Corporate Affairs Commission, Rivers State (2024)

Sample/Sampling Techniques

The sample size of the study consisted of the entire population since the population was small. Thus, the study adopted the census method of sampling. In terms of respondents, six (7) top level managers were purposively selected from each of the Twenty-Two (22) Commercial Banks in Rivers State in their city headquarters based on availability. The managers selected included the following: General/Branch Managers, Customer Relation Managers, Marketing Managers, Human Resource Managers, Procurement Manager, Product Managers and Operations Managers. Although, all managers in the commercial banks understudy have equal opportunity of selection, but the above categories of managers were suitably selected as respondents across the banks because of the variables involved in the study and their perceived experiences in the organizational phenomenon investigated in the study. Details of the population distribution are provided in the table below:

Table 2: Study Sample

S/N	Names of Commercial Bank	Respondents
1.	Access Bank of Nigeria Plc.	7
2.	Citibank Plc.	5
3.	Ecobank of Nigeria Plc.	7
4.	Fidelity Bank Plc.	6
5.	First Bank Plc.	6
6.	First City Monument Bank Plc.	5
7.	GT Bank Plc.	7
8.	Heritage Bank Plc.	4
9.	Jaiz Bank Plc.	3
10.	Keystone Bank Plc.	5
11.	Main Street Bank Plc.	4
12.	Polaris Bank Plc.	5
13.	Stanbic IBTC Plc.	6
14.	Standard Chartered Bank Plc.	6
15.	Sterling Bank Plc.	4
16.	SunTrust Bank Plc.	6
17.	Titan Trust Bank Plc.	4
18.	UBA Plc.	7
19.	Union Bank Plc.	5
20.	Unity Bank Plc.	6
21.	Wema Bank Plc.	5
22.	Zenith Bank Plc.	7
Total		120

Source: Researcher's Computation, 2024.

Sources of Data

The study adopted both the primary and the secondary data. Primary data are original data collected for a specific research study. Data was collected through the use of questionnaire. The questionnaire was closed ended and was structured in a response friendly manner to aid the easy understanding of the respondents. The questionnaire was designed to reflect the research

objectives and research questions for the study. This method was adopted because it was the only possible way to reach a large number of respondents as it ensured unity and consistency of the information collected for study.

On the other and, the secondary data are historic in nature and was gathered through reviewing existing online and offline literatures relevant to the study; journals and articles, books, conference papers, unpublished research works. The literatures review was done in order to give the reader a clear understanding of the study based on already existing information.

Instrumentation and Measurement

Structured questionnaire was used as instrument for data collection. The structured questionnaire was developed by the researcher. The research instrument was called "Workplace Condition and Organizational GrowthIndex" (WCOGI). The instrument was made up of two sections. Section A was designed to elicit demographic data concerning the respondents. Section B contained the main questionnaire items designed to measure the variables under investigation. The instrument was designed in a modified four (4) point likert scale with the following response options: Strongly Agreed (SA) =4; Agreed (A) = 3; Disagreed (D) = 2; and Strongly Disagreed (SD) = 1.

Validity of the Instrument

Validity of instrument has to do with the capacity of a research instrument to measure what it ought to measure. The study adopted the face and content validity. To achieve this, the questionnaire that was used for the study was subjected to thorough scrutiny and adjustment by the experts in Test and Measurement. Their comments were used to validate the questionnaire items.

Reliability of the Instrument

The reliability of an instrument is an indication of the firmness and consistency with which the instrument measures the concept and helps to assess the "goodness" of the measure. Goodness of measure is the appropriateness of the constructs, dimensions and measures selected for variables in a particular study as contained in the measurement instrument. It deals with the characteristics of a good tool used for measurement and involves the assessment of such tool. Cronbach Alpha was used to test the internal consistency of the instrument that was used for the study. The adoption of Cronbach Alpha in ascertaining the reliability of the instrument is based on assumption that Cronbach Alpha measures the internal consistency of the instrument. Detail of the test is presented in table below:

Table 3: Cronbach Alpha Reliability Test Results

Variables	Dimensions/Measures	Items	Alpha
Workplace Condition	Compensation	4	.924
	Training Opportunities	4	.773
	Work Environment	4	.862
Organizational Growth	Financial Growth	4	.768
	Operational Growth	4	.865
	Market Growth	4	.944

Source: Survey Data, 2024.

Administration of Instrument

In line with the study sample, a total of One Hundred and Twenty (120) copies of the questionnaire were administered to respondents through the help of two research assistance. The researchers were able to retrieve One Hundred and Three (103) copies and were used for the analysis.

Method of Data Analysis

Mean and standard deviation was used for the univariate analysis, while the bivariate analysis was done using Spearman Rank Order Correlation Coefficient with the aid of SPSS Version 23.0. Multivariate analysis was done using Partial Correlation. Thus, Spearman Rank Order Correlation Coefficient was computed with the formula below:

$$r_s = 1 - \frac{6 \sum D^2}{n(n^2 - 1)}$$

Where;

n = number of pairs of data

d = different between the ranking in each set of data.

Σ = Summation

If our statistical analysis shows that the significance level is below the cut-off value we have set (which is 0.05), we reject the null hypothesis and accept the alternate hypothesis. Alternatively, if the significance level is above the cut-off value, the null hypothesis was accepted. In testing the hypotheses one to ten, the following rules were upheld in accepting or rejecting our null hypotheses. All the coefficient (r) values that indicate levels of significance (* or **) as calculated using SPSS were accepted and thus our alternate hypotheses was accepted and when no significance was indicated in the coefficient (r) value, we reject the null hypotheses. We set out confidence interval at 0.05 level of significance to test the statistical significance of this study. Both the significance values and the coefficient values were used.

Test of Hypotheses

Ho₁: There is no significant relationship between compensation and financial growth of Commercial Banks in Rivers State.

Table 1: Correlations between Compensation and Financial Growth

		Compensation	Financial Growth
Spearman's rho	Correlation Coefficient	1.000	.667**
	Compensation Sig. (2-tailed)	.	.000
	N	103	103
	Correlation Coefficient	.667**	1.000
	Financial Growth Sig. (2-tailed)	.000	.
	N	103	103

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data, 2024.

Table 1 above shows r value of 0.667 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating compensation and financial growth. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₁) which states that there is no significant relationship between compensation and financial growth of Commercial Banks in Rivers State was rejected and the alternate hypothesis (Ha₁) was accepted. This implies that there is a strong positive relationship between compensation and financial growth of Commercial Banks in Rivers State.

Ho₂: There is no significant relationship between training opportunities and operational growth of Commercial Banks in Rivers State.

Table 2: Correlation between Training Opportunities and Operational Growth

			Training Opportunities	Operational Growth
Spearman's rho	Training Opportunities	Correlation Coefficient	1.000	.652**
		Sig. (2-tailed)	.	.000
		N	103	103
	Operational Growth	Correlation Coefficient	.652**	1.000
		Sig. (2-tailed)	.000	.
		N	103	103

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data, 2024.

Table 2 above reveals r value 0.652 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating training opportunities and operational growth. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{05}) which states that there is no significant relationship between training opportunities and operational growth of Commercial Banks in Rivers State was rejected and the alternate hypothesis (H_{a5}) was accepted. This implies that there is a strong positive relationship between training opportunities and operational growth of Commercial Banks in Rivers State.

H_{03} : There is no significant relationship between work environment and market growth of Commercial Banks in Rivers State.

Table 3: Correlations between Work Environment and Market Growth

			Work Environment	Market Growth
Spearman's rho	Work Environment	Correlation Coefficient	1.000	.406**
		Sig. (2-tailed)	.	.000
		N	103	103
	Market Growth	Correlation Coefficient	.406**	1.000
		Sig. (2-tailed)	.000	.
		N	103	103

****.** Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data, 2024.

Table 3 above reveals r value of 0.406 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating work environment and market growth. Since the significance value 0.00 is less than the alpha level of 0.05, the null hypothesis (H_{09}) which states that there is no significant relationship between work environment and market growth of Commercial Banks in Rivers State was rejected and the alternative hypothesis (H_{a9}) was accepted. This implies that there is a moderate positive relationship between work environment and market growth of Commercial Banks in Rivers State.

Summary of Findings

Base on the analyses the study found that:

1. There is a strong positive relationship between compensation and financial growth of Commercial Banks in Rivers State.
2. There is a strong positive relationship between training opportunities and operational growth of Commercial Banks in Rivers State.
3. There is a moderate positive relationship between work environment and market growth of Commercial Banks in Rivers State.

CONCLUSIONS

Based on the analyses and discussion of findings, the study concluded that workplace condition positively correlate with organizational growth of Commercial Banks in Rivers State. It was also concluded that there is a relationship between workplace condition and organizational growth of Commercial Banks in Rivers State. This is because a workplace characterized by fair compensation, training opportunities and safe work environment always stand better chance of attaining growth than others on the contrary.

RECOMMENDATIONS

Based on the findings, the following recommendations were made:

1. Management of Commercial Banks should to adapt fair labour practice that do not jeopardize the relevance of employee compensation, training as well as creating a safe work environment to enhance better growth via market, operational and financially.
2. Management of Commercial Banks should implement strategies that encourage building of adequate workforce through initiating training opportunities for proper up-skilling.
3. Management of Commercial Banks should establish some forms of informal relationship with their employees, this will assist in prompt task accomplishment.

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