

## The impact of facilities management on workplace well-being and employee productivity in the banking sector

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### ABSTRACT

This study examines the strategic impact of facilities management (FM) practices on workplace well-being and employee productivity in the banking sector of Ghana; it examines the enhancement of operational output and the mitigation of occupational stress through the management of the physical environment. Underpinned by the Job Demands-Resources Theory and the Person-Environment Fit Theory, the study adopted positivist paradigm with a quantitative cross-section research design. Using stratified random sampling technique, a sample of 152 employees was drawn from a population of 375 across 19 branches of a commercial bank in Kumasi, Ghana. Data was gathered through the use of questionnaires, and analyzed using Partial Least Square Structural Equation Model (PLS-SEM). The findings of the study established strong positive relationships among the various variables: FM practices significantly influence workplace well-being (path coefficient= 0.792, T= 14.302, p < 0.001), well-being significantly enhances productivity (Path coefficient= 0.360, and T= 4.331 at p < 0.001), and FM practices significantly influence employee productivity (Path coefficient= 0.559, and T= 6.603 at p < 0.001). The study concludes that proactive facilities management and appropriate infrastructure or workplace environment improves the psychological and physical well-being of employees enabling them to be more focused and motivated on their task leading to efficient execution of the task. Hence, it is recommended for banks to commit to promulgation and implementation of proactive FM policies beyond basic maintenance to ensure efficient FM practices.

**Keywords:** Banking Sector, Facilities Management, Ghana, Workplace Well-being, Employee Productivity

### I. INTRODUCTION

In every contemporary organizational setup, the strategic use of facilities to achieve organizational mission and vision is essential. Facilities are expounded as the infrastructure or tools used by individuals in their daily activities to achieve organizational goals (Amankwah et al., 2019). In its broader perspective, facilities represent the largest proportion of assets on the balance sheet for major organizations, often constituting over 25% of all fixed assets (Ahmed & Hassanain, 2020; Tannor et al., 2021). As pointed out by Arampatzi and Burger (2020) and Voordt and Jensen (2023), facilities management's (FM) function has changed from the position of being a cost centre to a more strategic role relevant for improving productivity and employee experience.

As a multidisciplinary profession, FM has been defined as the integration of people, place, process and technology (3P + T) with the aim of ensuring comfort, efficiency, safety and functioning of the physical environment of an organization (Atkin & Brooks, 2021). Though FM is globally matured as the services have been in existence for several decades, in emerging economies like Ghana, its relatively new; FM's existence as a profession in Ghana dates back to 2011 when the Greater Accra Chapter of the International Facility Management (IFMA) was launched. Despite this growth, FM in developing countries is often under-optimized, and global standards like ISO 41001 are limitedly adhered to (Dzulkifli et al., 2021). Poor maintenance, aged infrastructure, and low digital adoption often prevent optimal results in these regions.

One of the key aspects of FM in the modern era is its ability to nurture the workplace well-being, which Sadick and Kamardeen (2020) describe as psychological, social and physical conditions of employees at work. Studies have shown that the conditions of the workplace such as air quality, ergonomic considerations, lighting and noise levels have direct impact on mental health and job satisfaction (Colenberg et al., 2021). In addition, it has been observed that employee performance improves and stress reduces when exposed to indoor and outdoor green spaces through biophilic

designs (Sadick & Kamardeen, 2020). Voordt and Jensen (2023) also notes that reduction in absenteeism at work and improvement in employee's productivity is significantly influenced by healthy workplace characteristics. However, the concept of employee well-being and productivity remains fragmented in the Ghanaian perspective, particularly within high-pressure environments like the banking industry.

Alam et al. (2020) describe employee productivity as the effectiveness and efficiency with which the employees in an organization carry out their duties. Productivity within a competitive sector like the banking sector is underpinned by a number of factors: personal well-being, managerial support, motivation and the work environment (Tahir & Hajjad, 2023). Thus, improving the workplace environment produces observable and measurable increase in productivity due to the significant positive impact that such improvement has on employee health and job satisfaction (Palacios et al., 2020). However, workplace conditions that are detrimental to employees' health or work process like high noise levels, faulty infrastructure and temperature fluctuations cause upsurge in absenteeism and reduction in concentration or attention spans (Colenberg et al., 2021). It is clearly visible that the banking sector in Ghana is overly concentrated on the adoption of technology to improve its services at the neglect of the how work environmental and infrastructural support can be integrated into productivity strategies for organizational growth.

Opoku and Lee (2022) note that the role FM plays in addressing the effect that workplace well-being has on employee productivity in the rapidly evolving Ghanaian bank sector towards enhancing its outcome is understudied. In this sector, several employees work following strict process as well as working under intense pressures, yet with insufficient facility support. This leads to fatigue, disengagement and operational efficiencies. It has been observed that psychological and physical health are negatively affected by poor indoor environment like inadequate lighting and uncomfortable workspace furniture (Palacios et al., 2020; Colenberg et al., 2021). Maintaining and aligning FM with employees' needs contribute positively to organizational performance (Arampatzi & Burger, 2020), that is, there exists a critical link between FM services and well-being indicators, yet a gap limited integration of FM into the strategies of organization wellness in Ghana remains (Opoku & Lee, 2022). It is against this background that this study is being carried out.

The focus of previous studies has mostly been on FM in developed economies with little or no attention on developing economies which are beset with infrastructural and economic difficulties, creating information gap (Dzulkifli et al., 2021). In addition, how the Ghanaian banks strategically employ FM to address employee productivity and workplace well-being issues is well understudied. Accordingly, this research aims at filling these gaps through examination of the role FM plays in the improvement of workplace well-being culminating in improved productivity outcomes within the Ghanaian banking sector.

## 1.1 Research Objectives

- i. assess the impact of FM practices on employee well-being
- ii. examine the relationship between well-being and productivity
- iii. evaluate the direct influence of FM on productivity outcomes.

## II. LITERATURE REVIEW

### 2.1 Theoretical Framework

#### 2.1.1 Job Demands-Resources (JD-R) Theory

Introduced by Demerouti (2001), the JD-R theory provides a comprehensive framework for understanding employee health and performance. The theory classifies all job characteristics into two categories being job demands and job resources. Job demands refer to the physical or psychological effort required from employees, while job resources are functional characteristics such as facilities and social support that assist in achieving work objectives (Bakker et al., 2023; Bakker & Demerouti, 2017). The JD-R theory illustrates that when there are high job demands, the employee may eventually get drained, while having sufficient job resources is a sign of work engagement. The JD-R therefore has robust grounding to theoretically analyse the flow of influence from facilities management through employee's wellbeing to their performance. The theory allows us to view the management of facilities as a job resource that can significantly impact both the physical and psychological states of employees (Bakker & Demerouti, 2017). Thus, FM practices such as lighting, ergonomic design and maintenance are viewed as structural job resources that mitigate work pressure and support employee well-being (Bakker & Demerouti, 2017). The theory posits that the provision of sufficient resources allows employees to cope better with high demands, such as those found in the banking industry, leading to higher engagement and productivity (Bakker et al., 2023; Bakker & Demerouti, 2017).

### 2.1.2 Person–Environment (P–E) Fit Theory

P–E Fit Theory stems from the interactionist perspective central to organizational psychology and was later enhanced by French et al. in 1982 in terms of the impact of person-environment compatibility on the outcomes. The postulation of the theory is that positive results (including job satisfaction, and transfer of new skill etc.) comes up when the individual features match the environmental requisites and provisions (Kristof-Brown, 2011). The theory is subdivided into many types including person-job fit, person-organization fit and person-group fit. Good fit brings about satisfaction, commitment and performance while bad fit results in stress and withdrawal (Van Vianen, 2018). Thus, the theory suggests that positive results, such as job satisfaction and high performance, occur when individual needs match environmental provisions (Kristof-Brown, 2011). Within the banking context, an environment that is clean, safe, and comfortable ensures that employees perceive a "fit" between their personal well-being and their workspace (Cable & DeRue, 2002). This compatibility lowers stress levels and fosters full engagement with work tasks (Jansen & Kristof-Brown, 2006). The theory reinforces the idea that workplace well-being acts as a mediator between the physical environment (facilities) and the performance outcomes achieved by the staff.

## 2.2 Empirical Review

### 2.2.1 Facilities Management (FM) and Workplace Well-being

Existing FM studies argues that the practice of facilities management goes beyond regular operations and maintenance of buildings to include the strategic management of the workplace environment to support the well-being of employees and enhance performance (Adewunmi-Abolarinwa, 2024; Arampatzi, & Burger, 2020). Consequently, facilities management is noted as the key to matching the physical resources with the human performance needs. For instance, structural design, accessibility, quality of ambiance, lighting, thermal comfort, and safety are regarded as promoters and catalyst of team collaboration and emotional states. Thus, organizations with low standards on these features experience lower employee morale and productivity (Atkin & Brooks, 2021). Correspondently, Arampatzi and Burger (2020) found that consistent maintenance and optimal lighting contribute directly to employee satisfaction and emotional well-being. Thus, if the employees' dislikes were related to the working conditions, they reported being more stressed and worn out. Besides, the studies disclosed that buildings that were being kept in good condition contributed to the rise of psychological comfort and productivity, which implies that providing facility services is not just a matter of making the workplace a more pleasant place for the employees but also a matter of supplying them with a means for managing stress. Similarly, the study by Colenberg et al. (2021) identified that interior office elements, such as noise control and density, have profound impacts on psychological states of employees. Furthermore, biophilic design, the integration of natural elements into the office, has been shown to reduce stress and enhance cognitive focus (Hähn et al., 2021; Sadick & Kamardeen, 2020). Proactive FM interventions, such as hazard prevention and ergonomic adaptation, also increase the "coping capability" of employees in high-stress environments (Avčin et al., 2018). These existing studies suggest that effective facilities management positively contributes to employee satisfaction, motivation, concentration and overall well-being through improved physical and psychological outcomes. However, most of these studies focuses on specific FM components, hence, the impact of FM as a multidimensional construct on workplace wellbeing is a gray area especially in the banking sector of less developed economies. Grounded in the Job Demands-Resources Theory and the Person-Environment Fit Theory, this study hypnotizes that:

*H1: Facilities management practices positively related to workplace well-being.*

### 2.2.2 Workplace Well-being and Employee Productivity

Existing literature on the subject argues that workplace well-being serves as a significant variable through which effective facilities management influences employee productivity and performance. For instance, the studies by Cooper et al. (2019) found that well-being-oriented HR and FM practices lead to observable increases in output. Similarly, Abdullah et al. (2021) demonstrate that improved morale and reduction in burnout are associated with clear communication, responsive management and supportive environment whilst performance lapses and dissatisfaction emanate from poor service conditions. The implication of these findings is that well-being is an important link between the quality of an organisational and employee productivity. Consequently, employees who works in a safe, healthy, comfortable, and supportive environments are most likely to have higher job satisfaction, productivity, and more committed to their job. Conversely, those who works in an environment with poor conditions are likely to experience stress, fatigue, and reduced productivity. This argument corroborates the findings of Bartels et al. (2019) that meaningful work and psychological safety are associated with job engagement and sustained productivity. Thus, Employees who believed their job was in line with their personal values were more successful in regulating their emotions and focusing on the task. Those who did not have such alignment exhibited frustrated performance even with extrinsic rewards and good outcomes (Bartels et al., 2019). On the other hand, poor working conditions that ignore well-being often led to "presenteeism" where employees are physically present but psychologically disengaged, resulting in lower quality work and higher error rates (Voordt & Jensen, 2023). This is buttressed by Haapakangas et al. (2018) who pointed out that the layout of the office played a crucial role in creating a healthy environment and an increase in the company's output.

They also found out that noise pollution, bad positioning of the work stations, and lack of the private area were factors resulting in mental tiredness. The outcome further indicated that the working conditions influenced not only the tasks accomplished but the employee's mood as well. Thus, it is argued that the alignment between employee needs and environmental attributes leads to psychological comfort that enhances concentration (Bartels et al., 2019; Haapakangas et al., 2018). Despite these arguments in literature, the existing studies majorly focus on either employee well-being or employee productivity separately without assessing the possible link between the two variables. Hence, there is limited empirical evidence regarding how effective FM stimulate workplace well-being to influence employee productivity in a single study. Subsequently, as depicted in Figure 1, the study hypnotizes that:

*H2: Workplace well-being has a positive effect on employee productivity.*

### 2.2.3 Facilities Management and Employee Productivity

In recent times, studies on facilities management have shifted from the primary focus of operational efficiency and maintenance towards the critical role of FM in enhancing organizational performance. Subsequently, recent studies suggest that workplace conditions can directly affect employees' ability to concentrate, innovate, interact, and effectively perform their duties at work. Thus, the strategic management of workplace facilities is a documented performance enhancer. Evidently, Groen et al. (2019) reported that employees who are satisfied with lighting, air quality, and infrastructure work more efficiently. This is because the quality of facility services is found to directly influence the well-being, as employees exposed to quality FM services and environment reports less stress and are more motivated to work harder (Arampatzi & Burger, 2020). Thus, adequate office facilities and well-maintained tools enable staff to complete tasks faster and with greater accuracy (Pratiwi et al., 2019). This implies that when employees are unhappy with the facility services provided in the workplace, such as having a faulty air conditioning, or poor lighting, they are more likely to be exhausted and call in sick the next day. Conversely, employees satisfied with FM services are more likely to have a good emotional state and participate in co-worker interactions more frequently to boost efficient team work and productivity (Arampatzi & Burger, 2020). Consistently, Hafeez et al. (2019) postulated that, employees in poor conditions experienced more fatigue and stress, while the ones who were protected through clean air, comfortable design, and adequate break space were more productive. Meanwhile, in the hybrid work era, the scope of FM has expanded to include digital infrastructure and remote ergonomics, both of which are critical for maintaining productivity outside the traditional office (Jones, 2024; Adewunmi-Abolarinwa, 2024). Although these findings collectively support the argument that FM serves as a significant resource that can improve employees' productivity, most of them narrowly focuses on individual or specific environmental factors. The fragmented approach does not consider the holistic reality of employees' experience of workplace conditions where multidimensional FM components simultaneously interact to shape productivity. Hence there are limited studies that focuses on examining how FM as a comprehensive system influences employee productivity in the banking sector of a developing country. Consequently, as shown on Figure 1, this study hypnotizes that:

*H3: Facilities management practices positively affect employee productivity.*

## III. METHODOLOGY

### 3.1 Research Design

The study was grounded in the positivist paradigm. Accordingly, a quantitative approach and a cross-sectional survey strategy were adopted. With cross-sectional strategy, data for a study are collected from a group of respondents at a point in time; in the context of this study, it provides a "snapshot" of the operational environment of the banking sector as the respondents were employees of a bank. Thus, the cross-sectional strategy is appropriate for testing the hypothesized effects of FM on employee performance.

### 3.2 Study Area

The study was conducted in Kumasi in the Ashanti region of Ghana, which is the second largest city of Ghana, with a focus on one of the prominent commercial banks in the country. The bank is a public bank with several branches across the county, specifically 19 operational branches in Kumasi. These branches are located in vibrant areas in Kumasi including Harper Road, Adum, Alabar, Ahodwo, Asafo, Ashtown, Asokwa, Bantama, Ejisu, KNUST, Kejetia, Kronum, Abuakwa, Nhyiaeso, Afful Nkwanta, Roman Hill, Suame Maakro, Suame Mattias and Tafo. The bank provides various banking products and services to personal, business, corporate and institutional clients. These products and services include savings and current accounts, loans, digital and mobile banking, investment products, treasury operations, bancassurance and support for small and medium enterprises SMEs through tailor-made financing packages.

### 3.3 Target Population

The target population for the study consisted of 375 full-time employees of the 19 branches of the commercial bank in spread across the Kumasi Metropolitan Area of Ghana. This population was drawn from the various departments of the bank: Branch management, IT, Customer service and Operations. Also, only full-time permanent employees with a minimum of one year of service experience took part in the study to ensure data credibility. The rationale for involving this category of employees was that, they possessed the necessary institutional familiarity to accurately evaluate the workplace environment.

### 3.4 Sampling and Sampling Size

The study adopted stratified random sampling technique to ensure appropriate representation of all the departments and branches to reduce sampling bias (Sarker & AL-Muaalemi, 2022). Yamane's formula was used to determine appropriate sample size for the study, which was estimated at 194.

### 3.5 Data Collection Instrument and Procedures

The study employed a structured questionnaire made up of four sections to obtain its data. These sections are demographic profiles, workplace well-being, and employee productivity. To ensure content validity, the study used scholarly works to establish the instrument. Five items adapted from Were and Maranga (2022), which focused on equipment maintenance, lighting and ventilation were used to measure the FM practices (FMP) construct. Also, six items adapted from Momin and Rolla (2024), which concerns satisfaction, fulfilment and comfort were used to measure the construct Workplace well-being (WPW). Further, six items adapted from Rañeses et al. (2022), which reflect work accuracy and perceived efficiency were used to measure Employee Productivity.

The instrument adopted a 5-point Likert scale which range from "1 = Strongly Agree to 5 = Strongly Disagree" to measure all the items, and was vetted by academic experts (Clark & Watson, 2019). Also, the accuracy of the instrument was tested through a pilot study which achieved a Cronbach's Alpha values between 0.7 and 0.9 showing reliability and internal consistency (Ahmed & Ishtiaq, 2021). Again, Fornell-Larcker criterion was used to confirm the discriminant validity of the instrument to establish that each construct was empirically different from each other. To achieve maximum reach across the satellite branches of the bank, the researchers adopted both electronic (WhatsApp and email) and physical means to administer the questionnaires. This led to the achievement of high response rate of 78.3%, that is, receiving 152 valid responses out of 194 distributed questionnaires, considered highly adequate for statistical analysis.

### 3.6 Data Analysis

The analysis of the data gathered for the study was undertaken using Partial Least Structural Equation Model (PLS-SEM). This was achieved with SmartPLS and SPSS version 27.0; both descriptive and inferential analyses were undertaken. The appropriateness of the method lies in the fact that it enables simultaneous assessment of the measurement model (reliability and validity) and the structural model (hypothesis testing). Also, to determine the strength and direction of the relationships among the variables, a correlation analysis was performed. The demographic data and the perceptions of the respondents regarding the work environment were summarized using the descriptive statistics of mean and standard deviation.

### 3.7 Ethical Consideration

The researchers adhered to ethical standards in the research process. First, the respondents were properly informed of the objective of the study and provided their consent to participate willingly. Secondly, the researchers made sure that respondents' participation remained private. Thus, there was no collection of personally identifying information, which ensured anonymity. Lastly, the researchers performed the study in a courteous manner, by respecting the dignity of the participants. In conclusion, ethical principles of this study were well considered by obtaining informed consent, maintaining privacy, ensuring confidentiality and maintaining courtesy.

## IV. FINDINGS & DISCUSSION

### 4.1 Demographic Profile of Respondents

Table 1 presents the demographic profile of the respondents of the study which shows the relatively young nature of the workforce of the studied bank with 43.4% of them aged between 26 and 35 years. Males represent the majority of the sample (58.6%) which is consistent with the male-female ratio in the banking sector (PriceWatersCoopers [PWC], 2024). In terms of education, 59.9% of the employees hold a Bachelor's degree and 34.9% hold a Master's degree, indicating a highly qualified professional base. Furthermore, 59.9% of respondents have 1–5 years of experience, while 34.9% have served for 6–10 years, implying their experience and exposure in the workplace environment in the banking sector.

**Table 1**  
*Demographic characteristics*

| Factors                    | Frequency  | Percentage (%) |
|----------------------------|------------|----------------|
| <b>Age:</b>                |            |                |
| 18-25 years                | 36         | 23.7           |
| 26-35 years                | 66         | 43.4           |
| 36-45 years                | 44         | 28.9           |
| 46-55 years                | 6          | 3.9            |
| <b>Total</b>               | <b>152</b> | <b>100.0</b>   |
| <b>Gender:</b>             |            |                |
| Male                       | 89         | 58.6           |
| Female                     | 63         | 41.4           |
| <b>Total</b>               | <b>152</b> | <b>100.0</b>   |
| <b>Education:</b>          |            |                |
| SSCE/WASSCE                | 3          | 2.0            |
| Diploma                    | 3          | 2.0            |
| Bachelor's degree          | 91         | 59.9           |
| Master's degree            | 53         | 34.9           |
| Other qualification        | 2          | 1.3            |
| <b>Total</b>               | <b>152</b> | <b>100.0</b>   |
| <b>Years of experience</b> |            |                |
| 1-5 years                  | 91         | 59.9           |
| 6-10 years                 | 53         | 34.9           |
| 11-15 years                | 6          | 3.9            |
| Above 16 years             | 2          | 1.3            |
| <b>Total</b>               | <b>152</b> | <b>100.0</b>   |

## 4.2 Partial Least Structural Equation Model (PLS-SEM) Results

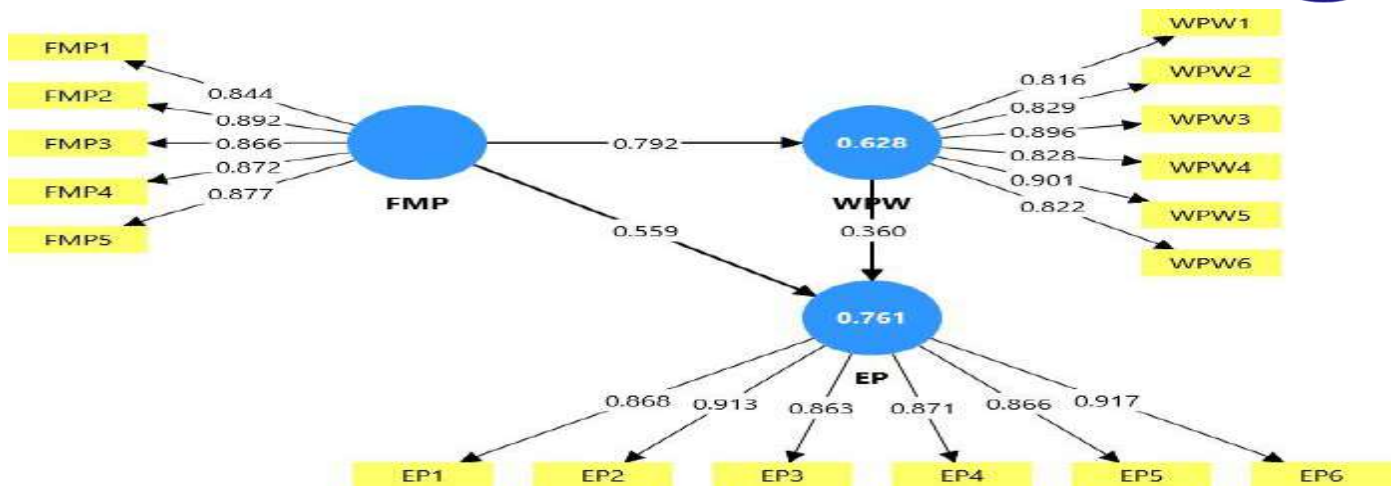
### 4.2.1 Measurement Model Assessment

Following the Partial Least Squares Structural Equation Modelling (PLS-SEM) analysis approach, the measurement model was evaluated for reliability and validity before testing the hypotheses. This aided in assessing the quality of the indicators of the constructs in the model. As shown in Table 2, all constructs achieved a Cronbach's Alpha (CA) and Composite Reliability (CR) above the 0.70 threshold, indicating strong internal consistency (Hair et al., 2021). Specifically, CR values ranged from 0.922 to 0.9456. This implies that all the indicators for the latent constructs measure the same underlying concepts. Consequently, convergent validity was confirmed as the Average Variance Extracted (AVE) for all constructs exceeded the 0.50 requirement, ranging from 0.722 to 0.7806. According to Fornell and Larcker (1981) if each of the AVE values of the constructs is greater than 0.50, then the measures have acceptable convergent validity.

**Table 2**  
*Construct Reliability and Validity*

| Constructs                   | Cronbach's Alpha | Composite reliability | Average variance extracted (AVE) |
|------------------------------|------------------|-----------------------|----------------------------------|
| Employee performance         | 0.944            | 0.945                 | 0.780                            |
| Facility management practice | 0.920            | 0.922                 | 0.757                            |
| Workplace well-being         | 0.922            | 0.924                 | 0.722                            |

Furthermore, as a requirement for a robust measurement model outer loadings for indicators should be above 0.70 depending on the context (Hair et al., 2021). As presented on Figure 2, outer loadings for all the indicators measuring the independent variable, Facilities Management Practices (FMP1-FMP5); the mediating variable, Workplace Well-being (WPW1-WPW6); and the dependent variable, Employee Performance (EP1-EP6) were above 0.70, confirming that the items accurately represent their respective latent variables.

**Figure 2***Factor loading from SMARTPLS*

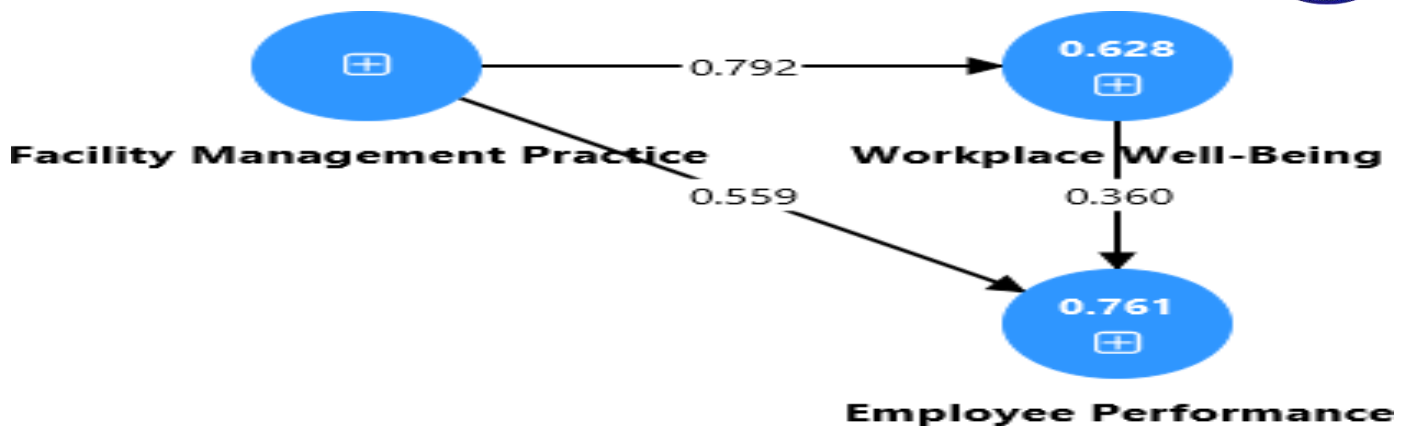
Again, discriminant validity was assessed using the Fornell–Larcker criterion. This test confirms that each construct is empirically distinct from the others. As illustrated in Table 3, the square root of the AVE (diagonal bold values) for each construct is greater than its highest correlation with any other construct, proving that the variables are empirically distinct (Fornell & Larcker, 1981). This indicates that each latent construct shares more variance with its own indicators than with other constructs, which supports discriminant validity. The results from the measurement model confirm that the model is statistically robust for testing the structural relationships between facility management practice, workplace well-being and employee performance. Subsequently, this is elaborated in the evaluation of the structural model in section 4.2.2.

**Table 3***Fornell-Larcker criterion*

| Variables                    | Employee Performance | Facility Management Practice | Workplace Well-being |
|------------------------------|----------------------|------------------------------|----------------------|
| Employee performance         | <b>0.883</b>         |                              |                      |
| Facility management practice | 0.844                | <b>0.870</b>                 |                      |
| Workplace well-being         | 0.803                | 0.792                        | <b>0.849</b>         |

#### 4.2.2 Structural Model Assessment-Relationships Among the Dependent and Independent variables

After validating the measurement model for reliability and validity, the next step was the evaluation of the structural model of the path analysis for strength and significant relationships. This helps to establish the impact that the facilities management practices have directly on the employee performance and indirectly on the employee performance through workplace well-being as well as the relationship between workplace well-being and employee performance, thus addressing the objectives of the study. The study findings focused on the path coefficients to evaluate the strength and statistical significance of the hypothesized effects among the constructs, using path coefficients ( $\beta$ ), T-statistics, and P-values (as shown on Figure 3).

**Figure 3**

*Directional relationships between facility management practices workplace wellbeing, and employee performance showing p-values*

The results of the structural equation model, as detailed in Table 4, show significant positive relationships for all paths. The study found that facilities management practices strongly enhance workplace well-being, with a sample mean of 0.790, standard deviation of 0.055, T-statistic of 14.302, and p-value of 0.000. Hence, well-managed facilities create healthier, more comfortable environments, which improve employees' overall well-being. Improved well-being, in turn, positively influences employee productivity, with a sample mean of 0.359, standard deviation of 0.083, T-statistic of 4.331, and p-value of 0.000. Additionally, facilities management practices have a direct significant impact on employee performance (sample mean 0.559, standard deviation 0.085, T-statistic 6.603, p-value 0.000). Overall, these results highlight that well-maintained, reliable, and comfortable facilities are essential for promoting well-being and productivity.

**Table 4**

*Structural Equation Model Result*

| Hypothesis | Path Direction                                                | Coefficient | Sample mean (M) | Standard Deviation (STDEV) | T statistics | P values | Remarks   |
|------------|---------------------------------------------------------------|-------------|-----------------|----------------------------|--------------|----------|-----------|
| H1         | Facility management practice -> workplace well-being employee | 0.792       | 0.790           | 0.055                      | 14.302       | 0.000    | Supported |
| H2         | Workplace well-being -> performance                           | 0.360       | 0.359           | 0.083                      | 4.331        | 0.000    | Supported |
| H3         | Facility management practice -> employee performance          | 0.559       | 0.559           | 0.085                      | 6.603        | 0.000    | Supported |

### 4.3 Discussion

#### 4.3.1 Facilities Management (FM) and Workplace Well-being

The outcome of the study shows a positive relationship between facilities management and workplace well-being thus supporting H1. This demonstrates that facilities management is a primary driver of workplace comfort, safety and employee satisfaction. Implying that facility services like proactive maintenance of lighting, ventilation and office equipment create a healthy environment that reduces employee stress and elevate their morale. When employees have the impression that much importance is given to the place they are working in, they will be less worried about emotional instability and psychological comfort. This result is in line with previous research like Avčín et al. (2018) and Einola et al. (2024) that emphasized that a properly maintained facility contributes to the mental and physical well-being of workers. Thus, when organizations prioritize proper maintenance and infrastructure that support their workers' needs, they contribute to creating healthier, happier and more productive work environments. These aligns with the Job Demands-Resources (JD-R) Theory, where FM serves as a resource that buffers the strain of the high-pressure banking sector (Bakker & Demerouti, 2017). Also, the results corroborate the findings of Colenberg et al. (2021), and Arampatzi

and Burger (2020), who noted that high operational standards in FM directly improve job affect and psychological comfort.

#### **4.3.2 Workplace Well-being and Employee Productivity**

The findings also indicate a clear and positive relationship between workplace well-being and employee productivity thereby supporting H2. When an employee experience good health and emotional stability, they are motivated and eager for the job. Consequently, a calm and stress-free environment will give employees enough concentration to get the work done, implying that workplace well-being acts as a catalyst for excellence and creative focus. Thus, employees who feel physically comfortable and find meaning in their job, report higher engagement and reduced absenteeism. This confirms the Person–Environment (P–E) Fit Theory, suggesting that alignment between personal needs and environmental provisions fosters productivity (Van Vianen, 2018). Correspondently, Studies by Bartels et al. (2019), and Krekel et al. (2019) found that wellbeing leads to increased concentration, engagement and work quality. While Ho and Kuvaas (2020) caution that overemphasizing well-being can sometimes increase pressure, this study finds a clear positive outcome for the surveyed bank.

#### **4.3.3 Facilities Management and Employee Productivity**

Further, the result demonstrates that there is a strong positive relationship between proper management of facilities and employee productivity thus substantiating H3. The findings highlight that efficient FM minimizes operational friction, inferring that well managed facilities offer a safe, easy to access and suitable work environment. If physical resources are well maintained, employees can focus more and do their jobs faster. The right light, air flow and office layout give the employees comfort and they do not get tired easily. This in turn leads to good and satisfied workers (Putra et al., 2022). The result emphasizes the importance of workplace infrastructure in determining employee productivity. Thus, reliable facility services such as ICT systems and electricity directly support daily work output. This confirms that FM is not just a reactive support function but a strategic performance enhancer. This result aligns with the findings of Groen et al. (2019) and Maya and Kristiani (2023), who established the presence of good lighting, proper ventilation and access to technology is a key factor to achieving focus which in turn is a condition conducive to task performance. Likewise, Voordt and Jensen (2023) and Muttaqien et al. (2022) mention that FM aids in the formation of a good atmosphere for teamwork and employee morale which is a contributing factor to productivity indirectly.

### **V. CONCLUSION & RECOMMENDATIONS**

#### **5.1 Conclusion**

The subject of this research was to exam the relationships between Facilities Management (FM) practices, workplace well-being, and employee productivity with data drawn from a commercial bank in Ghana. In conclusion, it was clearly observed that well-organized and proactive facilities management significantly enhances the psychological and physical well-being of employees indicating the implementation of appropriate FM practices such as comfortable, clean and safe environment enhance employee morale and reduce work-related stress. In addition, it was revealed that the employees who experienced higher levels of well-being in terms of job satisfaction, health and emotional stability were more focused and motivated than their counterparts with less levels of well-being leading to reduction of absenteeism, excellence performance and creativity. Further, it was found that there is a direct relationship between FM and productivity which implies that when the necessary infrastructure and resources are provided, task can be executed efficiently. Providing facilities services such as optimized lighting and ICT systems that are reliable would support employees to complete their task more accurately and conserve energy. Thus, the study concludes that within the banking sector, FM should not be seen as a reactive function but rather a proactive strategic resource that could be utilized to shape human capital performance. Based on the two theories that underpin this study – Job Demands-Resources and Person-Environment Fit theory – it is confirmed that the physical work environment enables a productive “FIT” between the employee and the workplace in addition to serving as serving as a structural resource to alleviate job stress. Hence, managing facilities effectively creates an enabling environment and the needed support that enable employees to psychologically and emotionally succeed.

#### **5.2 Recommendations**

Based on the findings obtained in the study, the researchers recommend that banks should commit to promulgation and implementation of proactive FM policies beyond basic maintenance to ensure efficient FM practices. Accordingly, management of banks should establish FM units that would conduct continuous assessments of sanitation, lighting and ventilation. The agenda of such a unit should be to implement of green workplace initiatives and maintenance protocols that could create a healthy and conducive work environment. Again, since productivity could be realized through well-being, it is recommended that organizations should implement comprehensive wellness programs that cover flexible working arrangements, mental health counseling and stress management workshops. In addition,

recreational facilities, “wellness breaks” and recognition programs should be incorporated into Human resource (HR) policies to help reinforce a healthy work-life balance. Finally, it is recommended that management of organizations should be encouraged to implement premium technology-based building management systems which underpin improved productivity. Such technologies or digital solutions could ensure real-time monitoring of facility standards, and that essential services would remain reliable. For the physical workplace environment of lighting and ventilation to operate optimally to support focus and accuracy, both the FM and HR departments should work.

Though the study was conducted within the branches of a single commercial bank in Kumasi which naturally restricts generalizability of the findings to other sectors or regions, it provides an invaluable insight for management of organizations. Therefore, in terms of future research, it is suggested that multiple institutions and geographical locations should be adopted in addition to including other public institutions in Ghana.

### Declaration of Interest

The authors declare that they do not have any known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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