



Work Conditions and Employees' Performance of Rice Manufacturing Industries in Makurdi, Benue State, Nigeria

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Abstract: This study examined the effect of work conditions on employees' performance of rice manufacturing industries in Makurdi, Benue State, Nigeria. The study specifically examined the effect of hours of work, workload, safety standards and workplace incentives on employee's performance of rice manufacturing industries. Survey design was adopted for the study. The population of the study was 147 staff of MIKAP Nigeria Limited while census sampling technique was adopted. Primary data was collected using structured questionnaire. Data collected were presented through frequency distribution, percentage, mean and standard deviation to answer the research questions. While regression analysis was used to test the research hypotheses at 5 % (0.05) level of significance. Findings of the study revealed that hours of work have positive effect on employees' performance in MIKAP Nigeria Plc ($p\text{-value} = 0.002 < \alpha 0.05$), workload has positive effect on employees' performance since ($p\text{-value} = 0.008 < \alpha 0.05$), safety standards have positive effect on employees' performance ($p\text{-value} = 0.000 < \alpha 0.05$) and work place incentives have positive effect on employees' performance in MKAP Nigeria Plc since ($p\text{-value} = 0.000 < \alpha 0.05$). The study concluded that work conditions positively affects employees' performance in Makurdi, Benue State, Nigeria. Based on the findings of the study, it was recommended among others that management should improve on ensuring regular work hours and flexible work arrangement by establishing regular and reasonable work hours to provide employees with a predictable schedule and offering flexible work arrangements, such as flextime or remote work options to help employees' plan their personal lives, contributing to a healthier work-life balance and enhance their efficiency. Management should also ensure optimal employees workload by offering remote work or flexible work hours to accommodate the needs of employees, especially in today's evolving work landscape, since this balance allows individuals to focus on tasks effectively and have a positive attitude to work.

Keywords: Work conditions, Employees' performance, Hours of work, Workload, Safety standards and Workplace incentives.

1.0

INTRODUCTION

1.1 Background of the Study

In an era characterized by diverse cultures, evolving technologies, and a dynamic labor landscape, understanding the impact of work conditions on employees worldwide is paramount for organizational success. The global perspective on work conditions is a dynamic exploration of the interconnected elements that shapes the employees' experience on a worldwide scale. This comprehensive understanding sets the stage for organizations to navigate the complexities of the global workplace, fostering work conditions that empower employees to thrive, excel, and contribute to the success of the organization. The realization that work conditions extend far beyond just physical surroundings, encompassing a complex interplay of psychological, social, and organizational factors, has led to an increased focus on understanding how these conditions affect employees' performance (Amusa, *et al.*, 2023). This entails that the standard of the employees' work conditions affects their motivational level

and thus performance (Heath, 2016). When employees have the desire, physically and emotionally to work, then their performance shall be increased (Drach-Zahavy, 2019).

Work conditions encompass a broad spectrum of elements. These include physical aspects like the quality of the workspace, ergonomic considerations, lighting, temperature, and availability of necessary tools and equipment. Organizational aspects such as workload, task complexity, scheduling, policies, and procedures also form a crucial part of work conditions. Furthermore, social aspects such as workplace culture, colleague interactions, and the quality of relationships with supervisors and peers are equally essential (Akintayo, 2020). In turn, working conditions can significantly impact employees' health and safety, mental well-being and performance. This can directly affect an employer's bottom line. Performance is seen as the power of employees. It is the ability of employees to turnout used values (goods and services) which can be normal at a given state, technique and organization (Lambert, 2020; Nwachukwu, 2017).

A number of related studies have been carried out in both developed and developing countries. Erjem (2014) found that a significant percentage of public high school teachers working in Istanbul did not feel committed to their work places because of the working conditions at schools. Most of the teachers were not happy with their school administration, physical conditions, crowded classrooms, and workload. Studies such as Arsalani *et al.*, (2019) also identified physical and psychosocial working conditions to have impact on job performance, while Khan *et al.*, (2017) concluded that incentives at workplace had a positive impact on employees' performance while infrastructure at workplace had no significant impact on employees. This implies that work conditions can also influence the psychological well-being of employees and unfavourable conditions may lead to stress, absenteeism, and a higher likelihood of employees seeking alternative job opportunities. On the other hand, a supportive and favourable work environment can lead to increased job satisfaction, reduced turnover, and higher levels of commitment.

However, there is no substantial literature on work conditions and employees' performance among businesses specifically in Nigeria and more importantly the Benue State, Nigeria. A study by Mawoli and Babandako (2021) proves that organizations that invest in creating optimal work conditions can gain a competitive edge in attracting and retaining top talent. This, in turn, enhances overall productivity, innovation, and customer satisfaction, leading to improved financial performance. This exploration of the effects of work conditions on employees' performance will delve into the nuances of this multifaceted relationship, offering insights and strategies for organizations seeking to optimize their workforce and achieve their strategic objectives. It is against this background that this study investigated effect of work conditions on employees' performance of rice manufacturing industries in Makurdi, Benue State, Nigeria.

1.2 Statement of the Problem

The contemporary workplace in manufacturing industry is a dynamic environment where employees' performance is intricately linked to the conditions under which they work. To ensure that these companies curb these dynamic environmental factors most manufacturing organizations in Nigeria have well established work conditions which include hygiene and motivating factors for the employees whereas others pay less attention to hygiene factors alone. Observation has shown that MIKAP Nigeria has well established work conditions which include; moderate work hours, workload, safety standards and work place incentives as satisfiers and motivators to influence workers to enhance their performance to enable them achieve set goals. Even with the efforts made by the organization by the establishment of moderate work hours, workload, safety standards and work place incentives, they are still striving on a daily basis as it is seen in employees' negative immersion with the company through a sense of belonging, inability to act or produce effectively with a minimum of waste, and their negative mental and emotional disposition toward a certain object. Hence, understanding how the various dimensions of work conditions impact employees' performance is a concern for the

researcher to ascertain if there are better work conditions directly linked to improved performance. It is on this note that this study investigated the effect of work condition on employees' performance of rice manufacturing industries in Makurdi, Benue State, Nigeria.

1.3 Objectives of the Study

The main objective of the study was to determine the effect of work conditions on employees' performance of rice manufacturing industries in Makurdi, Benue State, Nigeria. The specific objectives of the study were to:

- i. determine the effect of hours of work on employees' performance of rice manufacturing industries in Makurdi, Benue State, Nigeria;
- ii. examine the effect of workload on employees' performance of rice manufacturing industries in Makurdi, Benue State, Nigeria;
- iii. ascertain the effect of safety standards on employees' performance of rice manufacturing industries in Makurdi, Benue State, Nigeria; and
- iv. establish the effect of workplace incentives on employees' performance of rice manufacturing industries in Makurdi, Benue State, Nigeria.

The significance of this study lies in its potential to improve the working conditions and overall quality of life for manufacturing employees, enhance the performance and competitiveness of manufacturing companies, and contribute to a more ethical and sustainable business environment. The study will benefit various stakeholders, including employers, employees, policy makers, and society at large. To the government, this study will enlighten them the more in making policies relating to the staff productivity in the SME sub sector. For the organizations, this study will help them to review and re-evaluate their working conditions, conditional policies and revising them accordingly in the best possible way to meet the needs and satisfaction of their employees at workplace and to meet the organizational goals. Policymakers and government bodies can use the findings of this study to develop or refine regulations and policies aimed at ensuring safe and conducive work environments in the manufacturing sector. This can help protect the rights and well-being of workers. To the management, the findings of this study will help organizations to assess their work conditions and make amends where the need arises. This will lead to their survival, effectiveness, efficiency and profit maximization objectives in an orderly and efficient manner. To the employees, findings of this study will help the workers to know their area of weakness and improve accordingly. The study may echo the employees' needs, so that employers and government would adjust to improve the situation. This study can contribute to the academic body of knowledge by providing insights into the relationship between work conditions and employees' performance in the manufacturing sector.

In order to pursue stated objectives, the study is divided in to five major components. Having addressed the first part of the components which is introduction, part two focuses on review of related literature covering the theoretical, concepts of working conditions on performance of rice manufacturing industries in Makurdi, Benue State, Nigeria. The third section is on methodology employed in carrying out the study. Component four is on results and discussion of findings, component five provides the conclusion and recommendations accordingly. The results and recommendations of the study would contribute towards the unveiling of the contributions of working conditions on performance of rice manufacturing industries in Makurdi, Benue State, Nigeria.

2.0

LITERATURE REVIEW

This section deals with the theoretical framework, conceptual framework and review of related empirical studies.

2.1 Theoretical Framework

This work benefits from the theoretical insights provided by Herzberg two factor theory.

2.1.1 Herzberg Two Factor Theory

The Two Factor Theory was advanced by Frederick Herzberg in 1959. Herzberg defines two sets of factors in deciding employees' working attitudes and levels of performance, named motivation and hygiene factors (Robbins and Judge, 2017). He states that motivation factors are intrinsic factors that will increase employees' job satisfaction. While hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. The theory points out that improving the conditions in which the job is performed motivates employees to perform better. Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees. He wanted to create the opportunity for employees to take part in planning, performing and evaluating their work (Schultz *et al.*, 2010). The content of the theory has been widely accepted as relevant in motivating employees to give their best in organizations. Further research has proved that the employee is more motivated by intrinsic factors as captured by Herzberg's motivator needs than anything else. There are however other schools of thought that share a different opinion from Herzberg's. One such scholar is King (2015) who sought to eradicate and evaluate five distinct versions of the Two Factor theory. He concluded that two versions are invalid as they are not supported by any empirical studies. However, the two factor theory can be said to be a truly outstanding specimen for it to last a long period of time without disapproval. It has been a great influence on the body of knowledge about workplace motivation and performance. It has generated a great amount of further research by many scholars. It draws its thought from Maslow's famous hierarchy of needs theory and human behaviour.

However, due to changes in organizational work condition and the advancement in technology, it is necessary to develop new methods of analysis. This will provide new ways of conducting research and reevaluating the results of existing findings. Herzberg's Two-Factor Theory underscores the importance of work conditions as hygiene factors that, when deficient or problematic, can lead to dissatisfaction and hinder employees' performance. Conversely, positive work conditions that align with motivators can promote job satisfaction, motivation and better performance. Therefore, understanding and addressing both hygiene factors (work conditions that prevent dissatisfaction) and motivators (work conditions that promote satisfaction) are essential for optimizing employees' performance in the workplace. Herzberg theory has been criticized by Robbins and Judge, (2013) that if hygiene and motivational factors are equally important to a person, then both should be capable of motivating employees. It is further criticized that Herzberg conducted his formative motivation theory research at a time when organizations tended to be rigid and bureaucratic. As organizations shifted away from focusing on mass-production and toward innovation, new theories of motivation, such as those based in behaviourism, evolved.

Two factor theory is considered more related to this study. This is because Herzberg two factor theory establishes a relationship between hygiene and motivating factors and employee satisfaction which is an important silent concern of the organization. The theory advocates that hygiene and motivating factors could easily contribute to job satisfaction when it is most effective. It could motivate an employee to perform above average and above expectation. Two factor theory is very important to contemporary management as it organizations to help recruit and retain quality employees, deliver

their wages and benefits in a streamlined way and support their fair and equitable treatment as well as enable an organization to build a reputation as a good place to work (Genzorová, 2017). Frederick Herzberg's Two-Factor Theory, also known as the Motivation-Hygiene or Dual-Factor theory, is highly relevant to understanding the effect of work conditions on employees' performance. This theory distinguishes between factors that lead to job satisfaction (motivators) and factors that prevent dissatisfaction (hygiene factors) within the workplace. Herzberg identified work conditions such as physical working conditions, company policies, quality of technical supervision, and salary as hygiene factors. When these factors are insufficient or inadequate, employees can become dissatisfied. In the context of work conditions, employees may experience dissatisfaction if they face uncomfortable or unsafe working environments, excessive workloads, or poorly maintained facilities. If work conditions are perceived as inadequate or problematic (e.g., unsafe machinery, lack of proper ventilation, inadequate lighting, or noisy workspaces), they can have a negative impact on employees' performance. Dissatisfaction with hygiene factors can lead to decreased motivation, absenteeism, and a focus on addressing basic needs rather than striving for higher performance.

2.2 Conceptual Framework

2.2.1 Work Condition

According to Tripathi (2021), work condition can be defined as the work condition in which people work that include physical setting, job profile, culture and market condition. Each aspect is inter linked and impacts on employees' overall performance and productivity. It is the quality of the employees' workplace work condition that most impacts on their level of motivation subsequently performance. Work work condition can be thought of simply as the work condition in which people work (Briner, 2020). Briner (2020), further asserts that it is a very broad category that encompasses the physical setting (e.g. heat, equipment), characteristics of the job itself (e.g. workload, task complexity). He adds that it also encompasses broader organizational features (e.g. culture, history) and even aspects of the external organizational setting (e.g. local labor market conditions, industry sector, work life balance). According to Kohun (2016), work condition is defined 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 conditions is the sum of the interrelationship that exists within the employees and between the employees and the conditions in which the employees work. Lambert (2015), defined working work condition 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. Working work condition is the sum of the interrelationship that exists within the employees and the work condition in which the employees work.

2.2.2 Dimensions of Work Conditions

According to Briner (2020), hours of work, workload, safety standards and work place are common work conditions used by organizations. This dimensions are hereby adopted for the study.

i. Hours of work: According to Lepinteur (2018) hours of work refers to the period of time during which an individual is employed, required to be present at their workplace, or engaged in work-related activities. It is a fundamental aspect of labor and employment that is typically regulated by labor laws and employment contracts to ensure fair working conditions and compensation. To Angrave and Charlwood, (2015) hours of work are the standard or typical hours during which an employee is expected to be present at the workplace and actively engaged in work-related tasks. For many full-time positions, this often amounts to a standard 8-hour workday. The concept of hours of work also differentiates between part-time and full-time employment. Part-time employees typically work fewer hours than full-time employees, and their compensation and benefits may be adjusted accordingly (Hamermesh *et al.*, 2017). It also plays a significant role in determining compensation, work-life balance, and the overall work experience for employees.

ii. Workload: Domenico and Nassbaum (2018), stated that workload is set by the link between task demands, the circumstances beneath that that task takes place and therefore the perceptions, actions, skills and information of the individual playacting the task. Workload in a very work setting is delineated as wherever tasks and responsibilities taken on will be accomplished with success among the time offered. The task demands could embrace physical actions, psychological feature tasks and/or a spread of different factors. Two types of Work over load are identified by researcher: qualitative and quantitative. Qualitative overload happens when people feel they lack the ability required to complete their jobs or that performance standards have been set too high. On the other hand, quantitative overload results from having too many things to do or insufficient time to complete a job|| (Ivancevic *et al.*, 2012).

iii. Safety standards: Occupational safety and health is a discipline dealing with prevention of work related injuries and diseases, and the protection and promotion of healthy workers. It aims at the improvement of working conditions and environment. Occupational health entails the promotion and maintenance of the highest degree of physical and mental health and social well-being of workers in all occupations (Bannai and Tamakoshi, 2014). Occupational health and safety is a cross-disciplinary area concerned with protecting the safety, health and welfare of people engaged in work or employment. The goal of all occupational health and safety programmes is to foster a safe work environment (Amazon, 2016). Occupational health deals with ill-health arising from working conditions/or environment that slowly accumulate to lead to deterioration of the employees' health.

iv. Workplace Incentives: Incentives can be financial and non-financial (Luthans, 2020), and they can be utilized positively to enhance performance of employees. Incentives can also be intrinsic or extrinsic. Intrinsic incentives are inherent in the job itself along with what the employee enjoys as a result of successfully completing a task or attaining his projects. Extrinsic incentives on the other hand are external to the task of the job, like pay, work condition, fringe benefits, security, and contract of service. An incentive package can influence employees' performance; it can help to increase employees' performance by enhancing employee skills, knowledge and abilities in order to achieve organizational objectives (Ajila and Abiola, 2014). Studies have revealed that if an organization fails to incentive employees, it will decrease employees' performance and that an efficient incentive.

2.2.3 Employees' performance

Platt and Sobotka (2020) assert that employees' performance is the combined result of effort, ability and perception of tasks. The factors that affect the level of individual performance are motivation, ability and opportunity to participate (Armstrong, 2009). He perceives performance as a function of ability and motivation. There are a number of factors that affect employees' performance, the workplace work condition impacts most their level of motivation hence their performance. Sinha (2021) stated that employees' performance is depending on the willingness and also the openness of the employees itself on doing their job. He also stated that by having this willingness and openness of the employees in doing their job, it could increase the employees' productivity which also leads to the performance. Stup, (2019) also explained that to have a standard performance, employers have to get the employees task to be done on track as to achieve the organization goal or target. By having the work or job done on track, employers could be able to monitor their employees and help them to improve their performance.

2.2.4 Measures of Employees' performance

There are various ways through which performance of employees can be measured. In light of the above, Sultana *et al.* (2022), identified employees' commitment, work efficiency and attitude to work as key measures of employees' performance are hereby adopted.

Employees' commitment: Commitment is considered to be the psychological immersion of an individual with his institute through a sense of belonging, ownership of organizational goals and being

ready to accept challenges (Dolan, 2015). Creating commitment among employees is important because without this it will become difficult for an organization to achieve strategic goals. Commitment according to Jaw and Liu (2014) is not only a human relation concept but also involves generating human energy and activating the human mind. Without commitment, the implementation of new ideas and initiatives will be compromised (Ramus and Steger 2020). Commitment is a force that binds an individual to a course of action of relevance to one or more targets (Meyer and Herscovitch 2021). Human resource system can facilitate the development of organizational competencies through eliciting employees' commitment to the firm (Boxall and Macky, 2019).

ii. Work efficiency: Efficiency is the ability to act or produce effectively with a minimum of waste, expenditure or unnecessary effort. The focus is on the resources and speed with which organisational goals are achieved. Drucker (1974) asserted that efficiency means 'doing things in the right way'. Efficiency is measured by output, which is the quantity produced over a given time (Everard and Burrow, 2021). Employee efficiency is an employee characteristic, which relates to the speed and accuracy of an employee at the job task. The concept relates to employee productivity, which provides that the more efficient an employee is, the more productive they will be if well-managed (Fandom, 2017). Invariably, employee efficiency is a complex measurable parameter which characterizes an output produced by efforts and by achievements of an employee (Task Management Guide, 2018).

iii. Attitude to work: Perloff (2016), defined attitude as a mental and emotional disposition of a person toward a certain object. Myers (2013), defined attitude as a favourable and unfavourable reaction of someone toward a certain object or someone which is shown through one's beliefs, feelings, and intended behaviour. It is a favourable and unfavourable evaluative reaction toward something or someone (Myers, 2013). Ajzen (2013), understands attitude as an individual disposition to react favourably and unfavourably toward a certain object, person, institution, or event. Wood (2020) defines attitude as an evaluation of attitude object which can range from positive to negative evaluation. Attitude objects can be person, object, event, activities, or ideas (Wood, 2020).

2.3 Review of Related Empirical Studies

Bashi *et al.* (2023), carried out a study on work conditions and job performance: An indirect conditional effect of motivation in the telecomm sector of Pakistan. This is a survey-based study and the questionnaire was developed using pre-established scales. The sample consisted of full time employees in telecommunication sector of Lahore and Karachi. Partial least square structural equation modeling was conducted to explore the relationships between Work conditions and Job performance. This study focused on how healthy workplace conditions aid the employee to raise their satisfaction level and efficiency. Findings of the study revealed that work conditions contribute positively to efficiency of employees' recommends that firm can reap benefits by adopting such measures. Job satisfaction has value and behaves as an encouraging force, but only for those who have high level of motivation to work because that allows them to fully benefit from this favorable working circumstances and produce well. The reviewed study is similar to the current study as both uses same independent variables work condition as well as dependent variable performance. However, the studies differs in geographical location, objectives and methodology.

Gu *et al.* (2022), examined the impact of workplace condition on employee task performance under the mediating role of employee commitment and achievement-striving ability in Nigeria. Data was collected from the academic staff under a cross-sectional research design, and they were approached through convenience sampling technique. The sample size of the study was 420 respondents from the study area. 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 employees' performance. Similarly, a positive work environment also improved the employee commitment level and achievement-striving ability significantly. Both employee commitment and achievement-striving ability also improved employees' performance. While in the case of mediation, the study also observed that workplace environment triggered employee commitment and employee achievement-striving ability which further improved

employees' performance. The study under review is similar to the current study on both independent and dependent variable, however, the measures of work place conditions used in this study differs with the study under review.

Odeleye (2021), examined the impact of working conditions and employees' performance with a special reference to Nestle Plc Sagamu Ogun State. The study employed the use of both descriptive and survey research design. Primary and Secondary data were used to gather the necessary information. The main instrument that was used to collect data was questionnaire. Sampling technique used was the simple random sampling techniques. The sample size for this research was 200. Questionnaires were distributed to the staffs of Nestle Plc Sagamu Ogun State. Presentation of the data was carried out through the use of frequency table and percentage. Hypotheses were tested with the aid of Person Correlation Coefficient using Statistical Package for Social Sciences (SPSS) version 25 to establish the relationship between the variables. This study revealed there is a significant relationship between working conditions and employees' performance. Also, there is a significant relationship between working conditions and employee productivity. This research recommended that employers should make available adjustable and flexible furniture to all workers in order to make them more comfortable. This in the long run keeps the employees healthy. They should have in place a good working condition for their employees in order to boost their morale and made them more efficient. An example is making their benefit programs to suit employees. The organization should have a good program in place for their employees work life balance as this can be a great factor to motivate and retain them.

Premarathne (2020), explored the influence of physical environment on employees' performance in the garment sector in Sri Lanka, Kenya. The goal of this study was to investigate how employees' physical working environments affected their performance on the job. 150 employees from the Sri Lankan district of Anuradhapura were chosen at random as the sample. Structured questionnaire will assist in the data collection. The data analysis employed univariate, bivariate, and multivariate techniques. SPSS was utilized to conduct the analysis. The descriptive data showed that several businesses in the garment sector do not have a favorable physical environment. Furthermore, outcomes showed that physical environment and its supporting variables positively and significantly impacted employees' performance on the job. The results of this study, however, cannot be applied to Nigeria because it was carried out in Sri Lanka. However, this study took place in SRI Lanka, Kenya the results cannot be generalized to Nigeria. Hence the gap for this study.

Awoke (2019), investigated the effects of working environment on employees' performance in Bole lemi Industrial Park found around Addis Ababa. Quantitative research approach with explanatory research design was adopted in carrying out this research. Cross sectional data was collected to address research objectives of the study using self-administered questionnaire from 315 employees using random probability sampling technique. The collected data were analyzed using descriptive statistics, correlation and regression analysis through statistical package for social science (SPSS) version 25. The study used seven major working environment factors including: physical environment, reward, democratic leadership style, work life balance, training, workload and discrimination as predictor variables and employees' performance as dependent variable. The finding of the research highlights that physical work environment, reward and training have positive and statistically significant impact on employees' performance while, workload and discrimination have negative and statistically significant impact on employees' performance. The prior study has same dependent and independent variable with the current study but differs in geographical location.

3.0

METHODOLOGY

This research, adopted the survey design (descriptive research design) in collecting data from the respondents. Because it facilitates the description and comprehension of social phenomena without requiring the manipulation of variables, the survey research design is descriptive in nature. The study

is domiciled in Makurdi, the capital of Benue State. The population of the study 147 both management and non-management staff of MIKAP Nigeria Plc. The elements of the population consist of 24 management and 133 staff members of the selected firm. Since the population was of manageable size, the entire population is serving as the sample size. Hence census sampling is employed. In this study, primary data was used and it was obtained through semi-structured questionnaire. This method allows for the respondents to receive the same set of questions in exactly the same manner. The validity and reliability of the questionnaire was 0.794 and 0.858 respectively. The researcher used self-administered question to gather information about background and demographic information (regarding sex, age marital status and educational level) and research questions to gather information regarding with work condition factors and employees' performance. The measurement of employees' performance developed given to the employees of MIKAP Nigeria Ltd which will be completed and returned to the researcher for presentation, analysis and interpretation.

The variables that are in this study were categorized into two main types which the independent and dependent variables. The independent variable for the current study was work condition while the dependent variable was employees' performance of MIKAP Nigeria Ltd. These variables were all measured using item scales developed by previous scholars drawn from existing literature. Modifications were made where necessary to suit the study context of MIKAP Nigeria Ltd. Work condition dimensions as the independent variable was measured by its constructs of hours of work workload, safety standards, and workplace incentives. While the dependent variable (employees' performance) had constructs which mainly showed the extent to which employees give their best to the organization in return for the available work conditions. These constructs included: employees' commitment, work efficiency and attitude to work. A multiple regression was adopted for the study. The model used in the study was stated using both implicit and explicit functions.

The implicit form of the model was stated as follows:

$$EP=f(WC) \quad \text{eqn (1)}$$

$$EP = f(HW, WL, SS, WPI) \quad \text{eqn (2)}$$

Where: EP = Employees' performance

HW= Hours of Work

WL = Work Load

SF = Safety Standards

WPI = Work Place Incentives

The explicit form of the regression model is expressed thus:

$$EP- \beta_0+ \beta_1WLB, + \beta_2WL + \beta_3SF + \beta_4WPI + e- \quad \text{eqn (3)}$$

Where: β_0 = Intercept of Constant

β_{1-4} = Regression coefficients

e = error component

A prior expectations of the model states that all the coefficients of the explanatory variables in the study should be positive. Frequency distribution, percentage, mean and standard deviation shall be used for were used to examine the sample characteristics and the way respondents have answered the questions regarding the variables of the study. While regression analysis was used to test the research hypotheses at 5 % (0.05) level of significance. The decision rule adopted for accepting or

rejecting hypotheses in the current study was that if the P (Sig.) value was greater than 0.05 ($P > 0.05$), the null hypothesis (H_0) would be accepted. However, if the P (Sig.) value was less than 0.05 ($P < 0.05$) the null hypothesis (H_0) would be rejected. **Decision Rule:** A significant value less than $\alpha = 0.05$ indicates that there is enough statistical evidence to reject the null hypothesis, and thereby accept the alternative hypothesis. If P-value is greater than 0.05, then we do not have adequate statistical evidence to reject the null hypothesis.

4.0

RESULTS AND DISCUSSION

4.1 Data Presentation and Analysis

A total of one hundred and forty-seven (147) copies of the questionnaire were distributed to the sampled respondent and all the copies of the research questionnaire administered were duly completed and returned making 100% were used for analysis and the findings are reported in this section.

4.1.1 Demographic Characteristics of Respondents

The demographic characteristics of gender, age, marital status, educational qualification and duration of service were presented using frequency and percentage as shown in table 3. Table four presents data on demographic characteristics of the respondents in the study area, result from the table shows on gender of respondents that 66% of the respondents were male while only 44% were female respondents. This result shows that majority of the respondents were male respondent. On age of the respondents, result from table 3 shows that 12.25% were within the age bracket of Below 30 years, 57.14% were within 31-40 years 21.09% were within 41-50 years and only 9.52% were within 50 years and above. This shows that majority of the respondents were within the age bracket of 31-40 years. The table also presents data on Length of service of respondents with the organization and the result shows that 42.18% has worked 2 years and below, 48.3% had worked between 3-6 years and only 9.52% had worked with the company for a period of 7 years and above. This shows that majority of the respondents has worked with the company for a period of 3-6 years. On marital status of the respondents, 31.29% were single, 63.27% were married and those with other marital status were only 4.44%. This shows that majority of the respondents were married. Finally, the table shows that Educational qualification of respondents that 15.65% had SSCE, 26.53% had ND/NCE, 47.62% had HND/First Degree and about 10.2% had other forms of qualification. This shows that majority of the respondents were learned and have the required knowledge to respond to the research questions.

Table 4: Demographic Characteristics of Respondents

RESPONDENTS CHARACTERISTICS	FREQUENCY	PERCENTAGE (%)
Gender:		
Male	97	66
Female	50	44
Total	147	100
Age:		
Below 30 years	18	12.25
31-40 years	84	57.14
41-50 years	31	21.09
50 years and above	14	9.52
Total	147	100
Length of service:		
Below 2 years	62	42.18
3-6 years	71	48.3
7 years and above	14	9.52
Total	147	100
Marital Status:		
Single	46	31.29
Married	93	63.27
Others	8	4.44
Total	147	100
Educational qualification:		
SSCE	23	15.65
ND/NCE	39	26.53
HND/First Degree	70	47.62
Others	15	10.2
Total	147	100

Source: Computation of field survey, (2023)

4.1.2 Descriptive Statistics on Hours of Work

Table five presents data on the effect of hours of work on employees' performance of MIKAP Nigeria Plc. Result from the table shows on items from the table that; Hours of work in my organization impact various aspects of employment, including pay, benefits, labor laws, and work-life balance was

presented by a mean of 4.12 and Standard deviation of .824, My organization has standard number of hours employee are expected to work in a given workweek or workday presented by mean score of 3.82 and standard deviation of .750. Overtime hours are typically compensated at a higher rate than regular hours in my organization has a mean of 4.14 and standard deviation of .948. Employees in my organization have flexible work arrangements, that allows them to vary their hours or work remotely to provide more control over their hours of work and help them achieve a better work-life balance had a mean of 3.94 with standard deviation of .960. Finally, my organization allows employees to work in shifts, which means they may have hours of work during the day, night, or rotating shifts had a mean score of 4.01 and standard deviation of .910. This result shows that work life balance have positive effect on employees' performance since all the associate mean scores of the constructs are greater than 3.0 which is the bench mark.

Table 5: Descriptive Statistics on Work Life Balance

Constructs	N	Min.	Max.	Mean	Std. D.
Hours of work in my organization impact various aspects of employment, including pay, benefits, labor laws, and work-life balance.	147	1	5	4.12	.824
My organization has standard number of hours employee are expected to work in a given workweek or workday.	147	1	5	3.82	.750
Overtime hours are typically compensated at a higher rate than regular hours in my organization.	147	1	5	4.14	.948
Employees in my organization have flexible work arrangements, that allows them to vary their hours or work remotely to provide more control over their hours of work and help them achieve a better work-life balance.	147	1	5	3.94	.960
My organization allows employees to work in shifts, which means they may have hours of work during the day, night, or rotating shifts.	147	1	5	4.01	.910

Source: Computation of field survey, (2023)

4.1.3 Descriptive Statistics on Workload

Table summary of response regarding the effect of workload on employees' performance in MIKAP Nigeria Plc. Result from the table proved that all the items; My organization have good forecasting, planning, distributing, scheduling, and monitoring workload, In my organization, project plans are accurate and achievable, My organization's work organization such as length of working time, shift, wages, working time is well harmonized to enable good work environment, Work is distributed evenly and fairly between resources so as to minimizes delays and disruptions and In my organization, workload is realistic and manageable in order to supports retention and recruitment goals were agreed by the respondents. This is because all the associate mean score of the items ranges from 3.85 - 4.14 were greater than the bench mark 3.00. This indicates that workload have positive effect on employees' performance in MIKAP Nigerian PLC.

Table 6: Descriptive Statistics on Workload

Constructs on workload	N	Min.	Max.	Mean	Std. D
My organization have good forecasting, planning, distributing, scheduling, and monitoring workload.	147	1	5	3.97	.740
In my organization, project plans are accurate and achievable.	147	1	5	4.08	.925
My organization’s work organization such as length of working time, shift, wages, working time is well harmonized to enable good work environment.	147	1	5	4.14	.948
Work is distributed evenly and fairly between resources so as to minimizes delays and disruptions.	147	1	5	3.82	.881
In my organization, workload is realistic and manageable in order to supports retention and recruitment goals.	147	1	5	3.85	.805

Source: Computation of field survey, (2023)

4.1.4 Descriptive Statistics on Workload

Table 7 presents descriptive statistics on the effect of safety standards on employees’ performance in MIKAP Niger PLC. Result shows that majority of the respondents agreed on; in my organization, every manager and employee is aware of how to do their job safely and who to report to when there are unsafe conditions, my organization provides safe working environment, safe equipment, policies and procedures in order to ensure workers health and safety, provision of free medical care helps employee feel more safe at work and also loyal to the organization, eliminating work hazards makes employees to stay invested in their work and do their best and work place safety makes employees and customers develop a reputation of a safe environment. This is because all the associate mean score of the items ranges from 3.88 - 4.20 were greater than the bench mark 3.00. This indicates that safety standards have positive effect on employees’ performance in MIKAP Nigerian PLC.

Table 7: Descriptive Statistics Safety Standards

Constructs on safety standards	N	Min.	Max.	Mean	Std. D.
In my organization, every manager and employee is aware of how to do their job safely and who to report to when there are unsafe conditions.	147	1	5	4.20	.955
My organization provides safe working environment, safe equipment, policies and procedures in order to ensure workers health and safety	147	1	5	4.14	1.044
Provision of free medical care helps employee feel more safe at work and also loyal to the organization	147	1	5	3.98	1.023
Eliminating work hazards makes employees to stay invested in their work and do their best.	147	1	5	4.07	1.067
Work place safety makes employees and customers develop a reputation of a safe environment .	147	1	5	3.88	.851

Source: Computation of field survey, (2023)

4.1.5 Descriptive Statistics on Workplace Incentives

Table 8 presents descriptive statistics on the effect of workplace incentives on employees’ performance in MIKAP Nigeria Plc. According to the result, majority of the respondents agreed with the statement; My organization have work incentive plan that attract and activates workers ability skills quality and development, My organization provides incentives that generally support my work, I am compensated fairly for the work I do, My organization provides employees with a tangible reason to work harder and excel in their roles and My organization provides opportunities for promotion for high performing employees. This is because all the associate mean score of the items ranges from 3.88 - 4.20 were greater than the bench mark 3.00. This indicates that workplace incentives have positive effect on employees’ performance in MIKAP Nigerian PLC.

Table 8: Descriptive statistics work place incentives

Constructs on Work Place Incentives	N	Min.	Max.	Mean	Std. D.
My organization have work incentive plan that attract and activates workers ability skills quality and development.	147	1	5	4.20	.955
My organization provides incentives that generally support my work.	147	1	5	4.14	1.044
I am compensated fairly for the work I do.	147	1	5	3.98	1.023
My organization provides employees with a tangible reason to work harder and excel in their roles.	147	1	5	4.07	1.067
My organization provides opportunities for promotion for high performing employees.	147	1	5	3.88	.851

Source: Computation of field survey, (2023)

4.1.6 Descriptive Statistics on Employees' performance

Table 9 presents descriptive statistics on the effect of work conditions on employees' performance in MIKAP Nigeria Plc. The result shows that majority of the respondents agreed with items in the construct which include; Employees' commitment is improved by balancing work priorities with my personal life, productivity of our organization's project plans are accurate and achievable, work efficiency of employees is enhanced as result of safe working environment, safe equipment, policies and procedures, attitude to work is activated because of attractive incentive plan and employees' performance is improved by providing adequate conditions in which employees work. This is on the basis that all the associate mean score of the items ranges from 3.85 - 4.12 were greater than the bench mark 3.00. This indicates that work conditions have positive effect on employees' performance in MIKAP Nigerian PLC.

Table 9: Descriptive Statistics on Employees’ performance

Constructs on employees’ performance	N	Min.	Max.	Mean	Std. D.
Employees’ commitment is improved by balancing work priorities with my personal life.	147	1	5	3.85	.762
Productivity of our organization’s project plans are accurate and achievable	147	1	5	4.02	.996
Work efficiency of employees is enhanced as result of safe working environment, safe equipment, policies and procedures.	147	1	5	3.98	1.023
Attitude to work is activated because of attractive incentive plan.	147	1	5	3.91	1.027
Employees’ performance is improved by providing adequate conditions in which employees work.	147	3	5	4.12	.414

Source: Computation of field survey, (2023)

4.1.7 Regression Analysis

This section presents results and interpretation of the regression analysis and the hypothesis of the study. The relationship of the dependent and independent variables were presented in model summary, ANOVA table and regression coefficient.

Table 10: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.447 ^a	.200	.177	.830

a. Predictors: (Constant), Workplace incentives , Hours of Work, Work load, Safety standars

b. Dependent Variable: Employees’ performance

Source: SPSS Result Version 25.0, (2023)

Table 10 presents the model summary. The result indicates a coefficient of determination R^2 which explains the variation in the dependent variable due to changes in the independent variables. The R square value of .200 is an indication that there was a variation of 20.0% of employees’ performance in MIKAP Nigeria Plc which is attributed to changes in r work place incentives, work load, hours of work, and safety standards at 95% confidence interval. Also, the value of R (.447) presented in table 9 shows that there is a strong relationship between work conditions and employees’ performance in the study area. This results indicate that the independent variables in the model are good predictor of the dependent variable.

Table 11: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.378	4	6.095	8.849	.000 ^b
	Residual	97.799	142	.689		
	Total	122.177	146			

a. Dependent Variable: Employees' performance

b. Predictors: (Constant), Workplace incentives , Hours of Work, Work load, Safety standards

Source SPSS Result Version 25.0, (2023)

The result from the ANOVA statistics from table 11 above shows that the population parameter had a significance level of .000 which is a clear indication that the data processed is ideal for making conclusion on the population parameter as P-value is less than 5%. This implies that hours of work, Work place incentives, and work load and safety standards have positive effect on employees' performance of in MIKAP Nigeria Plc. F change of the model also indicates that the overall regression model is a good fit for the data. The significant value is statistically presented as (F = 8.849; P = .000 < .05). The significant value was 0.05 which is an indication that the model was statistically significant.

Table 12: Regression Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	3.062	.593		5.162	.000
	Hours of Work	.089	.070	.104	1.281	.002
	Work load	.488	.204	.303	2.393	.008
	Safety standards	.699	.129	.805	5.422	.000
	Workplace incentives	.618	.194	.735	5.238	.000

a. Dependent Variable: Employees' performance

Source: SPSS Result, (2023)

From the regression equation stated, it can be derived that employees' performance 3.062 is the function of hours of work (.104), work load (.303), safety standards (.805) and work place incentives (.735). This equation indicates that a unit change in work life balance to a zero constant will affect employees' performance in the selected deposit money banks by 10.4%. furthermore, a unit change in workload will affect employees' performance by 30.3% whereas a unit change in safety standards will bring about changes in employees' performance by 80.5% and a unit change in work place incentives will result to changes in employees' performance by 73.5%. The result also establishes that work life balance, work load, safety standards and work place incentive have positive effect on employees' performance in MIKAP. The result is statistically represented as P Value (0.002, 0.008, 0.000, and 0.000 < .05) and in line with a prior expectation.

4.2 Test of Hypotheses

Test of hypothesis for this study shall be done in segments according to the formulated hypothesis of the study as follows;

H0₁: Hours of Work has no Significant Effect on Employees' Performance of MIKAP in Makurdi Local Government Area, Benue State.

Based on findings from regression coefficient result presented in table 12, The regression coefficient (β_1) = .104 which indicates that a one percent increase in hours of work increases 8.9% in employees' performance if other variables are kept constant. The T value is 1.281 which is significant at .002 because the significance level ($P = .003 < .05$). It means that the alternative hypothesis should be accepted that hours of work have positive effect on employees' performance in in MKAP Nigeria Plc.

H0₂: Workload has no significant effect on employees' performance in MKAP Nigeria Plc Benue State.

Based on findings from regression coefficient result presented in table 12, The regression coefficient (β_1) = .303 which indicates that a one percent increase in workload increases 48.8% in employees' performance if other variables are kept constant. The T value is 2.393 which is significant at .000 because the significance level ($P = 0.008 < .05$). It means that the alternative hypothesis should be accepted that workload have positive effect on employees' performance in in MKAP Nigeria Plc.

H0₃: Safety standard has no Significant Effect on Employees' Performance in MIKAP Nigeria, Benue State

Based on findings from regression coefficient result presented in table 12, The regression coefficient (β_1) = .805 which indicates that a one percent increase in safety standards increases 69.9% in employees' performance if other variables are kept constant. The T value is 5.422 which is significant at 0.000 because the significance level ($P = .000 < .05$). It means that the alternative hypothesis should be accepted that work safety standards have positive effect on employees' performance in in MKAP Nigeria Plc.

H0₄: Workplace Incentives have no Significant Effect on Employees' performance in Makurdi Local Government Area, Benue State, Nigeria.

Based on findings from regression coefficient result presented in table 12, The regression coefficient (β_1) = .735 which indicates that a one percent increase in workplace incentives increases 61.8% in employees' performance if other variables are kept constant. The T value is 5.238 which is significant at .000 because the significance level ($P = .000 < .05$). It means that the alternative hypothesis should be accepted that work place incentives have positive effect on employees' performance in in MKAP Nigeria Plc.

4.3 Discussion of Findings

The discussion of findings for this study shall be done based on research objectives as follows;

Objective one: effect of work life balance on employees' performance in performance of MIKAP Nigeria Ltd. Benue State;

Objectives 1: Effect of Work Life Balance on Employees' Performance in Performance.

Findings from the study based on result from descriptive statistics and regression coefficient tables show that hours of work have positive effect on employees' performance since all the associate mean

scores of the constructs ranging from 4.12 - 3.82 are greater than 3.0 which is the bench mark. Regression coefficient result presented in table 12 show that the critical value of t-statistics is ± 1.28 at 95% and the result shows that $\beta_3 = 0.104$, $p = .002 < .05$, indicating that a positive and significant effect of work life balance on employees' performance. It means that the alternative hypothesis should be accepted that hours of work have positive effect on employees' performance in in MKAP Nigeria Plc. This result is in agreement with the study of Awoke (2019), who investigates the effects of work condition on employees' performance in Bole Lemi Industrial Park found around Addis Ababa who found that hours of work have showed statistically significant impact on employees' performance. Mayowa-Adebara and Aina (2021), also found that work conditions affect organizational commitment of staff in academic Libraries in Lagos State. Similarly, Saidu (2021), study revealed that family leave and flexible work schedules have a beneficial impact on employee productivity. Ngozi (2017), also conducted research on employees' performance and hours of work in commercial banks within Lagos State and found that employee capability to provide services efficiently and effectively is influenced by leave regulations, consequently work-life balance policies are essential for raising employee productivity. This clearly shows that hours of has significant effect on employees' performance of MIKAP in Makurdi local government area, Benue State.

Objective 2: Effect of workload on employees' performance in of MIKAP Nigeria Ltd. Benue State;

Objective two of the study was to examine the effect of workload on employees' performance. Result from descriptive statistics indicates that workload have positive effect on employees' performance in MIKAP Nigerian PLC. This is because all the associate mean score of the items ranges from 3.85 - 4.14 were greater than the bench mark 3.00. Regression coefficient result

Shows that the critical value of t-statistics is ± 2.39 at 95% and the result shows that $\beta_3 = 0.303$, $p = .008 < .05$, indicating that a positive and significant effect of workload on employees' performance. This shows that workload have positive effect on employees' performance in MKAP Plc, Makurdi. The findings of this study is in consonance with the study of Nurzainie and Narehan (2013), who examined the relationship between workplace condition and civil servants' job performance in Shah Alam, Selangor and found that workload and job performance have a positive association. Dappa and Onuoha (2020), further reveals that there is positive relationship between workload on employees' performance in selected private business organisations in Rivers state. Awoke (2019), also investigates and found a correlation between work condition and employees' performance in Bole Lemi Industrial Park found around Addis Ababa. The above findings show that workload has significant effect on employees' performance in MKAP Nigeria Plc Benue State.

Objective 3: Effect of safety standards on employees' performance in of MIKAP Nigeria Ltd. Benue State.

Objective 3 of this study was to ascertain the effect of safety standards on employees' performance in of MIKAP Nigeria Ltd. Benue State. Result from data presented shows that safety standards have positive effect on employees' performance in MIKAP Nigerian PLC because the associate mean score of the items on the construct ranges from 3.88 - 4.20 were greater than the bench mark 3.00. Findings from regression coefficient result presented in table 12 shows regression coefficient that the critical value of t-statistics is ± 5.42 at 95% and the result shows that $\beta_3 = 0.805$, $p = .000 < .05$, indicating that a positive and significant effect of safety standards on employees' performance. This clearly shows that the alternative hypothesis should be accepted that work safety standards have positive effect on employees' performance in in MKAP Nigeria Plc. This finding is in agreement with the findings of Musyoka (2014) who studied the relationship between health and safety programmes and performance of manufacturing firms in Mombasa County, Kenya. The study found that health and safety measures, social welfare programmes, accident prevention programmes and occupational health programmes had a positive and significant correlation with employees' performance. Aditya *et al.* (2015), also revealed that safety standards in the workplace have a significant influence on

employees' performance in Pt. Bank Artha Graha international TBK, Manado Branch Calaca. Olasunkanmi *et al.*, (2020), examined impact of work conditions on employees' performance using academic staff in Federal Polytechnic Offa, Kwara State and found that work conditions has significant effect on academic staff teaching effectiveness and that of research output.

Objective 4: Effect of workplace incentives on employees' performance in of MIKAP Nigeria Ltd. Benue State.

Objective four of this study was to establish the effect of workplace incentives on employees' performance in MIKAP Nigeria Ltd. Benue State. Based on data collected for the study, result from descriptive statistics shows that workplace incentives have positive effect on employees' performance in MIKAP Nigerian PLC. This is because all the associate mean score of the items ranges from 3.88 - 4.20 were greater than the bench mark 3.00. The result on regression coefficient presented in table 12 indicates that the critical value of t-statistics is ± 5.24 at 95% and the result shows that $\beta_3 = 0.735$, $p = .000 < .05$, shows work place incentives have positive effect on employees' performance in in MKAP Nigeria Plc. The result concords with the study of Cross (2019), studied the influence of work condition on employees' performance in Nigeria. Using staffs of Bayelsa State Ministry of Works and Infrastructure discovered that work reward has significant impact on employees' productivity.

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

Based on the findings of this study, it was concluded that independent sub-variables of work condition (hours of work, work load, safety standards and work place incentives) are predictors of employees' performance of rice manufacturing industries in Makurdi, Benue State. Hence, the study concluded that work conditions positively affects employees' performance of rice manufacturing industries in Makurdi, Benue State.

5.2 Recommendations

The following recommendations are made to help improve the form of work condition on employees in the study are.

- i. Management of rice manufacturing industries in Makurdi, Benue State should improve on ensuring regular work hours and flexible work arrangements. This can be done by establishing regular and reasonable work hours to provide employees with a predictable schedule and offering flexible work arrangements, such as flextime or remote work options. This will help employees plan their personal lives, contributing to a healthier work-life balance and enhance their efficiency.
- ii. Management should ensure optimal employees workload by consider offering remote work or flexible work hours to accommodate the needs of employees, especially in today's evolving work landscape, since this balance allows individuals to focus on tasks effectively and have a positive attitude to work.
- iii. Management of rice manufacturing industries in Makurdi, Benue State should prioritize workplace safety and health by complying with regulations and implementing safety protocols. This can be achieved by creating a culture of safety and provide necessary training and resources. Since prioritizing and maintaining high safety standards in organizations create a workplace environment that enhances employees' performance, reduces the risk of injuries, and fosters a culture of well-being.
- iv. Management should align workplace incentives with organizational goals. This can be achieved through regular review and adjustment of salary structures and other compensation

strategies as needed as this helps employees see the connection between their individual efforts and the overall success of the company.

5.3 Limitations of the Study

This study investigated the effect of work conditions on employees' performance of rice manufacturing industries in Makurdi, Benue State, Makurdi. However, the study is not without of some limitations that need to be acknowledged. First is the subjectivity: Assessing work conditions and performance often involves subjective judgments. Different individuals may have varying perceptions of what constitutes a favorable work condition or acceptable performance. Secondly is that it is limited generalizability: Findings from one organization or industry may not be easily generalizable to other contexts due to differences in organizational culture, industry-specific factors, and workforce demographics. The third limitations encountered is time, funds and logistics posed a serious threat to the intensity of the spread or the area of coverage of the study; undoubtedly, a study of this nature and magnitude requires enormous funds and time. Some valuable information may not have been collected because the resources were not at the disposal of the researcher, considering that the telecommunications industry has a wide spread across the country. Despite these limitations, conducting rigorous research on the relationship between work conditions and employees' performance is valuable. The researcher use a combination of quantitative and qualitative methods, control groups, and longitudinal studies to address some of these challenges. Moreover, while it may be difficult to establish causation definitively, identifying correlations and trends can still provide valuable insights for organizations looking to improve work conditions and employee well-being.

5.4 Suggestions for Further Studies

There is need to conduct further studies on the following:

This study was conducted on the effect of work conditions measure (hours of work, workload, safety standards and work place incentives) on employees' performance using rice manufacturing industries in Makurdi, Benue State. However, studying the effect of work conditions on employees' performance is a complex and important area of research.

Further studies can also be conducted to compare the effect of work conditions across different industries, types of jobs, and organizational sizes. Understanding how various factors influence the relationship between work conditions and performance can provide valuable insights.

5.5 Contribution to Knowledge

The study revealed that workload as a dimension of work conditions with a P. value of 0.008 has the greatest effect on employees' performance of rice manufacturing industries in Makurdi, Benue State as against hours of work, safety standards and workplace incentives with P. values 0.002, 0.000 and 0.000 respectively.

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