

## ANALYSIS OF VARIABILITY OF WORKING CONDITIONS AND EMPLOYEES' PRODUCTIVITY IN MODERN BUSINESS ORGANIZATIONS IN RIVERS STATE

**DR. JOY A. MEKURI-NDIMELE<sup>1</sup>,**

Department of Office and Information Management<sup>1</sup>,  
Ignatius Ajuru University of Education,  
Port Harcourt, Nigeria.

---

### Abstract

The study adopted the survey design. The population of this study consists of 105 employees from selected modern organizations in Port Harcourt, Rivers State. No sample was drawn from the population. The total sample size used was 105 employees. The purposive sampling technique was adopted in the study. The research instrument used in this study is questionnaire. To ensure content validity, the three experts in Management Sciences, Ignatius Ajuru University of Education, Port Harcourt, validated the instrument. For the analysis, the reliability test was conducted by using Cronbach's Alpha. The reliability of this study showed 0.89 coefficient level of reliability. In analyzing the data collected, mean ( $\bar{X}$ ) was used to calculate and analyze the result. It was revealed in the study that there is a positive relationship between working condition and employees productivity  $r$ -value = 0.276 at 0.05. Thus, working hours, and workload lead to high level of employees productivity in other words, working hours has positive relationship on employees productivity  $r = 0.69$  at 0.10. It was recommended that; management of modern business organizations should conduct induction and training of the employees regularly; employees should be given orientation on the work ethics and policies of the organization before employment is confirmed, and regular check-up of employees' mental and psychological level and standard.

**Keywords;** Working conditions, work hours, work overload and employees' productivity

---

### Introduction

The numbers of micro and small enterprises and people working in the informal economy are growing rapidly around the world since 18<sup>th</sup> century, and account for the bulk of new employment and for the majority of the working poor. In assessments of working and employment conditions, including issues of occupational safety and health, maternity protection, work-family issues, homework, working time, wages and income, work organization, sexual harassment, violence at work, workload, worker's welfare facilities, housing, nutrition and environment, the millions of women and men in micro and small enterprises and the informal economy (MSE/IE) face perhaps the greatest problems among the working population (Enyekit, 2005). Also, Akinyele (2007) noted that conducive work environment ensures the

wellbeing of employees which always was enable them exert themselves to their roles with all force that may translate to higher productivity.

In Africa, many research studies have conducted regarding the impact of working condition on employee productivity. Ali, Ali, & Ali (2013) conducted a research study on South African nurses and found high burnout on three levels: emotional exhaustion, de-personalization and low personal accomplishment. They attributed the nursing burnout to a high workload and other organizational factors within the hospital. In addition, a study conducted in South Africa found that working condition has negative impact to the productivity.

Nevertheless, Enyekit & Onuekwa, (2015) defined the productivity as that which people can

produce with the least effort. Productivity is a ratio to measure how well an organization (or individual, industry, country) converts input resources (labor, materials, machines, etc) into goods and services. The working conditions are very important to the organization. If the employees have negative perception of their working conditions, they are likely to be absent, have stress-related illness, and their productivity and commitment tend to be low. On the other hand, organizations those have a friendly, trusting, and save environment, experience, Greater productivity, communication, creativity, and financial health (Samwel, 2018).

### Conceptual Framework

#### Working Conditions and Employees Productivity

According to business dictionary “Working conditions refers to working environment and all existing circumstance affecting labor in the work place, including: job hours, physical aspects, legal rights and responsibility organizational culture work load and training”. Hameed, & Waheed, (2011) defined working condition as “working conditions are created by the interaction of employee with their organizational climate, and includes psychological as well as physical working conditions” Therefore, we adopt the definition of working conditions as follows: “Working conditions refers to the working environment and aspects of an employee's terms and conditions of Employment”. In other side productivity is a concept that depends on the context in which it employed. It does not have a singular definite criterion measure or operational definition (Gamage, 2015). These definitions suggest that productivity is the measure of economic performance, as well as resource used to produce goods and services (Hagberg., Vilhemsson., Tornqvist., & Toomingas, 2007).

Firms that derive their productivity advantage from firm-specific knowledge may wish to provide better working conditions in the hope that this would reduce worker turnover and minimize the risk of their productivity advantage spilling over to competing firms (King & Grace, 2018). If non-monetary working conditions are associated with higher productivity, the employer should pay

more for the added productivity of employees in order to not losing the employees. In facts, “as long as more than one employer offers good working conditions for a particular category of worker, employers may be forced to bid up their wages – possibly as high as the marginal value of the worker's product. Whether such a positive wage differential exists is an empirical question.

According to Gamage, (2014), the nature of the physical condition under which employees work is important to output, Offices and factories that are too hot and ill ventilated are debilitating to effort. There should be enough supply of good protective clothing, drinking water, rest rooms, toilets, first aids facilities etc. Both management and employees should be safety conscious at all times and minimum of requirement of the factories act must respect. This push for more productivity from public sector agencies is not a new phenomenon. These factors may be important; yet, believing that the attitudes and management styles of mid-level managers are what really influences employee productivity. In organizations where employees are exposed to stressful working conditions, productivity are negatively influenced and that there is a negative impact on the delivery of service. On the other hand if working conditions are good, productivity increase and there is a positive impact on the delivery of service (Saunders., Lewis, & Thornhill, 2009).

#### Working Hours and Employees Productivity

A substantive cost to employers occurs when financially troubled employees use work hours to deal with personal money matters. The use of time on the job to handle Personal issues results in productivity losses. In the study of Enyekit, (2017), observed that previous research has not used work time to handle personal financial matters as a factor in measuring productivity. According to research conducted by a national consumer credit counseling agency, almost 60% of the people who telephone their counselors are calling from the workplace (Samwel, 2018). This counseling agency operates services 24 hours a day, six days a week and therefore is not limited to providing assistance during traditional work hours. Although, Noble (2009) categorized work time used as positive and negative, any amount of

work time used to handle personal financial matters, whether positive or negative, may be an indicator of lost productivity.

Most people was not experience serious negative effects after one night of work, but problems can emerge following a series of consecutive night shifts. These include fatigue, decreased productivity and emotional exhaustion (Enyekit, 2005). Nevertheless, the studies of (Samwel, 2018).; Niazi, 2011., Hagberg., Vilhemsson., Tornqvist,. & Toomingas, 2007), revealed that workers' ability to choose their working time arrangements has a positive impact on job performance and productivity. This choice turns out to be a powerful factor in determining an increase in productivity. It results in a more satisfied workforce who is more committed and productive. Conversely, ignoring this issue may lead to a situation in which employees act contrary to the organization's interests, through increased absenteeism, lateness, reduced focus on the job tasks, attention being diverted to personal matters, and ultimately searching for alternative jobs and resigning.

### **Workload and Employees Productivity**

Workload in generally defined as the extent of the processing capacity that is expended during the performance of a task and thus involves the interaction between resources supplied and task demanded (Hagberg., Vilhemsson., Tornqvist,. & Toomingas, 2007). According to Gamage, (2014) also explain that workload is determined by the relationship between task demands, the circumstances under which that task takes place and the perceptions, actions, skills and knowledge of the individual performing the task. The task demands may include physical actions, cognitive tasks and/or a variety of other factors. These definitions suggest that workload is concerned with the relationship between the task demand and the person's resources, which include skills, knowledge, behavior and task perception.

Workload can also be defined the expenditure incurred by a person, given their capacities (resources), while achieving a particular level of performance on a particular task with certain demands (Hagberg., Vilhemsson., Tornqvist, & Toomingas, 2007). Increased workload can

improve short-term productivity, but it can increase long-term costs, as stress and illness among employees lead to poor judgments and low productivity. According to the points if the workload increased short term productivity improve, but it can decrease long-term productivity.

### **Theoretical Framework**

Theory explains how some aspect of human behavior or performance is organized. It thus enables us to make predictions about that behavior. The components of theory are concepts (ideally well defined) and principles.

### **Administrative Efficiency and Improvement Theory of F. Gilbreth of 1983**

Administrative efficiency and improvement theory was formulated by Gilbreth. Brechi (1983) noted that Frank Gilbreth studied the brick laying process and methods as adopted for apprenticeship. Consequently, he developed many methods, which helped in increasing productivity and also contributed to the health and safety of bricklayers. His basic efforts were on the best methods; introduction of concept of planning and training of staff (administrative personnel) in the correct methods of work first and later more extensively in other areas.

Harrington Emerson propounded the management efficiency theory, which emphasized the importance of correct training in the organization efforts to achieve the set objectives. Emerson advocated for the line and staff of organization and training which characterized most of organizations today (Gamage, 2014). He idealized the goal of eliminating waste and asserted the need for strong leadership through training to reconcile conflicting relationship within the system.

The efficiency of business education teacher can be active through training and development to acquire the needed skills. Consequently, Enyekit (2005), identified the principles of Fayol's management theory to include: Division of labour, authority, discipline, unity of command, unity of direction, subordination of individual interest to the common goal, remuneration, centralization, the hierarchy, order, equality,

stability of staff and *Espirit de Corps*. Lyndal Urwick attempted all efforts to achieve the efficiency of the business education teachers; he delved into the subject of administration and management. His experiences covered the Armed Forces and other organizations. Urwick who supported Henri Fayol's views was also convinced that the only way the modern organizations could control her staff is by applying the principles and the universal rules to them. In his numerous principles, which he viewed, could be applied to organizations to enable them achieve their objectives effectively.

### Statement of the Problem

In the world, there are international organizations who debate the rights of employee. Most people spend fifty percent of their lives within indoor environments, which greatly influence their mental status, actions, abilities and performance (Lambert, 2005). Better outcomes and increased productivity is assumed to be the result of better workplace environment. Better physical environment of office was boosts the employees and ultimately improve their productivity. Various literature pertain to the study of multiple offices and office buildings indicated that the factors such as dissatisfaction, cluttered workplaces and the physical environment are playing a major role in the loss of employees' productivity (Oshiogwe, 2005).

Modern business organizations in this country have undergone many changes such as failure and distraction which have been negative effect on the lives of employees and the customers. The problem identified by the researcher is that since the establishment of many manufacturing companies, the staff in modern business organizations has been exposed to major changes, such as high staff turnover, staff shortage and increase in workload in their working conditions. Therefore, this study is poised to investigate working conditions on employees' productivity in modern business organizations in Rivers State.

### Purpose of the Study

The purpose of this study was to investigate into analysis of variability of working conditions and employees' productivity in modern business organizations in Rivers State. Specifically the

study attempted to achieve the following:

1. Determine working hours and employees productivity in modern business organizations in Rivers State.
2. Determine workload hours and employees productivity in modern business organizations in Rivers State.

### Research Questions

The following research questions guided the study:

1. What is the influence of working hours on employees' productivity in modern business organizations in Rivers State?
2. What is the influence of workload hours on employees' productivity in modern business organizations in Rivers State?

### Research Hypotheses

The following null hypotheses guided the study:

1. There is no significance difference in the mean responds of male and female employees on their perception on working hours their productivity in modern business organizations in Rivers State.
2. There is no significance difference in the mean responds of male and female employees on their perception on workload their productivity in modern business organizations in Rivers State.

### Methodology

The study adopted the survey design. The population of this study consists of 105 employees from selected modern organizations in Port Harcourt, Rivers State. No sample was drawn from the population. The total sample size used was 105 employees. The purposive sampling technique was adopted in the study. The research instrument used in this study is questionnaire. To ensure content validity, the three experts in Management Sciences, Ignatius Ajuru University of Education, Port Harcourt, validated the instrument. For the analysis, the reliability test was conducted by using Cronbach's Alpha. The reliability of this study showed 0.89 coefficient level of reliability. In analyzing the data collected, mean ( $\bar{X}$ ) was used to calculate and analyze the

## Results

### Research Question 1

What is the influence of working hours on employees' productivity in modern business organizations in Rivers State?

**Table 1; Mean Ratings on the Extent of influence of working hours on employees' productivity in modern business organizations in Rivers State**

N= 105

S/ N	Statement	X	SD	Rmks
1.	Working overtime without extra payment and benefits does not motivates me to be productive	2.61	1.08	
2.	Working on public holidays without extra payment and benefits does not motivate me to be productive	2.77	1.12	
3.	Working on Saturdays without extra payment and benefits does not give me happiness	2.79	1.01	
4.	Carrying out my boss personal work without extra pay and benefits does not give me joy	2.84	1.04	
5.	Waiting for the boss to close before I leave office does not motivates me	2.86	0.95	
<b>Mean (X) and Std Dev</b>		<b>2.66</b>	<b>0.40</b>	

Table 1, contains the mean responses and standard deviation of male and female administrative office managers on the level of working hour in the organization. The table showed that male and female employees agreed with the items listed in the table because their respective mean scores are greater than the criterion mean of 2.50. The mean

set for each item is above the criteria mean of 2.50. The grand mean response of 2.66 is greater than criterion mean of 2.50. Hence, it is accepted that working hour level in the organization influenced the level of employees job performance and productivity.

**Research Question 2**

What is the influence of workload hours on employees’ productivity in modern business organizations in Rivers State?

**Table 2; Mean Ratings on the Extent of Influence of Workload Hours on Employees’ Productivity in Modern Business Organizations in Rivers State**

N= 105

S/N	Statement	X	SD	Rmks
6.	Too much workload without extra pay and benefit generates stress to my health	3.24	0.48	Agreed
7.	Work overload without extra pay does not gear motivation and job productivity	3.55	0.53	“
8.	Work overload makes work without extra pay and benefit makes the job boredom and stressful	3.59	0.52	“
9.	Work overload is a factor that leads to psychological stress	3.78	0.68	“
10.	Work overload leads to headache, fatigue and delay productivity	3.56	0.70	“
<b>Mean (X) and Std Dev</b>		<b>3.54</b>	<b>0.58</b>	“

Table 2, contains the mean responses and standard deviation of male and female employees on the level of workload in the organization. The table shows that male and female employees agreed with the items listed in the table because their respective mean scores are greater than the criterion mean of 2.50. The mean set for each item is above the criteria mean of 2.50. The grand mean responses of 3.54 and 2.76 for male and female employees respectively are greater than criterion

mean of 2.50. Hence, it is accepted that workload level in the organization influenced the level of job performance and productivity of the employees to a great extent.

**Hypothesis 1**

There is no significance difference in the mean responds of male and female employees on their perception on working hours their productivity in modern business organizations in Rivers State.

**Table 3; t-test Analysis on the extent influence of male and female employees on their perception on working hours on their productivity in modern business organizations in Rivers State**

Respondents	N	Mean	Sd	df	t-cal	t-crit	Decision
Male	65	3.03	0.68				
Female	50	2.69	0.75	103	0.98	1.96	Not Sig

**P = 0.5, df = 103, N = 115, S= \* Significant and NS = Not Significant**

Table 3, revealed that the five items had their t-cal value is less than the t-table value at 0.05 level of significance and at 103 degree of freedom. This indicated that there was no significant difference in the mean ratings of the responses of the respondents and their perceptions on the extent of influence and their perception on working hours

and their productivity in modern business organizations in Rivers State. The null hypothesis of no significant difference is therefore upheld for all the items on extent to which working hours affect employees' productivity in modern business organizations in Rivers State.

**Hypothesis 2;**

There is no significance difference in the mean responds of male and female employees on their perception on workload their productivity in modern business organizations in Rivers State.

**Table 4;** t-test Analysis on the Extent Influence of Male and Female Employees on their Perception on Workload their Productivity in Modern Business Organizations in Rivers State

Respondents	N	Mean	Sd	df	t-cal	t-crit	Decision
Male	65	3.11	0.86				
Female	50	2.72	0.75	103	0.87	1.96	Not Sig

**P = 0.5, df = 103, N = 115, S = \* Significant and NS = Not Significant**

Table 4, revealed that the five items had their t-cal value is less than the t-table value at 0.05 level of significance and at 103 degree of freedom. This indicated that there was no significant difference in the mean ratings of the responses of the respondents and their perceptions on the extent of influence and their perception on workload their productivity in modern business organizations in Rivers State. The null hypothesis of no significant difference is therefore upheld for all the items on extent to which workload influences employees and their productivity in modern business organizations in Rivers State.

**Discussion of Findings**

This study was basically proposed to identify the relationship between working condition and employee productivity in some selected manufacturing company in Mogadishu-Somalia. Further, the study will also test the relationship between working hours, and workload to employee productivity. In order to achieve the desired goals of the organizations, it is ideal that management conduct a test to measure certain knowledge or skills particularly in the area of computer operations, typing ability, and other practical oriented skills of the employees in relation to work environment (Sartelly., Oxford., Green & Maxwell, 2021). Nevertheless, the study of Schmidt, & Hunter, (2004), also revealed that psychological test is essential at measuring employees' personality trait with a view to measure mental abilities and emotions employees in relation to work environment and workload that determine the extent of employees'

productivity. The findings of the studies reviewed above, have relationship with this present study in work environment and workload of the employees' and their productivity (the dependent variable, correlated with working conditions (first independent variable measured by working hours with correlation and (second independent measured by workload) with correlation.

**Conclusion**

Given the consistent interaction between the dimensions of working condition especially working hours the findings suggested that high working hours could bring employee in continually diminishing their ability to do the work and feel poor working condition that lead to ultimately to decrease employee productivity. Hence, the results suggest that working hours acts as a driver of working condition;

**Recommendations**

Based on the results and findings of the study, the following recommendations were made;

1. That management of modern business organizations should conduct induction and training of the employees regularly.
2. Employees should be given orientation on the work ethics and policies of the organization before employment is confirmed.
3. Regular check-up of employees' mental and psychological level and standard.

References

- Akinyele, S. T. (2007). A critical assessment of environmental impact on workers' productivity. Nigeria. Business Journal, 1(1), 50-61.
- Ali, Y. S., Ali, A. & Ali, A. A. (2013). Working conditions and employees' productivity in manufacturing companies in Sub-Saharan African context case of Somalia. Educational research journal, 2(2), 2307-3713.
- Enyekit, E. O. (2005). Training needs of administrative office managers in selected oil companies in Rivers State. Unpublished Master's Degree Thesis. Department of Vocational Teacher Education, University of Nigeria, Nsukka.
- Enyekit, E.O. & Onuekwa, F.A. (2015). Modern office practice and administration in Nigeria. Port Harcourt; Valdas and sons Nig Ltd.
- Enyekit, K.E.O. (2017). Entrepreneurship delivery competencies required by business educators in teaching entrepreneurship in tertiary institutions in Rivers State. Unpublished Masters' Degree (M.Ed) Dissertation .Department of Business Education, Rivers State University, Nkplou-Oroworukwo, Port Harcourt.
- Gamage, A. S. (2014). Recruitment and selection practices in manufacturing SME in Japan. An analysis of the link with business performance. Rihinna journal of management and finance, 1(1), 3-12.
- Gamage, A. S. (2014). Recruitment and selection practices in manufacturing SME in Japan. An analysis of the link with business performance. Rihinna journal of management and finance, 1(1), 3-12.
- Gamage, A.S. (2015). The role of HRM in improving labour productivity: An analysis of manufacturing SMEs in Japan. Sri Lankan Journal of Human Resource Management, 5 (1), 45-59.
- Hagberg, M., Vilhemsson, R., Tornqvist, E. & Toomingas, A. (2007). Incidence of self reported reduced productivity owing to musculoskeletal symptoms: association with workplace and individual factors among computer users. Ergonomics, 50, 1820-1834.
- Hameed, A. & Waheed, A. (2011). Employee development and its affect on employees performance: A conceptual framework. International Journal of Business and Social Science, 2 (13), 224-229.
- King, C. & Grace, D. (2018). Internal branding: Exploring the employee's perspective. Journal of Brand Management, 15 (5), 358-372.
- Lambert, S. (2005). Added benefits: The link between work life benefits and organizational citizenship. Journal of Business, Economics & Finance, 1 (1), 38-45.
- Niazi, A.S. (2011). Training and development strategy and its roles in organizational performance. Journal of Public Administration and Governance, 1 (2), 42-57.
- Noble, A. (2009). Building health promotional work setting: identifying the relationship work characteristics and occupational stress. Promotional international journal, 18(4) 351-359.
- Oshioigwe, A. J. (2005). Training needs of public servants in Edo State for the privatization of public enterprises in Nigeria. An Unpublished Masters Degree Thesis.

Department of Vocational Teacher  
Education University of Nigeria, Nsukka.

- Samwel, J. O. (2018). Impact of employee training on organizational performance: Case study of Drilling companies in Geita, Shinyanya and Mara Regions in Tanzania. *International Journal of Managerial Studies and Research*, 6 (1), 36-41.
- Sartelly, D., Oxford, H.A.D., Green, M & Maxwell, A.N. (2021). Nature and nurture of the African employees' and perception of work. *Journal of applied psychology and social sciences*, 3 (2), 12-21.
- Saunders, M., Lewis, P. & Thornhill, A. (2009). *Research methods for business students; 5<sup>th</sup> edition*, Essex: Pearson Education Limited.
- Schmidt, F. L. & Hunter, J. (2004). General mental ability in the work of work: Occupational attainment and job performance. *Journal of Personality and Social Psychology*, 86 (2), 162-173.