# WORK CONDITIONS AND EMPLOYEES' PERFORMANCE OF TITO YOGURT COMPANY LIMITED MAKURDI BENUE STATE NIGERIA

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**KEYWORDS**
Work Condition, Work Life Balance, Workload, Safety Standards, Employees' Performance

**ABSTRACT**
*The study examined the Effect of work condition on employees' performance of Tito yogurt company limited Makurdi Benue State Nigeria. The study specifically sought to establish the effect of work life balance, workload, and safety standards on employees' performance in Tito yogurt company limited Makurdi Benue State Nigeria. Descriptive survey research design was adopted and self-administered questionnaire was used as instrument of data collection for the study. The target population was 212 employees of Tito yogurt company limited Makurdi Benue State Nigeria and a sample of 139 was arrived at using Taro Yamana formula. The findings revealed that there is a positive significant effect of work life balance on employees' performance of Tito yogurt company limited Makurdi Benue State Nigeria. The result also showed a positive significant effect of workload on employees' performance of Tito yogurt company limited Makurdi Benue State Nigeria. Lastly, findings revealed a positive relationship between safety standards on employees' performance in Tito yogurt company limited Makurdi Benue State Nigeria. The study recommended amongst others that management of Tito yogurt company limited Makurdi Benue State Nigeria should strike a balance between work and personal life for employee well-being to make employees think outside the box and contribute new ideas when they feel encouraged and valued.*

# 1.0 INTRODUCTION

## 1.1 Background of the Study

Work conditions plays vital role in the performance of employees in an organization. Organizations' strategic goals today is concern with fostering innovation as well as motivating employees to work more efficiently. Realizing the current challenges of the business environment and to make survival possible, organizations have begun paying emphasis on managing the performance of their employees, fulfilling their comfort needs by providing an effective workplace environment that also helps them to attract and retain talent. The responsibility lies with managers and supervisors at all levels of organizations to step outside their time-honoured roles and comfort zones to look at the physical and psychological conditions that workers are exposed to while working. This is because providing work conditions that allows individuals to take pride in their work, avoid negative consequences, reduce costs, and foster a supportive culture that can help take your organization to the next level (Bushiri, 2017).

Arsalani *et al*. (2019) Work conditions typically refer to the various factors and circumstances that affect the environment and circumstances in which a person performs their job or work. These conditions can have a significant impact on an individual's job satisfaction, productivity, and overall well-being (Arsalani *et al*., 2019). Work conditions encompass a wide range of factors which includes physical environment, workload, hours and schedule, compensation and benefits, supervision and leadership, workplace culture, health and safety, work-life balance etc. Work conditions can vary significantly from one job or organization to another, and they can have a profound impact on job satisfaction, employee retention, and overall performance (Drach-Zahavy, 2019).

Razaul (2014) employee performance refers to the level of productivity, effectiveness, and contribution of an individual within an organization. It is a critical factor in the success of any business or institution. Evaluating and managing employee performance is essential for achieving organizational goals and maintaining a healthy work environment. Effective performance management requires a combination of clear communication, goal alignment, skill development, and a supportive work condition (Domenico and Nassbaum, 2018). Mali (2018) asserts that it's important to note that individual performance is often influenced by factors beyond the employee's control, such as organizational culture, resources, workload, workhours and schedule, compensation and benefits, supervision and leadership, workplace culture, health and safety, work-life balance.

Work conditions plays an essential role towards workers' performance and productivity in any organization (El-Zeiny, 2013). When people are working in situations that suit their physical and mental abilities, the correct fit between the person and work task is accomplished. Employees are then in the optimum situation for learning, working, and achieving. Work conditions can be attractive and supportive or discouraging to individual job holders. While an attractive working condition could encourage individual to perform effectively, a discouraging working conditions can be demotivating and make individual to be ineffective on the job.

To motivate workers, firms have put into practice a few activities such as realistic workload, workhours and schedule, compensation and benefits, supervision and leadership, workplace culture, health as well as safety, work-life balance. In addition to motivation, workers need the skills and the ability to do their job effectively. It is the quality of the employee's work environment that most impacts on the level of employee's motivation and subsequent performance. How well employees engage with the organization, especially with their immediate environment, influences on a great extent their error rate, level of uniqueness and collaboration with other employees, absenteeism and ultimately how long they stay in the job. Work life balance, achievable workload and safety standards motivates the employees and largely increases their performance. It is against this backdrop that this paper seeks to determine the effect of work condition measures on employees' performance.

## 1.2 Statement of the Problem

Globally, manufacturing companies always try to establish work conditions that affect, retain as well as motivate its employees for maximization of productivity. But one basic challenge of management and employers is to

establish a workplace that affect, retain, and motivate its employees for maximization of productivity. Management over the years have been constantly making efforts to keep employees satisfied using different measures, however, it takes an entirely different approach than in the past. The present working environment is different, unique, and constantly changing from time to time and context. This is because in growing economy, workers have ample opportunities and unlimited job privileges. This creates an environment where employers need its employees rather than the employees need it employer. Less attention has been paid to workplace conditions and moreover, employers and employees are not aware of the influence and hidden dynamics of the workplace environment.

The absence of moderate workload, work life balance and safety standards in the workplace might not encourage employees to put in their best in the organization. The performance of businesses is distressingly as shown by the closure of most businesses in the study. And this could be because of poor work conditions in the organization to attract and motivate workers to perform up to expectations. Several studies have been carried out in different countries on work conditions and found that it positively affects the employee performance. To the best of the researcher 's knowledge, these studies conducted do not establish the extent to which work conditions significantly affects employee performance in Tito yogurt company limited Makurdi, Benue state, Nigeria. This research therefore intends to cover the existing gap in these previous studies by revealing the relationship between work conditions and employee performance with specific focus on Tito yogurt company limited Makurdi, Benue state, using work life balance, workload, and safety standards as dimensions of work conditions and using productivity and quality service as measures of employee performance.

## 1.3 Objectives of the Study

The main objective of the study is to determine the effect of work conditions on employees' performance of Tito yogurt company limited Makurdi, Benue state, Nigeria. The specific objectives are of the study are to:

i. determine the effect of work life balance on employees' performance in Tito yogurt company limited Makurdi, Benue state, Nigeria.

ii. examine the effect of workload on employees' performance in Tito yogurt company limited Makurdi, Benue state, Nigeria; and

**iii.** ascertain the effect of **safety standards** on employees' performance in Tito yogurt company limited Makurdi, Benue state, Nigeria.

## 1.4 Scope of the Study

This study focused on work conditions (work life balance, workload, and safety standards) and employees' performance (commitment, efficiency, and quality of work). Geographically, it is limited to Tito yogurt company limited Makurdi, Benue state, Nigeria. The timeframe is from 2013 to 2023.

## 1.5 Relevance of the Study

The study on work conditions and employees' performance shall be of immense significance to the government, organization, management, employees, academicians as well as the researcher.

To the government, the findings of this study will enlighten them the more in making policy relating to the staff productivity in Benue state. It will provide base for management of the organization 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 as well as assess their work conditions and make amends where need arises. if their survival, effectiveness, efficiency and profit maximization objectives among others are to be achieved in an orderly and efficient manner. To the employees, this study finding will help the workers to know their area of weakness and improve accordingly. The study will also be useful to academicians as the findings might serve as a source material for those who might want to work in the area.

## 2.0 Literature Review

This section deals with theoretical framework, conceptual framework, and empirical review.

### 2.1 Theoretical Framework

This work benefits from the theoretical insights provided by Affective event theory (AET) and Herzberg two factor theory which are explained as follows:

#### 2.1.1 Affective Events Theory

The theory was advanced by Howard, Weiss, and Russel in 1996. The theory is built upon the premise that events in the work environment can create affective reactions (emotions) that can either enhance or detract from an individual's work experience. These events can be major, like promotions or layoffs, or minor, like interactions with colleagues or tasks completed successfully. The Affective Events Theory explains the link between employees' internal influences and their reactions to incidents that occur in their work conditions that affect their performance, organizational commitment, and job satisfaction. It proposes that positive inducing as well as negative emotional incidents at work have significant psychological impact on employees' job satisfaction. The impact results into lasting reactions exhibited through job satisfaction, organizational commitment, and job performance.

According to Ashton-James and Ashkanasy (2015) research to date has supported the central tenets of AET that workplace events trigger affective responses in employees and that these affective responses influence workplace cognition and behavior. However, Briner, (2020) asserted that AET is both empirically and theoretically, restricted to events that are internal to the organization. The theory also considers how specific events at work other than job characteristics lead to specific emotional and behavioral responses. He posits that these events or things that happen at work affect the well-being of employees thus affecting their performance.

#### 2.1.2 Herzberg Two Factor Theory

The Two Factor Theory was advanced by Frederick Herzberg in 1959. Herzberg defined two sets of factors in deciding employees' working attitudes and levels of performance, named motivation and hygiene factors (Robbins and Judge, 2017). He stated that motivation factors are intrinsic factors that will increase employees' job satisfaction; wile hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. The theory pointed out that improving the conditions in which the job is performed motivates employees to perform better.

However, 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 revaluating the results of existing findings.

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 behaviorism, evolved.

### 2.1.3 Relevance of affective events theory to the study

Affective event theory is more related to this study because it focuses on how events in the workplace can influence employees' emotions, attitudes, and behaviours. It also suggests that work-related events, both positive and negative, trigger emotional responses in employees, which in turn impact their job satisfaction, performance, and overall well-being. The theory also provides an understanding of how specific events affect an employees' emotions and, consequently, their performance which will make managers to create positive work events or mitigate negative ones to improve job satisfaction and overall organizational climate.

## 2.2 Conceptual Framework

### 2.2.1 Concept of Work Condition

Tripathi (2021) the 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 interlinked 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 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)

### 2.2.2 Dimensions of Work Conditions

There are number of ways through which employers can create good work conditions in the organization. This study adopted measures of work condition from Briner (2020) which include: work life balance, workload, safety standards and workplace are common work conditions used by organization.

i. **Work life balance:** Work life balance might talk over with one among the following: structure support for dependent care, versatile work choices and family or personal leave (Estes and Michael, 2015). Work life balance employment practices are involved with providing scope for workers to balance what they are doing at work with the responsibilities and interests they need outside work (Armstrong, 2006). (Clark, 2020). Balanced work-life is related to magnified job satisfaction and structure commitment. Employees' work life experiences deepen their role-related engagement that is expounded to structure performance improvement ((Satyvendra, 2019).
ii. **Workload:** Workload in a very work setting is delineated as wherever tasks and responsibilities taken on will be accomplished with success among the time offered (Opperman, 2018). Domenico and Nassbaum (2018) state 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.
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 (Genzorová, 2017). It aims at the improvement of working conditions and environment (Lambert, 2015).

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) (Hart and Staveland, 2018).

### 2.2.3 Concept of Employees Performance

Sultana *et al.*, (2022) defined performance as the achievement of specified tasks against predetermined or identified standards of accuracy, completeness, cost, and speed. High performance is a step towards the achievement of organizational goals and tasks. Frese and Sonnentag (2021) opined that an individual performance is highly important for an organization as a whole and the individuals working in it. Organizations need highly performing employees to meet their goals and to deliver the products and services they are specialized in and finally to achieve a competitive advantage. Platt and Sobotka (2020) assert that employee 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).

According to Cooke (2016) employee performance can be defined as the achievement of specified task measured against predetermined or identified standards of accuracy, completeness, cost, and speed. Employees' performance is depending on the willingness and the openness of the employees itself on doing their job. By having this willingness and openness of the employees in doing their job, it could automatically increase the employees' productivity which also leads to the performance (Sinha, 2021). Armstrong (2006) defines employees' performance as the development of quantified objectives. Performance is not only a matter of what people achieves but how they achieve.

### 2.2.4 Measures of Employees' Performance

The measures of employees' performance according to Nutbeam (2020) includes employees' commitment, employees' efficiency, quality of work.

i. **Employees' Commitment:** Employee Commitment is the psychological attachment and the resulting. loyalty of an employee to an organization.

ii. **Employees' Efficiency:** Employee efficiency refers to the effectiveness in which an employee performs their job, therefore increasing productivity. An efficient employee is productive, and they know how to organize their time and effort to complete daily tasks. They don't overuse resources or waste valuable time.

iii. **Quality of Work:** Quality of work (accuracy, thoroughness, competence) Quantity of work (productivity level, time management, ability to meet deadlines) Job knowledge (skills and understanding of the work) Working relationships (ability to work with others, communication skills)

## 2.3 Review of Related Literature

Mayowa-Adebara and Aina (2021) carried out a study on work conditions and organizational commitment of staff in academic Libraries in Lagos State, Survey research design was adopted for the study. The study used descriptive statistics and correlation coefficient. The result revealed that the existing work conditions features in academic libraries were the fact that people in the library pay a lot of attention to getting the work done and they follow set rules in doing their work; it also indicated that among the work conditions indicators, the prevailing work conditions feature in academic libraries was task orientated. However, this study focused on education sector and the findings might not be applicable to manufacturing industries in Nigeria. Hence, the gap for this study.

The impact of physical environment on a company's productivity was examined by Saidu (2021). All 70 personnel of Nigeria Central Bank, Jalingo Branch, who are permanent employees, made up the study's population. To create a sample frame of 60, the probability sampling technique was used. The data gathering tool was a verified and reliability tested. The results showed that a large physical work area boosts employee productivity. However, this study focused on public organization in Nigeria, the findings are not applicable to private sector in Nigeria.

Ayu (2021) studied the effect of the work condition on employee performance with motivation as a mediation variable in the banking sector in Nigeria. The population consists of 267 employees. The study adopted survey design. The measurement scale in this study is to use a Likert scale. The test results in this study found that the work condition has a positive and significant influence on employee performance, the work condition has a positive and significant influence on employee motivation, there is a positive and significant influence between motivation and employee performance, and work motivation does not mediate the direct influence of the work condition on employee performance. The study was conducted in banking sector and the findings may not be applicable to manufacturing companies in Benue state. Hence, the gap for this study.

Premarathne (2020) explored the influence of physical condition on employee performance in the garment sector in Sri Lanka, Kenya. Structured questionnaire will assist in the data collection. The descriptive data showed that several businesses in the garment sector do not have a favorable physical work condition. 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.

Olasunkanmi *et al.*, (2020) examined impact of work conditions on employee performance using academic staff in Federal Polytechnic Offa, Kwara State. Survey research design was adopted, and the simple random sampling technique was used to adopt a population of 128 staff. The study found that proper illumination and ventilation of lecture rooms, provision of internet facility and conducive office arrangement affects employees' performance. This study was conducted in education sector in Kwara state, and the findings may not be applicable to manufacturing firms in Benue state, this creates the gap for this study.

Annan (2020) researched on whether work-life balance influences employee performance in Ghana. The study adopted survey design method seventy-five workers of Ghana Audit Service in Cape Coast were surveyed using a pre-planned questionnaire as part of the study's correlational research methodology assumption. The study observed that employee performance is significantly impacted by work-life balance This study adopted correlational research method whereas this research uses descriptive research method.

Dappa and Onuoha (2020) investigates work condition and employee performance in selected private business organisations in River's state. Descriptive research design was adopted for the study. The study used primary data which was collected using semi structured questionnaire. The study found that work conditional factors that influenced employee performance were supervisor's support factors, social factor and work-life balance factor. However, this study shall be conducted in Benue state and shall use different dimensions of work conditions.

Awoke (2019) investigates the effects of working condition on employee performance in Bole lemi Industrial Park found around Addis Ababa. 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 finding of the research highlights that physical work environment, reward and training workload and discrimination have positive and statistically significant impact on employee performance.

In Nigeria's federal colleges, Oyewole and Popoola (2019) investigated how psychosocial factors affected library staff members' performance on the job. The study used a correlational survey research approach. The results showed a significant interaction between independent factors (self-perception, work-family tension, job satisfaction, and stress at work) and library staff performance at work. It was discovered a significant relationship between self-concept, job satisfaction, work-family conflict, and stress on library staff

members' job performance. However, the researcher focused on education institutions, findings are not applicable to private firms.

In Kenya, Abdulkadir (2018) assessed work-life balance effect on employee performance using descriptive research method. Semi-structured questionnaire was employed to obtain main data. The research found that employee performance in the Cabinet Affairs Office was impacted by work-family considerations. This study's emphasis was on the public sector. Hence, the findings are not generalizable to private sector. Ngozi (2017) conducted research on employee performance and work-life balance in commercial banks within Lagos State. This study used descriptive survey research approach, and Taro Yamane's formula yielded sample size of 262 from population of 759. Results 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 research focus was on commercial banks in Nigeria, the findings cannot be generalized to another private sector.

Nanzushi (2017) assessed whether work environment influences employee performance in mobile telecommunications industry. The study's goal was to determine how laborers' performance was impacted by the working environment at mobile phone firms in Nairobi City County. The study found that factors such as the physical workplace, incentives, management/leadership approach, training and development opportunities, and work-life balance all had an effect on employee performance. However, the environment factors in this study included reward, leadership style, as well as work-life balance which are different from those of the current study.

Ogiamien and Izuagbe (2016) investigated how organizational and psychological factors affected staff productivity in South-South Nigerian private university libraries. Descriptive research technique was used by the researcher. In total, 83 respondents from 8 South-South Nigeria private universities made up study's population. The study's findings demonstrated that organizational factors specifically, organizational culture and commitment are more strongly associated with employees' job performance in South-South Nigerian private university libraries compared to psychological variables (self-esteem and work motivation). However, the focus of this study was universities, the findings are not applicable to private firms.

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Mwangi (2016) investigated how work-life balance affected workers' productivity in public sector organizations. Descriptive research was deployed in the research. Study's sample included 106 Supreme Court personnel who worked in Nairobi office. Utilizing structured questionnaires, data was gathered. The study discovered that family leave and flexible work schedules have a beneficial impact on employee productivity. Work-life balance made it possible for employees to balance their obligations at work and at home, which increased employee loyalty and productivity. The study focus was public sector; the results cannot be generalized to private sector.

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Musyoka (2014) studied the relationship between health and safety programmes and performance of manufacturing firms in Mombasa County, Kenya. The study found out that many of the firms had taken some health and safety measures and that they had shown positive effect on work performance. The study found that four factors had a positive and significant correlation with employee performance. Nurzainie and Narehan (2013) examined the relationship between workplace condition and civil servants' job performance in Shah Alam, Selangor. Questionnaires were personally distributed with 100 percent rate of

return. The findings found that two major elements in the workplace; workplace conditions and job performance have a weak association.

Cross (2019) studied the influence of work condition on employees' performance in Nigeria. The specific objectives are to establish how physical workplace condition, workplace reward, work-life balance, and management-leadership style on the performance of employees at the Ministry. The study discovered that the physical workplace conditions factors have significantly effect on employee's commitment to work. The study also found-out that work-life balancing has significant influence on employees' work efficiently.

Momina Abamecha (2020) studied the effect of working environment on employee performance in Commercial Bank of Ethiopia, Jimma district office and Jimma town branches. Data collection was conducted by using both primary and secondary source. The result of regression analysis found that all constructs had statistically significant, positive, and straight effects with employee performance. The researcher recommends the following ideas based on the major findings.

Aditya *et al.* (2015) the impact of work environment on employee performance of Pt. Bank Artha Graha international TBK, Manado Branch Calaca. The results show all variable have a significant influence on employee performance simultaneously. The study recommended that e employees should establish a good relationship over workers on the working site, so there will be no misunderstanding and discordance among them at work.

Ushie *et al,* (2015) also examined the effect of work environment on employees' commitment in agro-based industries in Cross River State, Nigeria. The Findings revealed that work environment such as consistent communication flow, manageable workload, availability of electricity, and workplace that is free from known dangers are positively associated with employees' commitment, and hence performance.

Nakuma (2015) effect of workplace environment on employee performance in the mobile telecommunication firms in Nairobi city county. The target population was all the employees at Airtel Networks Kenya Limited, Safaricom Limited, and Telkom Kenya Limited based at the headquarters. The findings revealed that employees were not satisfied with the management style and promotions in their organizations.

## 3.0 Research Methodology

The study adopted descriptive survey research design and relied on primary source of data that generated data with the use of questionnaire for analysis and generation of findings. This is because primary data is best suited for the study as it elicits first hand data from the respondents, and it is preferable than secondary data. The methodology also relies on content validity to validate the research instrument even though there are other methods of measuring validity such as construct validity, population validity, internal validity amongst others.

The population of this study consists of the two hundred and twelve (212) management and non-management staff of Tito yogurt company limited Makurdi. Simple random sampling technique was adopted for study. The sampling technique used to determine the sample size was the Taro Yamen's sample size formula as show below:

$n= N/1+N(e)^2$

Where:

n= the sample size of the study

N= the population of the study

e= signifies margin error.

$n= 212/1+212(.05)^2$

n= 139

We can see from the above result that the sample size is 139 from the total population of 212.

A self-administered questionnaire was used as instrument for data collection from a sample of 139 respondents from Tito yogurt company limited Makurdi. The copies of the questionnaire were administered to management and other employees of the firm under investigation. The item questionnaire was

on five (5) point Likert-like scale, 5 for strongly agree, 4 for agree, 3 for not sure, 2 for disagree and 1 for strongly disagree. The choice of this scale measurement was that each point on the scale carried a numerical score which was used to measure the respondent's perception and is recognized as the most frequently used summated scale in the social science. The validity of questionnaire content was verified by the expert opinions of five experienced human resource managers to ascertain if the questionnaire items measured what they ought to measure.

A pilot study was conducted to determine the quality of adequacy of the research instrument. For this study, the items with loading of 0.50 or greater were acceptable and used. Bartlett's test of Sphericity was employed to test the hypotheses that the original correlation matrix is an identity matrix. At 5% level of significance which revealed that the data is highly significant ($p<0.000$), and therefore Factor Analysis was considered appropriate. According to the results from the KMO and Bartlett's Test, the Kaiser- Meyer-Olkin (KMO) which measures the sample adequacy was .693 while the Bartlett's Test of Sphericity was significant (App. chi-square= 184.216, sig. = .000) which indicates the sufficient inter correlations of the variables as shown in table 1 below:

**Table 1: KMO and Bartlett's Test,**

| **KMO and Bartlett's Test** | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .693 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 184.216 |
| | Df | 4 |
| | Sig. | .000 |

*Source: Source: SPSS Output, 2023.*

Cronbach's alpha to test and detect the reliability of the instrument by calculating the internal consistency of each scale. The output of the Cronbach's alpha pre-test carried out shows that the tool used for appraisal is highly reliable with the coefficient ranging from of 0.850-0.886. Hence, the reliability of instrument used in data collection for this study falls above the limit of a reliable instrument for research study as shown in table 2 below:

**Table 2: Reliability Statistics**

| Variables | Cronbach's Alpha |
|---|---|
| Work life balance | .850 |
| Workload | .886 |
| **Safety standards** | .875 |
| Employees performance | .871 |

*Source: Source: SPSS Output, 2023.*

The data collected from the respondents for this study was analysed using descriptive statistics and multiple regression (ANOVA, regression, and correlation coefficient) with the aid of the Statistical Package for Social Sciences (SPSS 23) Software to test the hypotheses at 5% level of significance. The choice for this technique is based on the merit of its strength in determining the viability of the variables used in the research work.

**Decision Rule**

Standard error test was used in testing the hypotheses and acceptance or rejection of a hypothesis was based on the decision rule which holds that:

If the P value < 0.05 accept the null hypothesis; that is, accept that the estimated $b_i$ is not statistically significant at the 5% level of significance.

If the P value of >0.05) reject the null hypothesis, in other words, accept that the estimated $b_i$ is statistically significant at the 5% level of significance.

## 4.0 Results and Findings

Data collected from respondents for this study were sorted, analysed, and presented using model summary, correlation, and regression analyses to establish relationships and effects of the variables.

**4.1 Data presentation and analysis**

**Table 3: Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | R Square Change | F Change | df 1 | df2 | Sig. F Change | |
| 1 | .587[a] | .344 | .330 | .337 | .344 | 23.617 | 3 | 135 | .000 | .538 |

a. Predictors: (Constant), Safety standards, Workload, Work life balance

b. Dependent Variable: Employees performance

Source: SPSS Output 2023.

Result in table 3 shows that, the regression coefficient R = .587[a] which means that 58.7%

relationship exists between dependent and independent variables. The coefficient of determination $R^2$ = .344 which shows that 34.4 % of the variation in employees' performance is explained by work life balance, workload, and safety conditions. The adjusted R2 = .344 shows that an increase in the independent variables will increase employees' performance by 34.4% and vice versa. Therefore, 34.4% variation in employees' performance is explained by work life balance, workload and safety conditions and 34.4%could be due to other factors which were not considered in the study. The coefficient of determination was also significant as evidenced by F ratio of 23.617with p value .000 <0.05.

**Table 4: Analysis of Variance**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 8.047 | 3 | 2.682 | 23.617 | .000[b] |
| | Residual | 15.334 | 135 | .114 | | |
| | Total | 23.381 | 138 | | | |

a. Dependent Variable: Employees performance

b. Predictors: (Constant), Safety standards, Workload, Work life balance

*Source: SPSS Output 2023.*

The Analysis of Variance (ANOVA) results in Table 4 shows that F (23.617) = 23.381 (which is greater than the critical F value of 2.68) and p-value < .000 (which was less than 0.05.) The study, therefore, failed to reject the null hypothesis that the model fitted had the goodness of fit. These results found that work condition significantly explained the employees' performance in Tito yogurt company Makurdi and the model was statistically significant and adequate to predict employees' performance of the study area.

**Table 5: Regression Coefficient**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 2.595 | .228 | | 11.381 | .000 |
| | Work life balance | .244 | .070 | .336 | 3.488 | .001 |
| | Workload | .123 | .065 | .177 | 1.896 | .006 |
| | Safety standards | .251 | .056 | .427 | 4.502 | .000 |

a. Dependent Variable: Employees performance

*Source: SPSS Output 2023.*

Table 5 present the regression coefficient. The regression coefficient (β1) 2.595 = Work life balance (.244) which indicates that a one percent increase in work life balance increases 24.4% in employees' performance if other variables are kept constant. The T value is 3.488which is significant at .0001 because the significance level is less than P ≤ .05. It means that the alternative hypothesis should be accepted that is there is a significant relationship between work life balance and employees' performance. The regression coefficient (β2) 2.595 = .123 which means that one percent increase in responsibility increase 12.3% in employees' performance if other variables are kept constant. The T value is 1.896 which is significant at .006 which is less than P ≤ .05. It means that the alternative hypothesis should be accepted that there is a significant relationship between workload and organizational performance. The regression coefficient (β3) = .251 which means that one percent increase in safety standards increases 25.1% in employees' performance if other variables are kept constant. The T value is 4.502 which is significant at .000 which is less than P ≤ .05.

The result of the tested hypotheses indicated that all the three hypotheses showed a positive and significant effect. The three null hypotheses were all rejected which implies that work life balance, workload and safety standards has significant effect on employees' performance of Tito yogurt company Makurdi. The first finding proved that safety standards have significant effect employee's performance of Tito yogurt company Makurdi because (β1 = .251, and p value=.000).

## 4.2 Discussion of Findings

The result of the tested hypotheses indicated that all the three hypotheses showed a positive and significant effect. The three null

hypotheses were all rejected which implies that work condition has significant effect on employees' performance in Tito yogurt company limited Makurdsi, Benue state, Nigeria.

The first finding proved that work life balance has a significant effect on employees' performance in the study area. Findings from this study agrees with that of Annan (2020) who investigates influence of work-life balance influences employee performance in Ghana and found that stress, work overload, and erratic work schedules are contributing to an unbalanced work-life balance. Similarly, Dappa and Onuoha (2020) found a significant relationship between work condition and employee performance and that work conditionsal factors that influenced employee performance were supervisor's support factors, social factor and work-life balance factor. It further concords with findings of Abdulkadir (2018) who founds significant effect of work-life balance effect on employee performance employee performance in Cabinet Affairs Office. Mwangi (2016) also found that family leave and flexible work schedules have a beneficial impact on employee productivity.

The second finding proved that workload has a significant effect on employees' performance in Tito yogurt company limited Makurdi, Benue state, Nigeria. Awoke (2019) investigates the effects of working environment on employee performance in Bole Industrial Park found around Addis Ababa and found that physical work environment, reward and training have negative and statistically significant impact on employee performance while, workload and discrimination have positive and statistically significant impact on employee performance.

Lastly, finding proved that safety standard has a significant impact on employees' performance in Tito yogurt company limited Makurdi, Benue state, Nigeria. This findings concord with the result of Olasunkanmi *et al*., (2020) who examined impact of work conditions on employee performance using academic staff in Federal Polytechnic Offa, Kwara State and found that proper illumination and ventilation of lecture rooms, provision of internet facility, conducive office arrangement. In the same manner, Musyoka (2014) found that health and safety measures had shown positive effect on work performance.

## 5.0 CONCLUSION AND RECOMMENDATIONS

### 5.1 Conclusion

The study concluded that work conditions have a significant positive effect on employees' performance of Tito Yogurt Company Makurdi. Specifically, safety conditions statistically have the highest positive influence on employees' performance in the study area followed by work life balance and lastly, workload.

### 5.2 Recommendations

Based on findings from this study, the following recommendations were made:

i. Management of Tito company should strike a balance between work and personal life for employee well-being. This will enable them to often have more motivated and productive employees. Once this is done, employees will be more likely to think outside the box and contribute new ideas when they feel encouraged and valued.

ii. Management should strike a balance between challenging tasks and manageable expectations. This can be done by providing employees with the right tools, resources, and a comfortable workspace. This will can make them focus better and accomplish tasks more efficiently.

iii. Management of Tito company should provide a safe and healthy work environment for their employees. This can be done by implementing measures to prevent accidents, exposure to hazardous materials, and providing proper training for emergency situations. Once this is done, it will reduce stress, anxiety, and the risk of work-related health issues. This can lead to improved overall mental and physical well-being.

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