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ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES

THE EFFECT OF WORKING CONDITIONS ON EMPLOYEE PERFORMANCE THE CASE OF ASKU PLC

BY: MERON WOULDNEH

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PERFORMANCE THE CASE OF ASKU PLC**

BY:

MERON WOULDNEH

ADVISOR:

SOLOMON MARKOS (PhD)

**A THESIS SUBMITTED TO SCHOOL OF GRADUATE
STUDIES, ST MARY'S UNIVERSITY IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE
DEGREE OF MASTERS OF BUSINESS ADMINISTRATION
(MBA).**

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SCHOOL OF GRADUATE STUDIES

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PERFORMANCE THE CASE OF ASKU PLC**

APPROVED BY BOARD OF EXAMINERS

Dean, Graduates Studies _____ **Signature & Date** _____

Advisor _____ **Signature & Date** _____

Internal Examiner _____ **Signature & Date** _____

External Examiner _____ **Signature & Date** _____

Declaration

I declared that the research work entitled: -The effect of working conditions on employee performance in the case of ASKU Plc, and all resources or the materials used for this paper has been acknowledged.

Meron Woudneh

Student researcher

Signature

Date

Letter of Certification

This is to Certify that Meron Woudneh has carried out the research work entitle:-‘The effect of working conditions on employees’ performance at ASKU PLC’ under my guidance and supervision. Accordingly I assure that his work is appropriate and standard enough for the submission in partial fulfillment of the requirement for the award of Master of Business Administration (MBA) degree.

Confirmed by: - Solomon Markos (PHD)

Research Advisor

Signature

Date

Acknowledgements

First and foremost, praises and thanks to the God, the Almighty, for His showers of blessings throughout my research work to complete the research successfully. Secondly, I would like to express my genuine thank to my advisor, Dr. Solomon Markos, for his invaluable comments, insights, and advice on my thesis.

My special thanks also go to my mom, Tsige Tefera not only for this study, but also for the motivation and commitment in my entire life. Finally, I would like to thank the participants or the operational employees of ASKU PLC in my survey who have willingness shared their precious time during the process of answering the questionnaire.

Acronyms

OHS- Occupational Health and Safety Executive

ILO- International Labor Organization

MN- Mean

SD- Standard Deviation

SPSS- Statistical Package for the Social Science

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Abstract

This study aimed to investigate the effect of working conditions on the performance of employees in ASKU PLC with a special emphasizes on operational workers, which are involved in the direct product. More specifically, the study sought to establish the extent to which occupational health and safety, physical work condition, working time, workload and training factors affect performance of employees. The operational employee which was a sample of 32 respondents was drawn from employees' using simple random sampling. To achieve the objectives of the study, a cross-sectional design was employed. A primary data source was used. Statistical tools are used to analyze the collected data (SPSS-Version 22). The data was analyzed using both descriptive and inferential statistics (Pearson correlation coefficient(r) and multiple regressions). The study's findings show that occupational health and safety, as well as physical work conditions, have a positive and statistically significant impact on employee performance. On the other hand, working time, workload, and training, has a negative and statistically insignificant impact on employee performance. Based on the findings of study, recommendations made for management of the ASKU PLC are: to empower employees to work better, boost productivity, and achieve maximum job performance, the organization should continue to improve occupational safety and health facilities, as well as physical work conditions in terms of lighting, noise level, temperature, and ventilation. Management must also ensure that workers are not overburdened and that the suitable skill is assigned to the appropriate person.

Key Words: *working conditions, productivity and employee performance,*

CHAPTER ONE

1.1 Background of the study

Any organization that wishes to succeed in achieving its aims and objectives has to maintain a good working condition. A workplace environment is the sum of the interrelationships that exists within the employees and the environment in which they work (Kohun, 2002). Human beings are affected by certain actions on all sides of their surroundings or working environment. A work environment can be recognized as the place that one works, which means the milieu around a person. It is the communal and professional environment in which a person is made-up to collaborate with a number of people. Hay Group (2007) contends that work environment comprises a friendly, well-designed, safe physical space, good equipment and effective communication, which will develop productivity. Well-designed and prearranged workplaces make substantial differences to how employees feel about their work.

Job performances are an essential problem for all organizations in order to efficiently and effectively fulfill the assigned obligations that can lead the organization to productivity and a means of satisfying the worker (Muchhal, 2014). In most organizations, however, employee performance is disturbed by various variables in the working atmosphere in which workers perform their duties, playing an innumerable role in positively or negatively affecting employee performance (Chandrasekhar, 2011). A happy and hard-working worker is a big asset of any company. The operational work environment inspires the happy worker with a job that ultimately impacts the happier worker.

The work environment can be defined as the environment in which people work, according to Tripathi (2014), including physical environments, job profile, work load, values and state of the business. Each factor is interconnected and influences the overall performance and efficiency of employees. It is the consistency of the working atmosphere of the workers that subsequently impacts most on their level of motivation. Requirements for improving efficiency and the consistency of performance are acceptable conditions in the workplace. Working conditions in many organizations, such as inefficient lighting and air conditioning, excess noise and emergency excess can be lacking in safety and comfort.

According to (Leblebici 2012), there are several organizations in which workers experience issues related to environmental and physical factors in working conditions. People employed in such an inconvenient situation will inevitably suffer from poor results and have high absence and turnover induced by occupational health diseases.

Employee performance can be described as the accomplishment of specified duty measured in contrast to prearranged or identified standards of accuracy, completeness, cost and speed. Employee's performance is depending on the willingness and also the openness of the employees itself on doing their job. Cooke (2016) 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, 2001). Armstrong (2006) defines performance as the development of quantified objectives. Performance is not only a matter of what people achieves but how they achieve.

Different studies have shown that there is a relationship between the working environment and the performance of employees. Chandrasekhar, (2011). Buhter, (1997) stated in terms of physical and psychosocial architecture, if there is a suitable, appropriate and acceptable working environment, it significantly enhances employee efficiency.

Haynes (2008) shows that a tangible aspect was comprised in the physical working atmosphere that dictated employees' ability to interact with their job roles and the quality of the physical work environment has been shown to influence how employees act, fulfill their tasks and their mental, physical and emotional states.

Asku Plc is part of the ABIG Management Services PLC-controlled group of companies. ASKU's leadership made the strategic decision to invest continuously in ensuring the company's long-term future and market supremacy, most notably evident in its vertical integration with its sister companies that provide its key production inputs. This has propelled the company to become the industry leader in the bottled water sector with a leading role in a highly competitive market and to continue to innovate and influence market conditions. ASKU

produces Aquaddis, the most popular bottled water brand in Ethiopia, recognized for its consistency and purity, loved by many and accessible throughout the world.

Asku is also the sole franchise bottler for all RC brands in the East African region of RC Cola International, a subsidiary of Cott Beverage USA. It also bottles and produces popular Ethiopicana Juice in various flavors. The Asku bottling plant is located 18 km from the capital city of Addis Ababa in the region of Burayu Oromia. Asku Plc is also the proud owner of the Aquaddis brand, which it produces in five major SKUs (Stock Keeping Units) targeting different market segments.

1.2 Definitions of Key Terms

- Occupational health and safety (OSH): is concerned with employee health, safety, and welfare, as well as identifying, evaluating, and controlling issues in the workplace
- Physical work conditions: refers to the state of the physical work environment which make an employee feel at ease or uneasy at work.
- Working time: mean a length of time during the day when employee performs scheduled service for the company.
- Workload: mean the quantity of duties and functions which must be completed within the time frame specified.
- Training: is the act of increasing an employee's knowledge and skills for a specific job. It is a brief educational process that employs a systematic and organized procedure to teach employees technical knowledge and skills for a specific purpose.
- Employee performance: refers to the job-related activities that are anticipated of an employee and how well those activities that are carried out.

1.3 Statement of Problem

In this unpredictably moving and customer sensitive business world especially in a beverage industry increasing employee performance is a crucial entity. Many research findings indicate that improving employee performance has a positive impact on the business outcome by improving productivity. It has been noted that a number of firms, including beverage industries, are encouraging employees to improve their productivity by acquiring skills, even though

research has shown that about 86 percent of the productivity difficulties exist in the work environment of organizations. (Taiwo, 2010).

Forming a comfortable work environment which encourages welfare of employees and buildup a one's performance is seen as a method which is used to boost company's effectiveness and productivity. Employee's normally have expectation and will demand a workplace environment that facilitates them to perform their work optimally. When this is sufficiently provided, it can boost organizational competitiveness (Heath, 2006).

(Vischer, 2007) states a workplace environment is an important component of work life for employees. As employees spend significant part of their time at work, and affects them in one way or the other. It is concluded that the employees who are satisfied from their work environment can lead towards to extra positive work results. Physical stress is triggered by employee job overload and this contributes to poor results. Stress leads to decreased organizational performance, decreased overall performance of workers, high error rate and poor job quality, high turnover of employees, and absenteeism due to health problems. Primarily Occupational health and safety, the working environment and the performance of employees are critical at the same time

Prior to beginning the actual study, the preliminary study undertaken on ASKU PLC through personal observation and unstructured interview revealed that the industry has a poor working environment that directly or indirectly affects employee performance. The following were the major factors that contributed to ASKU PLC's poor working conditions: poor occupational health and safety, physical work condition, working time, work overload which directly decrease the productive competence of worker, absence of consistent training. Therefore, every factory must have healthier and more productive employees, which can be achieved by generating favorable working conditions. As a result, proper working conditions boost efficiency and maximize employee productivity. However, a substantial amount of research has been performed to add their own ability to contribute to the concept of working conditions, employee performance, and the effects of working conditions on employee performance; even so, the majority of these

studies were conducted in industrialized republics. Therefore, working conditions play a major role in deciding the performance of employees and efficiency in the organization.

1.4 Research Questions

The study proposed to answer the following questions:

- What is the effect of physical work environment on employee performance?
- What is the effect of occupational health and safety on employee's performance?
- What is the effect of working time on employee performance?
- What is the effect of workload on employee performance?
- What is the effect of training on employee performance?

1.5 Objectives of the study

1.5.1 General objective

The main objective of this study is to explore the effects of working conditions (occupational health and safety, physical conditions, working time and work load) in Asku Plc.

1.5.2 Specific objective

- To examine the effect of physical work conditions on employee performance
- To determine the effect of occupational health and safety on employee's performance
- To examine the effect of working time on employee performance
- To examine the effect of work load on employee performance
- To examine the effect of training on employee performance

1.6 Research Hypothesis

H₁ Occupational health and safety has positive and significant impact on employee performance

H₂ Physical work condition has positive and significant impact on employee performance

H₃ working time has positive and significant impact on employee performance

H₄ Workload has positive and significant impact on employee performance

H₅ Training has positive and significant impact on employee performance

1.6. Significance of the Study

The findings of this study allow the management of brewing companies and the owners of the production-oriented business under study to gain a better understanding of their working conditions. Understanding their working conditions and their effect on their employees' achievement helps stakeholders to comprehend the role of working conditions in overall productivity. The reason behind choosing this organization is that there has been no recent research on the effects of working conditions on employee performance in the organization. Furthermore, it could be an input for other brewing companies involved in developing work environments, raising awareness of their working conditions and their impact on employee results quality. Furthermore, other researchers may use the findings of this study as a reference point for future research in the same field, and they may also use the results as a secondary source of information.

1.7. Scope of the Study

The scope of this study covers the effect of working condition on employee performance the case of ASKU PLC. The study is being conducted at Asku Plc (Aquaddis Spring Water), which is located in the Burayu Oromia region, 18 kilometers from Addis Ababa. It is difficult to conduct research throughout the town because it takes a lot of time and budget. From theoretical perspective, only occupational health and safety, physical work condition, working time, workload and training are considered as factor of working condition and employee performance as dependent variable. Methodologically, this study used cross-sectional research design. As a result, data was collected from the sample respondents at the same time at one point in time using a simple random sampling technique, and the respondents in this study were operational employees chosen at random at the company.

1.8. Limitation of the study

The legitimate data obtained from selected sample groups was used to determine the quality of the study's output. This means that the paper's findings and analysis were dependent on the quality of their responses. The main subject was that some respondents were unwilling to

provide useful and trustworthy information. In terms of information and data, the study was limited to materials gathered during the study's duration. Furthermore, the study only looked at five working conditions; however, additional variables may have an impact on employee performance. In the Ethiopian case, a lack of previous similar research and limited resources may also have an impact on the study's output quality.

1.9 Organization of the Paper

The study organized into five chapters. The first chapter introduced the study with the background, the problem statement, the objectives, research questions, scope, limitations, significance and organization of the study. The second chapter deals with the review of related literature. The third chapter described the methodology of the study with the fourth chapter analyzing and interpretation of data. The last chapter focused on the summary of findings, conclusion and recommendations of the study.

CHAPTER TWO

REVIEW OF RELATED LITREATURE

2.1 Theoretical Literature

(Bhawsar, 2014) stated that the workplace environment is the most serious issue in keeping employees satisfied in today's business world. Today's workplace is diverse and rapidly changing. The ancient, traditional relationship has been turned upside down between employers and staff. Employees live in a growing economy and have more options for jobs. This mix of factors has created an environment in which the organization needs its workers more than the company wants the staff to do. (Bhawsar, 2014).

"Working conditions are created by the interaction of employees with their organizational climate and include both psychological and physical working conditions" (Gerber et al., 1998, p.44). The word work situation applies, according to the business dictionary, to the working environment and all current circumstances affecting workplace work, including working hours, physical aspects, legal rights and responsibilities, organizational climate and workload. Employees spend most of their daily lives, approximately 70%, in a working environment or thinking about their work, which could affect their "mental status, actions, abilities and performance" (Sundstrom, 1994). Since a large amount of time is spent thinking about work or participating in a work atmosphere, it would be irrational if organizations were unable to work on improving the quality of their workers' working lives.

Semuju (2006) claimed that the manufacturing firms in Uganda have the worst employee working environment. Most workers are work under poor conditions. It was also noted that there was a lack of government regulation of labor practices in Uganda. Though, the work environment has effect on the performance of employees and employee's effort decides the way in which such organizations grow.

(Heath, 2006) notes that the organization's primary objective is to increase its performance, thus reducing its cost of production and achieving high revenues. Nevertheless, these organizations do little work to improve their production. Several companies have a misguided understanding that

efficiency can be increased by giving their workers an attractive pay package and timely changes in their efforts. These managers are not aware of the fact that there are several other variables that influence the performance of an organization's employees. The working climate is one of the major factors influencing the degree of motivation of employees and their performance.

The working environment identified by Opperman (2002) may be a combination of three key sub-environments: the technological environment, the human environment and the organizational environment. Tools, machinery, technology, facilities, and alternate physical parts are referred to in the technological environment. The technical environment generates elements that allow employees to perform their respective tasks and activities. Peers, those linked to workers, teams and work teams, shared interests, and leadership are related to the human environment. In order to improve the opportunity to share data and exchange ideas, this environment is so organized that casual interaction is encouraged within the working environment.

2.1.1 Occupational health and safety

World health organization (WHO, 1999) define occupational health as “state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity”, to achieve this it need preventing ill-health, controlling risks, and generally creating high quality work environment for the workers. The above WHO definition consistent with the international labor organization (ILO, 1996) definition which stated as:

- Promotion and maintenance of the highest degree of physical, mental and social well-being of workers in all occupations
- Prevention among workers of adverse effects on health caused by their working conditions;
- protection of workers in their employment from risks resulting from factors adverse to health
- Placing and maintenance of workers in an occupational environment adapted to physical and mental needs; and adaptation of work to humans.

Occupational health and safety are a concern for human well-being. Today, industrialization and services are accelerating the development of sectors, resulting in a boom in health at work. Workplace safety and health hazards (e.g., chemical, musculoskeletal, electrical and machine hazards) of people are associated with people's well-being in a certain setting.

The first and foremost requirement of any employee is that he/she should be provided with a safe and healthy environment. It is a minimum requirement that every organization must meet in order to create a good working environment. It is very important for an organization to take the necessary steps to ensure their health and safety.

Kerke ,(2010) states that making a work environment safer is vital for all businesses. Not only does this mean that companies should prevent incidents, but it also implies that any kind of unhealthy and dangerous staff activities should be prohibited by the company. The protection of the workplace should be recognized by any company as a standard feature.

In order to ensure safety at the workplace, an organization may hold regular safety meetings. The author states that the workplace should be regularly inspected so that unsafe conditions and practices can be monitored. Such inspections should be carried out at least once or twice a week. Supervisors should be informed as to what kinds of situations may be harmful. This is going to make them geared up, in case there is any miss-happening. Every dangerous accident must be thoroughly investigated, so that it is possible to prevent such incidents in the future. If any mistakes arise, the workers should not be blamed or disciplined, but should be taught about their errors. Putting blame will reduce the morale of workers and will also raise the risk of injuries. The security measures should be positively strengthened after any dangerous accident (Kerke, 2010).

All employees must be properly trained in the field of work, with regard to safety measures. They may be trained by their senior staff or professional trainers, but there must be some regular training that can help employees handles all equipment safely. Equipment handling should be part of the employees' induction training program on a regular basis. In order to ensure that safety measures are properly implemented, the safety officer should be appointed.

Such safety officers will be helpful in dealing with all health and safety related issues on a regular basis.

2.1.2 Physical work conditions

The state of the physical work environment may make an employee feel relaxed in the workplace or uncomfortable. (In 2017, Pandey). ILO (2016) clarifies that the appropriate physical working environment should be one that provides adequate office layout, adequate natural and artificial lighting, equipment, air quality, controlled noise, protected from dangerous substances, ergonomic aspects considered and stress factors eliminated from work. Shimamura (2017) found that if an employee is provided with a favorable working climate, it increases their productivity and is encouraged to meet the set goals, to deliver better products, as well as to increase the production of goods and services, to perform their duties to achieve organizational goals, to spend more time working, to remain emotionally healthy, to minimize absenteeism and to boost the team spirit.

Asawo,(2017) argues that a favorable physical workplace environment is necessary and important because it gives employees a pleasurable experience, enables them to maximize their potential, manages their behavior and connects them physically, cognitively, emotionally to their work roles, and ultimately builds resistance to disengagement from the organization. In addition, the study suggested that the long-term cost advantages of a properly built and user-friendly physical work environment are essential to employee engagement and beneficial to an organization's prosperity.

Amofa (2016) argues that both workers and employers should have a joint responsibility for the quality work environment, so that the user should first take the initiative to evaluate the suitability of the tools to be used, the furniture, the workplace climate and report on the appropriate action to the management. The state of the physical working environment of employees determines the level of commitment at work, the level of cohesion between management, colleagues and employees at work, the quality of service and well-being, and provides a clear picture of the direction the organization is taking towards either prosperity or failure (Akhtar, 2014). Sultan (2016) complements and agrees with the above scholars by

highlighting the requirements required for a favorable working atmosphere and the benefits to the employee and the organization as follows: maintaining adequate temperature and ventilation, helping readers and preventing harm due to sensitive electronic devices; adequate natural and artificial light creates comfort

Awan (2015) complemented the above findings in a study carried out that the incompatible working environment, consisting of poorly designed work stations, inadequate office furniture, lack of ventilation and inadequate safety measures at work, increases the risk of occupational illnesses or disorders such as stress, musculoskeletal disorders, cardiac arrests, loss of sleep. Among others, which may decrease the productivity of employees and conclude that a favorable working atmosphere is helpful in raising the level of employee's performance. Hassan (2015) concludes by urging employers to provide employees with the appropriate means of creating a good and pleasant working environment if they are to ensure that the organization achieves its objectives and achieves a competitive advantage. This is also reinforced by several research that show that a friendly working atmosphere calms the minds of people and makes them feel energized, whereas a poorly designed environment produces negative feelings that contribute to low productivity (Saman,2015).

In conclusion, the state of the physical work environment of employees determines the level of commitment at work. It also gives a clear picture the future direction of the organization.

2.1.3 Working Time

Working time is defined as the time throughout the day or week when an employee works frequently for the benefit of his or her employer. (Redae,2009).Working time has been identified as one of the most important factors influencing employee lives and firm competitiveness (ILO, 2014).According to the International Labor Organization's convention 1 and 30, the average employee's regular working hours are 8 hours of work per day and 48 hours of work per week (ILO, 2011). Overtime work is a component of work hours that is defined as work completed outside of regular working hours. Such excess hours are not to exceed 2 hours per day and should be well paid for. According to the 2003 Labor Proclamation, employees are

expected to have weekly rest days, but employers can bypass this limitation if immediate work is needed (Federal Negarit Gazeta, 2004).

There has been clear concern that major problems remain in developing TCLF producer countries, of which Ethiopia is a member, with regard to excessive working hours and the availability of necessary recuperation periods, including weekly rest and paid annual leave (ILO, 2014). Furthermore, overtime as well plays a significant role, if brewing companies want to maintain with their demands, lead times and competition. Such overtime could be used by employees as a means of generating money to support themselves and their families; in addition to the standard salary they earn (ILO, 2014). Working time has a strong correlation with the performance of employees and that it is definitely a factor of working conditions which affects the performance of employees. Ali (2013)

2.1.4 Work load

Workload refers to the amount of work done or capable of being carried out by employees on the basis of the employee's responsibility and authority. Manuaba notes that the workload represents the job or work that must be completed within a certain amount of time by a person or group of individuals. High workloads are the root cause of declining efficiency. This means that the strength of an employee's workload may have an effect on the employee's efficiency. The higher the workload, especially when the workload forms problems for employees to solve it, then the employee's performance will tend to decline. In his research, Ali et.al (2013) confirms that job load is negatively related to employee efficiency. The consequences indicated that a unit increase in workload demonstrated a failure in employee productivity.

Rizzo et al., 1970 described work overload as an inconsistency between the role requirements and the amount of time and resources available to meet the duty (As cited by Orly Michael, 2009). More clearly, when workers view the time and resources available as inadequate to meet the current mission, job overload occurs. Researchers consider two kinds of work over load: qualitative and quantitative. Qualitative overload occurs when people feel that they lack the capacity to complete their jobs or that performance standards have been set too high.

Quantitative overload, on the other hand, results from having too many things to do or too little time to complete a task (Ivancevic et al., 2012).

2.1.5 Training

Training is a type of activity which is planned, systematic and it results in enhanced level of skill, knowledge and competency that are necessary to perform work effectively (Gordon 1992). Tzafirir, (2005) claims that training is a vital part of human capital. It provides staff with the skills, skills and data needed by the post. The objective of the training is to make a change in the behavior of the trainees. This means that trainees shall acquire, in the most simple way possible, new skills, technical data and duty skills in the field of aid within the accomplished.

Training is beneficial in filling the gap among what should happen and what is currently happening between the desired targets and the actual level of labor performance. (Armstrong, 2006). According to Wright & Geroy (2001), the skills of employees change through effective training programs. It not only improves the overall performance of employees in order to perform their current job effectively, but also improves the knowledge, skills and attitudes of workers needed for future work, thereby contributing to higher organizational performance. Through training, the skills of employees are developed and enabled to carry out work-related work efficiently and to achieve firm objectives in a competitive manner.

2.1.6 Employee Performance

Employee performance is defined as the outcome or power of employees to achieve their goals (Herbert, John & Lee 2000), while performance can be used to convey what an organization has accomplished with respect to the process, results, importance and progress of the Uganda National Development Program (1995). Afshan et al. (2012) state performance as the success of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Employee performance can be manifested in improvement in production, easiness in using the new technology, highly motivated workers. Borman (2004), notes that the performance of workers in industrial and organizational psychology is the most significant dependent variables. Although the fundamental meaning of the term refers to the planned job-

related activities of a worker and how well those activities have been carried out, employee performance stands for employee actions and work performance.

2.1.6 Measuring Employee Performance

Measuring performance is relatively easy for those who are accountable for attaining quantified targets, such as output per hour. Difficulties emerge when we try to test employee success principles. But if a distinction is made between the two types of data, i.e., outputs and results, this problem is alleviated. Output is a result that can be quantified, while output is a visible effect that is the result of effort but cannot necessarily be measured in quantified terms (Armstrong, 2009).

There are components in all jobs that are difficult to measure quantifiably. All jobs produce outcomes even if they are not quantified. It is often necessary to measure performance by reference to what outcomes have been attained. (Armstrong, 2009). In measuring employee performance for this specific study, the indexes of measurement for performance were extracted from Hakala (2009) the indexes were taken from the Hakala report on employee performance.

- Quality: - refers to producing items or units of excellence or a state of being free from defects. It can be measured by the percentage of output of work is rejected.
- Effectiveness: - is the ability of employees to meet the desired objectives or target.
- Productivity: - is expressed as a ratio of output to that of input.
- Adherence to Policy: - sets out the extent to which the performance objectives of employees are well aligned with those of companies.
- Absenteeism: - occurs when an employee frequently stays absent.
- Creativity: refers to mental process of producing ideas or alternative options of procedures.

2.2 Empirical Literature

2.2.1 Working conditions

In these days, one of the main concerns that all organizations are to enhance over-all productivity, representing the effective and actual conversion of capitals into finished goods and

determining business profitability (Prajapati and Bhatkar, 2015). Here, the crucial element to all these purposes is the performance of the employees of an organization. Patterson et al. (1997) determines that individuals are the greatest valued resource of an organization, and that the organization of people makes a variance to company performance.

Ajala (2012) analyzed the effect of the workplace environment on worker welfare, performance, and productivity in Ondo State government Parastatals in Nigeria. According to the study findings, good communication networks attract and boost employee morale at work, resulting in improved performance.

Bhaga (2003) conducted research on working conditions and employee productivity and discovered that working conditions have both a positive and negative impact on productivity. A favorable work environment confirms the wellbeing of workers, allowing them to continue to use their full potential in their roles, which can translate to increased productivity (Akinyele, 2007).

The working conditions relating in the working environment for employees are vital for output development of the organization. Undesirable insight of the working conditions of organization in employees might have a consequence in absenteeism, stress related illness, and loss of productivity and agreement towards the organization. Organizations which have good working conditions are said to experience better productivity (Bhawsar et.al, 2014). This is determined in the works of Polek-Duraj (2013), which assumes that any organization, irrespective of the differences among them (e.g., management style and size) a worker disgruntled with working conditions is less effectual. Polek-Duraj (2013) also determined by analyzing national evaluations that workers feel protection in the workplace when the level of working conditions is higher, the more they interact with their goals and assignments, and the greater the desire to accomplish professional responsibilities. In addition, staff turns out to be more innovative, making the workload manageable and then enhancing their companies' market place.

Khaled Al-Omari and Haneen Okasheh (2017) examined the Jordanian engineering company's research on the effect of the workplace environment on job performance and the consequence displayed that there is a positive connection between the physical environment and job

performance. They proposed that workers should take courage to make the working climate acceptable in order to improve the standard of work for employees.

A study on the working conditions of Health Extension Workers in the Ethiopian context was done by Teklehaimanot et al. (2007). The general aim was to assess the working conditions of the health staff and their resulting satisfaction. The study's employee situation was discussed by exploring, through a qualitative approach, the aspects of resources provided, work routine, health education, finance, employee living conditions, administrative problems, and the community. The investigator has not identified further studies relating to the question of working conditions for manufacturing industries in Ethiopia.

2.2.2 Occupation safety and health

The study showed on the effect of Occupational Safety and Health (OSH) on the performance of midwives at the XYZ Islamic Hospital Fetomaternal Installation Riau Province, Indonesia found that occupational safety and health have a significant impact on employee performance.

2.2.3 Physical work condition

In selected brewing firms in Anambra state, Nigeria, Nzewi et al (2018) conducted a study on the physical work environment and employee efficiency. The study finding revealed that there is a significant and positive relationship between the physical working environment and the performance of employees.

The effect of working conditions on the performance of employees of Kenya's commercial bank headquarters was examined by Nduku et al (2015). Stratified random sampling was performed by a sample of 172 employees. Primary data was obtained through the use of questionnaires. Finally, the result showed that working environments have a beneficial impact on the efficiency of workers. The study also indicated that the bank should make an effort to ensure favorable working conditions and to focus more on the physical conditions that have the greatest impact on the performance of employees.

2.2.4 Workload

In Cross River State, Nigeria, Ushie et al. (2015) investigated the impact of work environment on employee commitment in agro-based industries. Participants in the study came from the state's two major agro industries. One thousand one hundred and ninety-four people were chosen for the study on purpose. Participants' answers to four-point Likert scale questionnaire were clarified. Pearson Product Moment Correlation was used to analyze the data (r). Employee commitment and, as a result, performance are positively associated with work environment factors such as consistent communication flow, manageable workload, electricity availability, and a work environment free of known hazards, according to the findings. The study suggested, among other things, that managers of agro-based industries in Cross River State create and encourage good work environments in their organizations in order to increase employee commitment, wellbeing, overall performance, and productivity.

2.2.5 Training

Bhat (2013) assessed the effects of training on the performance of employees: a research of the retail Indian banking industry. The study attracted 180 bank employees. Information was clarified in the study using the 5 point Likert scale. Research results have shown that there is a significant and positive relationship among training and employee performance.

2.5 Conceptual Framework of study

The conceptual framework illustrates the relationship between the independent and dependent variables. The independent variables are occupational health and safety, physical conditions, working time, work load and training. These variables are expected to influence the dependent variables being employee performance.

INDEPENDENT VARIABLE

DEPENDENT VARIABLE

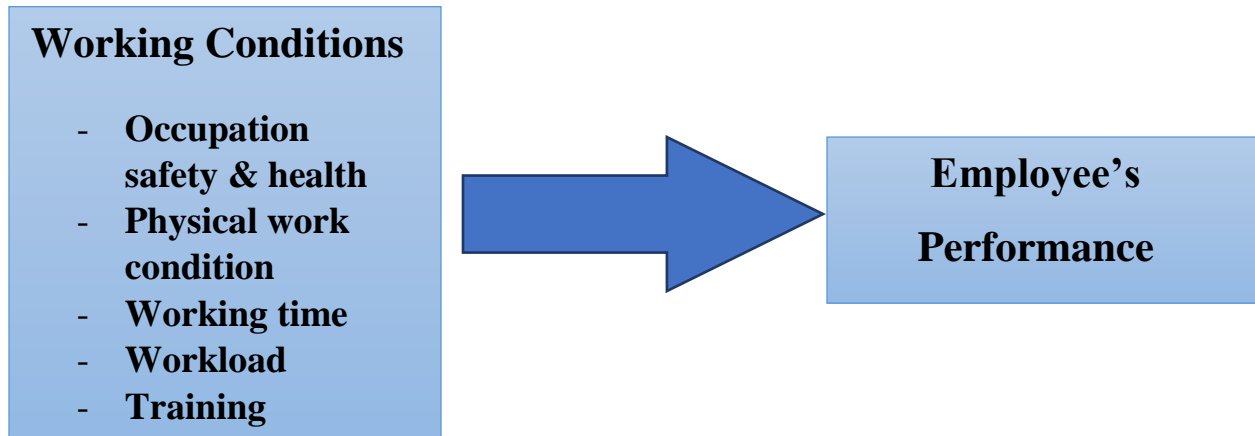


Figure 1. Conceptual model on the relationship between working conditions factors and employee performance. (Source: researchers own construct based on literature review and previous empirical works).

CHAPTER THREE

RESEARCH METHODOLOGY

Mainly this section defines how the research was conducted. Thus it gives an insight of the research design, research approach, and target population of the study, sample size & sampling technique, source of data used & collection instrument, method of data analysis, model specification, reliability & validity test. The study takes a quantitative approach to the research hypothesis that has been developed. The study used a cross-sectional finding for quantitative study approach to collect the necessary and required data for the study of the effect of working conditions on employee performance.

3.1 Research Design

A research design is the procedure of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure Kothari, (1990). For this study, a cross-sectional research design was used, in which data was taken at such a specific point in time due to time and budget constraints.

3.2 Research Approach

Quantitative method is a study relating analysis of data and information that are descriptive in nature and qualified (Sekaran, 2003). This research was implement a quantitative research approach designed to achieve the objectives of the research

3.3 Sources of Data

The primary aim of this research was to investigate the effects of working conditions on employee performance at Asku Plc. The necessary data for the analysis was collected using primary of data collection techniques. A self-directed questionnaire with closed-ended questions was used to collect primary data from operational company workers in order to collect responses for quantitative analysis respectively.

3.4 Data Collection Instruments

3.4.1 Questionnaire

The researcher used self-directed questionnaire as a data collection instrument in order to collect data for this study. The questionnaire was carefully developed in a way that measures the effect of the proposed independent variables on the dependent variable. The questionnaire consisted of two sections. The first section included the respondent's demographic data, i.e. sex, age, academic qualification and work experience. While the second section included data regarding working conditions and employee performance. The questionnaire was prepared based on the review of the related literature. The five-point Likert scale was used for representing the range of attitudes from 1 – strongly disagree to 5 – strongly agree, thus to assess the effect of working conditions have on employee performance.

3.5 Target Population

A target population is a delineated group of people or objects for whom questions or observations can be made in order to develop the necessary data structures and information. As a result, the study's target populations are ASKU PLC operational employees, specifically the 113 employees who are the target of this study.

3.6 Sample Size

Malhortra and Peterson (2006) and Zikmund (2003) stated that, the larger the sampling size of a research, the more accurate the data generated. The sample size required for the study is calculated based on sample size determination developed by Carvalho (1984), was preferred to be used by researcher as a method to determine a sample size. The researcher used a sample size of 32 to keep accuracy, as which are provide on the following table.

Table 1: Sample size determination

Population			
	Low	Medium	High
51-90	5	13	20
91-150	8	20	32

151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	950	125	200
3201-10000	80	200	315
10001-3500	125	315	500
35001-150000	200	500	800

Source: (Carvalho, 1984) as quoted by (national Archive report Richmond, 2005)

3.7 Sampling Technique

Since the goal of this study is to gather actual information on the effect of working conditions on employee performance in the beverage industry, the study was concentrated to operational employees of the industry. The sample for the study was obtained using a simple random sampling technique for the purpose of the study. The reason behind concentrating on operational employees was to obtain honest and unbiased relevant data regarding working condition variables.

3.8 Methods of Data Analysis

After the data collected from the respondents Statistical Package for Social Sciences (SPSS) will be used. Both descriptive and inferential will be applied in order to come up with a better result. Descriptive statistics is used to describe a set of data in terms of its frequency of occurrence. Multiple regression, correlation analysis and reliability test examined through inferential statistics.

3.8.1 Descriptive Analysis

A variable dealing with the demographics of the respondents, as well as the mean score of working environment dimensions and employee performance, was interpreted using descriptive analysis. The findings are presented in form of a frequency distribution and a percentage. These were accomplished by computing the means and standard deviations of data collected for the variables.

3.8.2 Inferential Statistics

3.8.2.1 Pearson Correlation and Multiple Regression Analysis

Karl Pearson correlation was used to explore the strength of the relationship between two continuous variables. This gives an indication of both the direction (positive or negative) and the strength of the relationship. According to Field (2006), the correlation coefficient that lies between -1 and +1 within this structure could be the output of the correlation matrix; a correlation coefficient of +1 indicates a strong positive relationship, a correlation coefficient of -1 indicates a weak negative relationship, and a coefficient of 0 indicates no linear relationship at all.

3.9 Reliability and Validity

3.9.1 Reliability Test

Reliability is the most important criterion which demonstrates the degree to which an instrument measures what it is intended to measure while reliability has to do with the precision and accuracy of a measurement method (A measuring instrument is reliable if it provides consistent results). Cronbach Alpha was used by the researcher to assess the consistency and reliability of the questionnaire items besides due to its ease of calculation and direct interpretation. The reliability values for all constructs were confirmed to be greater than 0.7, which is considered ideal (Pallant 2005).

Table 2 Rule of Thumb of Cronbach's Alpha

Cronbach's Alpha	Internal Consistency
$\alpha \geq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Source: Zikmund, et al, 2010.

Depending on this specification, a self-administered questionnaire was used in this study to ensure the consistency. The questionnaires are then pre-tested using a pilot study to ensure that respondents have a prevalent understanding of the topic. In regards to the aforementioned requirement range, the alpha outcomes for the questionnaire items and their alpha values have met an acceptable figure (which is >0.70).

Table 3 Reliability statistics result of the study

Variables	Cronbach's alpha	No. of items
Occupational health and safety	0.788	5
Physical work conditions	0.762	4
Working time	0.729	3
Workload	0.859	4
Training	0.840	4
Employee performance	0.868	6

Source; survey (2021) SPSS output

3.9.2 Validity Test

Malhotra (2010) was mentioned about three types of validity in his study: content validity, predictive validity, and construct validity. The study was addressed content validity. The questionnaire was given to professionals for suitability and assessments to ensure instrument and content validity

3.10 Ethical Considerations

There are four ethical issues that need to be addressed in the process of undertaking a research: That are protection from harm, informed consent, right to privacy, and honesty with professional colleagues. Therefore, the participants in this study was selected with full consent and informed to respond for questionnaires with confidence and understanding the purpose of the thesis; and the researcher was assure that as he will keep the information confidential and the data will used only for intended purpose.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

In this chapter the background information, questionnaire responses, and their respective analyses are presented. Furthermore, detail analysis about the descriptive statistics, Pearson Correlation and multiple regressions are presented and analyzed.

To assess the relationship between working conditions and employee performance, Correlation and regression analysis were conducted for scale typed questionnaire. The collected data were presented and analyzed using SPSS (version 22) statistical software. The study used correlation analysis; specifically Pearson correlation to measure the degree of association between the study variables under consideration and multiple regression analysis was also used to test the effect of independent variable on dependent variable.

4.1 Questionnaire Response Rate

A total of 32 questionnaires were distributed. The entire set of distributed questionnaires were retrieved and thus analyzed for the study. These retrieved questionnaires have a response rate of 100%.

4.2 Demographic Profile of Respondents

The first section of the questionnaire comprises four items about demographic characteristics of the respondents, such as: gender group of respondents, age group of respondents, academic qualification of respondents, and work experience of respondents, to assist in categorizing employees even though ASKU PLC The following table summarized the data Pointed out certain of the respondents.

Table 4. Demographic of the respondents

Gender	Frequency	Percentage
Male	22	68.8%
Female	10	31.2%

Total	32	100%
Age Group	Frequency	Percent
18-24	16	50.0%
25-33	15	46.9%
34-42	1	3.1%
Above	0	0%
Total	32	100%
Academic Qualification	Frequency	Percent
Grade 4-12	3	9.4%
Level 3-5	20	62.5%
College Diploma	8	25.0%
BA Degree	1	3.1%
Total	32	100%
Work Experience	Frequency	Percent
1-3 years	12	37.5%
4-7 years	16	50.0%
Above	4	12.5%
Total	32	100%

Source: (SPSS Output, 2021)

According to the above table, the number of men respondents was 22 (68.8%), while the remaining 10 (31.2%) were women. 50.0 % of respondents are between the ages of 18-24. 46.9 % of respondents are between the ages of 25-33 and 3.1 % are between the ages of 34-42. This means that the majority of ASKU PLC's operational employees are between the ages of 18-24 and 25-33 accounting for more than half of the remaining age groups. As a result, the majority of those who responded are young. The academic qualification level of respondents from

elementary school complete to BA degree is (9.4%) of the respondents are from 4-12 grade, (62.5%) of the respondents had Level 3-5 or certificate, (25.0%) of the respondents are college diploma and (3.1%) of the respondents are BA degree holder. This demonstrates that operational employees in the ASKU PLC from the sample respondents are certified at the Levels 3-5. According to the above table, 7 respondents (37.5%) have 1-3 years of work experience, 16 respondents (50.0%) have 4-7 years of work experience, and 4 respondents (12.5 %) have more than 7 years.

4.3 Descriptive Analysis of Collected Data

This section includes a computed overview of descriptive statistics for dependent (employee performance) and independent variables such as: 5 questions about occupational safety and health, 4 questions about physical work conditions, 3 questions about working time, 4 questions about workload, 4 questions about training, and 6 questions about the effect of working conditions on employee performance. In the interpretation of the data collected by using the questionnaire with the 5-point Likert scale, mean was computed and considered as stated by Best (1977) as follows: Table 8 was used for the study:

Table 5 Best Level of Ranking descriptive

Score	Mean	Satisfaction level
1.00 – 1.80	Lowest	Lowest
1.81 – 2.61	Low	Low
2.62 – 3.41	Average	Average or Medium
3.42 – 4.21	Good	High
4.22 – 5.00	Very Good	Highest

Source: Best (1977) and Zaidatol and Bageheri (2009)

4.4 Data analysis of the relationship between working conditions and employees' performance

4.4.1 Occupational health and safety

Table 6 Opinions of respondents on occupational safety and health

No.	Item	SDA	DA	N	A	SA	Mean	SD.
1	The working condition is adequate, such as lighting, noise level, temperature and ventilation	2	6	12	8	4	3.18	1.1
2	The work station and seating facility are easy to work	3	2	6	9	12	3.78	1.28
3	The workplace has adequate fire-fighting equipment and staff is within easy reach.	0	4	8	11	9	3.78	1.0
4	There is regular training on Occupational Safety Health Hazards	1	3	11	9	8	3.62	1.07
5	Safety and health regular checks are made by the organization	1	2	8	12	9	3.81	1.02
	Overall occupational health and safety score						3.63	0.81

Source :- (Survey data, 2021)

From the above table 6, statement number 1 “the working condition is adequate, such as lighting, noise level, temperature and ventilation” score with the mean value of 3.18 and standard deviation 1.0. This demonstrates that, even though the majority numbers of employees who do not believe the organization's working conditions are unsuitable.

As shown in table 6, statement number 2 has a mean value of 3.78 and a standard deviation of 1.28, indicating that "the work station and seating facility are easy to work." We can conclude from this that the employees will find the workstation and setting facility to be simple to use.

Statement number 3 in table 6, “the workplace has adequate fire-fighting equipment and staff is within easy reach,” received a mean value of 3.78 and a standard deviation of 1.0, indicating that the workplace has a satisfactory level of fire-fighting equipment and staff is within easy reach.

In table 6, question 4 “Is there regular training on Occupational Safety and Health hazards?” has a mean value of 3.62 and a standard deviation of 1.07. According to the majority of respondents' responses answered neutral, implying that the majority of respondents have hesitations about getting full OSH training.”

From the table 6, statement number 5 “Safety and health regular checks are made by the organization” with a mean value of 3.81 and standard deviation of 1.02. According to the respondents' responses, we can evidently see that organization conducted frequent safety and health checks

The overall occupational health and safety score was 3.63 with a standard deviation of 0.81. This implies that ASKU PLC has good occupational health and safety practices, which is essential for enhancing employee performance efficiency and firm productivity.

4.4.2 Physical work condition

Table 7 Opinions of respondents on physical work condition.

No.	Item	SDA	DA	N	A	SA	Mean	SD.
1	My performance is preferred by the physical work environment	1	0	2	18	11	4.18	0.82
2	To regulate the heat while the machines are running, there is an air conditioning facility.	3	6	14	3	6	3.09	1.20
3	The furniture that I use is fitting, adjustable and supports my body.	3	2	14	12	1	3.18	0.96
4	In the factory, the machines are mounted in a manner that is ideal for running them	1	3	5	16	7	3.78	1.0
Overall physical work condition score							3.56	0.76

Source :-(Survey data, 2021)

According to the above table, statement number one “my performance is preferred by the physical work environment” has a mean value of 4.18 and a standard deviation of 0.8. Based on the current findings, respondent agreed that their performance is preferred by the physical work environment.

Statement number two, “to regulate the heat while the machines are running,” received a mean value of 3.09 and a standard deviation of 1.20 in the preceding table. This implies that the majority of respondents provided neutral responses, indicating skepticism. This means that ASKU PLC should work on regulating the heat while the machines are running in order to avoid an uncomfortable working environment.

According to table 7, the majority respondents answered neutral to statement number three. Furthermore, the mean and standard deviation are 3.18 and 0.96, respectively. The findings also show that respondents have a lot of reservations. Based on the feedback, we can reach the conclusion that the furniture that employees use is not comfortable.

With a mean value of 3.78 and a standard deviation of 1.0, the majority of respondents agrees or strongly agrees with question number 4 in table 7. We can deduct from this finding that the machines in the factory are mounted in an ideal manner for operation.

4.4.3 Working Time

Table 8 Opinions of respondents on working time

No.	Item	SDA	DA	N	A	SA	Mean	SD.
1	Firm gives employees a minimum of 24 hours straight off each week.	1	1	12	14	4	3.59	0.87
2	Frequent daily working hours are always within the legal limits.	1	1	6	15	19	3.93	0.94
	My overtime work is two							1.34

3	hours or less and is well paid.	3	5	7	7	10	3.50	
Overall WT Score							3.67	0.84

Source :- (Survey data, 2021)

As indicated in the above table 8, majority of respondents have agreed or strongly agreed that the firm gives employees a minimum of 24 hours straight off each week. This shows that employees have a 24hours straight off each week.

As shown in the above (table 8) question number 2 among the total respondents 75% were agreed or strongly agreed also score with the mean value of 3.93 and 0.94 standard deviation. From the result we can say that employees working hours are always within the legal limits.

Statement number 3 received a mean value of 3.50 and a standard deviation of 1.34 in the above table 8. This shows that, despite the fact that the majority of employees agree that ASKU PLC paid employees work overtime.

4.4.4 Workload

Table 9 Opinions of respondents on workload

No.	Item	SDA	DA	N	A	SA	Mean	SD.
1	Job is well suited to my personal skill and knowledge.	4	5	10	8	5	3.15	1.24
2	Workload is spread evenly and does not accumulate	2	3	14	6	7	3.40	1.13

3	I haven't worked long and heavy working hours and days.	4	5	10	6	7	3.21	1.31
4	I'm in a position to reach the dead line I have for my job	0	5	11	12	4	3.46	0.91
Overall Workload Score							3.31	0.97

Source :- (Survey data, 2021)

According to the above table, statement number one job is well suited to my personal skill and knowledge score, with a mean value of 3.15 and a standard deviation of 1.24. Based on this feedback, we can infer that the employee's personal skills and knowledge are unsuitable for the job.

From the same table, question number 2 the total sample respondents score mean value of 3.4 and standard deviation of 1.13. As a result, many respondents are skeptical that their workload is evenly distributed and does not accumulate. From this we can deduce that the company should place a greater emphasis on distributing work rather than accumulating it.

According to the same table, the majority of respondents agreed with statement number 3 that they had not worked long and demanding work hours and days. Furthermore, the mean value is 3.21, with a standard deviation of 1.31. As a result of the findings, we can conclude that employees worked long and demanding hours and days. This means that ASKU PLC has set working hours. From the above table statement 4, I'm in a position to reach the deadline I have for my job scored a mean value 3.46 and standard deviation 0.91. This outcome indicates that some respondents have reservations and they are unable to meet their job's deadline.

4.4.5 Training

Table 10 Opinions of respondents on training

No.	Item	SDA	DA	N	A	SA	Mean	SD.
1	Employee training is considered to be a key factor in improving the organization's individual and organizational performance.	1	3	2	20	6	3.84	0.95
2	Our organization provides regular training to develop skills that will help us to function properly.	0	12	7	10	3	3.18	1.02
3	Employees who need training are selected on the basis of their skills gap.	3	3	12	7	7	3.37	1.21
4	My organization conducts training evaluation after training is conducted	5	9	7	7	3	2.96	1.33
Overall Training score							3.32	0.88

Source :- (Survey data, 2021)

From the above table (10) number 1 for the statement ‘employee training is considered to be a key factor in improving the organization's individual and organizational performance.

Respondents' chose strongly disagree, the mean and standard deviation result demonstrate that the majority of respondents believe that employee training has a positive impact on individual and organizational performance.

As showed in the above table, (10) number two, for the statement ‘Our organization provides regular training to develop skills that will help us to function properly.’ The majority of the respondents score with a mean value of 3.18 and standard deviation 1.02. As a result, the response rate indicates that respondents believe that the organization does not support and provide regular trainings to develop employee skills.

In table (10) number three for the statement ‘employees who need training are selected on the basis of their skills gap. Majorities of the respondents confirmed neutral, According to the above responses, the findings revealed that the respondents have a mean value of 3.37 and a standard deviation of 1.21. This shows that respondents had the option of selecting neutral. The majority of respondents are skeptical in this regard. This demonstrates that the company did not select employees based on skill gaps during the training process. However, in order to boost productivity, ASKU PLC should select employees based on their skill gaps.

According to the table (10), the statement number 4 ‘my organization conducts training evaluation after training is completed' received a mean score of 2.96 and a standard deviation of 1.33. Based on the current findings, the company does not assess after training.

4.4.6 Employee Performance

Table 11 Opinions of respondents on employee performance

No.	Item	SDA	DA	N	A	SA	Mean	SD.
1	Job performance leads to improving the efficiency and effectiveness	0	0	4	18	10	4.18	0.64

2	I'm achieving the goal quantity expected by the company.	0	1	3	16	12	4.21	0.75
3	My job priorities are well matched with those of the organization.	0	2	3	15	12	4.15	0.84
4	My organization has assessment tools to measure employee productivity.	1	2	6	11	12	3.96	1.01
5	Employees are pleased with the performance measures in place.	1	2	7	8	14	4.0	1.10

6	I am present at work on a daily basis	0	4	4	12	12	4.0	1.01
Overall Employee performance score							4.08	0.64

Source: - (Survey data, 2021)

As displayed in the above table, (11) number one, for the statement ‘job performance leads to improving the efficiency and effectiveness.’ The majority of respondents chose agrees or strongly agrees. Furthermore, it has a mean value of 4.18 and a standard deviation of 0.64. As a result, the response rate shows that respondents strongly believe that job performance is critical to enhancing productivity.

Statement number 2 in table 11, ‘I’m achieving the goal quantity expected by the company,’ has a mean value of 4.21 and a standard deviation of 0.75. According to the results of the respondents, the majority of participants meet the organization's expected goal amount.

In the above table question number 3, the majority of respondents chose agrees or disagrees on question number 3 ‘my job priorities are well matched with those of the organization.’ The average mean score was 4.15, with a standard deviation of 0.84. This demonstrates that the employees' job priorities are closely aligned with those of the organization.

In the above table, statement number 4, ‘my organization has assessment tools to measure employee productivity,’ the majority of respondents chose agree or strongly agree, with a mean value of 3.96 and a standard deviation of 1.01. Based on this feedback, we can say that the company has measurement methods for assessing employee productivity.

In the response to question number 5, ‘employees are pleased with the performance measures in place,’ the majority of respondents chose agree or strongly agree, with a mean value of 4.0 and a standard deviation of 1.10. Based on the results we can clearly say that employees are clearly satisfied with employee measures.

The majority of respondents chose agrees or strongly agrees with statement number 6 in the preceding table. The mean value is 4.0, and the standard deviation is 1.01. Thus according to respondent's feedback, the majority of employees are available at work on a daily basis.

4.5 Inferential Statistics

4.5.1 Correlation Analysis

The study will look into the relationship between working conditions and employee performance at ASKU PLC. Pearson correlation was used to link the independent variables (occupational health and safety, physical working conditions, working time, workload, and training) to the dependent variable (employee performance). A correlation coefficient conveys quantitatively the magnitude and direction of a linear relationship between variables. The Pearson correlation coefficient reveals the magnitude and direction of the relationship (either positive or negative) as well as the intensity of the relationship (-1 to +1).

Table 12. Pearson's Correlation Coefficient

		Correlations					
		EP	OSH	PWC	WT	WL	TR
EP	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	32					
OSH	Pearson Correlation	.770**	1				
	Sig. (2-tailed)	.000					
	N	32	32				
PWC	Pearson Correlation	.783**	.686**	1			
	Sig. (2-tailed)	.000	.000				
	N	32	32	32			
WT	Pearson Correlation	.548**	.489**	.591**	1		
	Sig. (2-tailed)	.001	.004	.000			
	N	32	32	32	32		
WL	Pearson Correlation	.662**	.500**	.643**	.710**	1	
	Sig. (2-tailed)	.000	.004	.000	.000		
	N	32	32	32	32	32	

TR	Pearson Correlation	.683**	.605**	.596**	.502**	.792**	1
	Sig. (2-tailed)	.000	.000	.000	.003	.000	
	N	32	32	32	32	32	32

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

Source: (SPSS output, 2021)

The matrix of correlation between working conditions measures such as (OHS) occupational health and safety, (PWC) physical work condition, (WT) working time, (WL) workload, (TR) training, and (EP) employee performance is shown in the table 12 above. The following is an analysis of the correlation matrix between each measure of working condition and employee performance. According to the data output in the above table, there is a statistically significant relationship between occupational health and safety; and employee performance with a correlation coefficient ($r=.770$, at 0.01 significance level). As a result, the result revealed that the relationship between occupational health and safety and employee performance is strong and significant. The correlation coefficient between physical work condition and employee performance is ($r=.783$ and at 0.01 significance level). This infers strong, positive and statistically significant relationship. Working time is positively correlated to employee performance with a Pearson correlation coefficient ($r=.548$, which indicates moderate, positive association and statistically significant at 0.01 significance level. Work load and training, with r values of 0.662 and 0.683, respectively, are the other variables that have a positive significant relationship and signify a moderate association with employee performance, and all values of r are statistically significant at 0.01.

4.6 ANOVA Test

Table 13 ANOVA results of the multiple regression analysis

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1.	Regression	9.700	5	1.940	15.553	.000 ^b

	Residual	3.243	26	.125		
	Total	12.944	31			
a. Dependent Variable: Overall Employee Performance						
b. Predictors: (Constant): Overall Working Conditions						

Source: (SPSS output, 2021)

The significance value of 0.000 indicates that the regression relationship predicts the effects of working conditions on employee performance. In the ANOVA table, the F-ratio determines whether the overall regression model is a good fit for the data. The F value is 15.553, which is greater than the F critical value, indicating that the model is significant.

4.7 Multiple Regression

A multiple linear regression analysis was performed to analyze the differences in employee performance caused by the study's independent variables. The outcome of a regression analysis that investigates the impact of independent variables on employee performance. Employee performance is thus explained as a variable, whereas occupational health and safety, physical working conditions, working time, workload and training are independent variable.

Table 14 Multiple Regression Analysis

	R	R Square		Adjusted R Square	Standard Error of the Estimate	Sig.
	.866 ^a	.749		.701	.35318	.000
Model	Unstandardized coefficients		Standardized coefficients		t	Sig.
Variables	β	St. error	β			
Constant	1.366	.354			3.861	.001
OSH	.310	.118	.389		2.635	.014

	PWC	.296	.131	.353	2.259	.032
	WT	-.029	.120	-.035	-.238	.814
	WL	.129	.128	.194	1.011	.321
	TR	.065	.120	.094	.540	.594
a. Dependent Variable: Employee Performance						

Source: (SPSS output, 2021)

R-square is a measurable statistic which informs how much of a dependent variable's variance is clarified through independent variable used in a regression model. R²- also explains how often one variable's variance describes the variance of another variable. R squared values range from 0 to 1 is frequently calculated as a percentage ranging from 0% to 100%. According to the above table (14) model summary, R is .866 and R square is .749. This means that overall working conditions (independent variable) explain approximately 74.9% of the variance in employee performance (dependent variable), with the remaining 25.1% stated by variables not included in the study.

The coefficients of the independent variables in the regression equation, including all of the predictor variables listed above, are found in the unstandardized coefficients column. The standardized beta coefficient section indicates how a single variable contributes to the overall model. Whenever the independent variable increases by one standard deviation, the beta weight is the average amount the dependent variable increases. The significance value (p-value) implies the statistical significance of the relationship.

4.8 Summary of hypothesis test results

Occupational Health and Safety (OHS;- the occupational health and safety in the organization has been found statistically significant at the 5% significance level and have a positive relationship with employee performance. Employee performance will increase by one unit for every 0.389 increase in occupational health and safety, assuming all other factors remain constant. Therefore, the better the organizations improves occupational health and safety issues the better the performance of the employees will be. This justifies the works of Katsuro et.al. (2010), where it states that the more organizations better their safety and health aspects the more employee performance increases. Thus, the study failed to reject the null

hypothesis by stating that there is positive and significant relationship between OSH and employee performance.

Physical work condition;- The results of multiple regressions, as shown in the above table, revealed that physical work conditions have a positive and statistically significant effect on employee performance, with a beta value of 0.296 and a p-value less than 0.05. This means that if the mean score value of physical work condition increases by one unit, the mean score value of employee performance increases by 0.296 unit on average and is statistically significant at the 5% significance level. This supports the findings of Nzewi et al. (2018), who investigated the relationship between physical work environment and employee performance in selected brewing firms in Anambra State, Nigeria. The study was a cross-sectional study that included 233 employees from brewing companies. According to them, the physical work environment has a positive and significant effect on employee performance, which is compatible with the findings of this study.

Working Time;- the result of table 14 showed that working time has negative effect and statistically insignificant effect on employee performance with a beta value of -0.029 and p-value of 0.814, which is greater than 5% significance level. The research fail to accept hypothesis four or directional hypothesis in favor of null hypothesis that means; work life balance has no significant effect on employee performance.

Workload; - at 5% significance level, work load was found to be statistically insignificant and to have a negative relationship with performance. This finding agrees with the findings of Ali et al (2013), who claim that work load is negatively related to employee performance.

Training; - the value of training in the organization was 0.650, which is insignificant. As a result, the study rejects the null hypothesis, which asserts that training has a significant and positive relationship with employee performance.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of findings

The primary goal of this study was to assess the effects of working conditions on employee performance at ASKU PLC, with a particular emphasis on operational level employees who are involved in the production of the factory's main products. In order to reach its conclusion, the study analyzed 32 questionnaires. Employee performance was measured in terms of quantity, quality, timeliness, creativity, absences, and policy adherence, whereas working conditions included occupational health and safety, physical work conditions, working time, work load, and training.

The respondents' perception towards the practice of occupational health and safety infer that majority of respondents agreed to the fact that the company has satisfactory equipment's, However some respondents have reservations about regular training and occupational health and safety checks. According to physical work conditions, the average respondent is satisfied, but some respondents express concerns about heat regulations and the furniture they use is not fitting, adjustable, or supportive of the body. According to respondent's feedback, personal skills and knowledge are unsuitable for the job, and they are hesitant to work long and demanding hours. As per the response we can say that working time is moderately liquid. Some respondents are skeptical about whether the company provides frequent training to improve skills that help the company function effectively, and whether the company conducts post-training assessments, according to the response.

5.2 Conclusion

The study's main goal was to assess the effects of working conditions on employee performance in the case of ASKU PLC. The data was gathered using a structured questionnaire that was customized with the support of literature. The researcher utilized a cross-sectional research design to explain, comprehend, and anticipate the relationship among variables. ASKU PLC operational employee respondents were surveyed. Using the IBM SPSS Statistics 22 software system: - In order to produce a better result respectively descriptive and inferential technique, such as multiple regression and correlation, are used.

Pearson product moment correlation coefficient results showed a significant positive relationship between occupational health and safety, physical work condition, working time, workload, and training and employee performance. Furthermore, the top two variables with the highest levels of influence were occupational health and safety, physical work conditions. Workload and training were the two mid scored variables and working time is the lowest amount of influencer.

The coefficient of working time has a positive and significant relationship with employee performance. However, the coefficient table revealed it has negative impact and statistically insignificant. Therefore, working time has a little impact on employee. When we see the workload, it has positive relationship with employee performance; however the regression output reveals that it has positive impact and statistically insignificant. As such, it has been concluded that workload has low impact on employee performance.

5.3 Recommendation

Based on the conclusion drawn from the study and the established research problems and research objectives, the research required to forward realistic and applicable recommendations.

In terms of occupational health and safety, the firm does not conduct frequent inspections, and the physical work environment has high noise level and lack of ventilation and comfortable work seating facilities; however, fire-fighting equipment is readily available and easily accessible. As a result, the organization should improve further occupational safety and health facilities and physical work conditions to empower employees to work better, boost productivity, and achieve maximum job performance.

Regarding workload, the more employees who are given work that matches their physical and mental abilities, the more likely they are to perform well and enhance their effectiveness. As a result, management must ensure that workers are not overburdened, that they have adequate breaks, and that the right skill is assigned to the right person.

Training: In order to improve employees' skills and demonstrate their commitment to their work, management should provide work-related skill trainings that are carried on a regular basis. Furthermore, after training, the organization should conduct an assessment.

Employees who are healthy and happy at work are a precious resource in any successful business. It is critical for the company to ensure that the operational environment and conditions provide the best possible environment for employees to perform at their peak. Furthermore, working conditions in the workplace for employees are critical to the firm's efficiency and growth. As a result, everyone strives to do a good job. Hence, the best possible environment must be created in order to achieve this.

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Appendix I

Questionnaire

Dear Respondents: This questionnaire is designed to collect information on the effects of working conditions on the performance of employees. The expected respondents will be Asku Plc operational employees for this questionnaire. The aim of this study is to gather data for evidence that will support the writing of an academic research paper. Your feedback is very valuable to the researcher. Therefore, to accomplish the main objective of the report, you are kindly asked to fill this questionnaire. Your response will be kept extremely confidential and used for this research only.

Please read each question carefully and tick in the box corresponding to the response that most accurately represents your view.

Part I: Personal Information

1. Gender: - Male Female

2. Age: 18-24 years 34-42 Years

25-33 years years & above

3. Academic qualification: Grade 4-12 Level 3-5

College diploma BA Degree

4. Work Experience at the organization: 1 - 3 years 4-7 years Above:

Part II

Keys: Strongly Agree (SA=5), Agree (A=4), Neutral (N= 3), Disagree (DA=2), Strongly Disagree (SDA=1).

	Description of Items	5	4	3	2	1
No	1.Occupational Health and Safety issues					
1.1	The working condition is adequate, such as lighting, noise level, temperature and ventilation.					
1.2	The work station and seating facility are easy to work in.					
1.3	The workplace has adequate fire-fighting equipment and staff are within easy reach.					
1.4	There is regular training on Occupational Safety Health hazards					
1.5	Safety and health regular checks are made by the organization					
	2. Physical work condition					
2.1	My performance is preferred by the physical work environment					
2.2	To regulate the heat while the machines are running, there is an air conditioning facility.					
2.3	The furniture that I use is fitting, adjustable and supports my body.					
2.4	In the factory, the machines are mounted in a manner that is ideal for running them.					
	3. Working Time					
3.1	Firm gives employees a minimum of 24 hours straight off each week.					
3.2	Frequent daily working hours are always within the legal limits.					
3.3	My overtime work is two hours or less and is					

	well paid.					
	4. Workload					
4.1	Job is well suited to my personal skill and knowledge.					
4.2	Workload is spread evenly and does not accumulate					
4.3	I haven't worked long and heavy working hours and days.					
4.4	I'm in a position to reach the dead line I have for my job					
	5. Training					
5.1	Employee training is considered to be a key factor in improving the organization's individual and organizational performance.					
5.2	Our organization provides regular training to develop skills that will help us to function properly.					
5.3	Employees who need training are selected on the basis of their skills gap.					
5.4	My organization conducts training evaluation after training is conducted.					
	6. Employee Performance					
6.1	Job performance leads to improving the efficiency and effectiveness					
6.2	I'm achieving the goal quantity expected by the company.					
6.3	My job priorities are well matched with those of the organization.					

6.4	My organization has assessment tools to measure employee productivity					
6.5	Employees are pleased with the performance measures in place.					
6.6	I am present at work on a daily basis					