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Abstract
Employees working conditions are no doubt critical to their overall well-being and performance in their duties. A review of past studies shows that improved working conditions impacts positively on employees’ performance. Similarly, occupational safety and healthy environment also contributes to the attainment of organizational goals. It was also found that health risk reduced, cost related to absenteeism and sick days was brought to the barest minimum. Also, there is a positive correlation between working condition and improved performance as well as competitive edge. Consequently, the researchers also discovered from the review that provision and maintenance of facilities reduced staff turnover, fewer occupational injuries, improved service levels, job satisfaction among employees as well as improved relationship between employees and their employers. This is a Descriptive research where data are usually collected, organized and analysed and then described as they exist without interfering with them (Aloysius E. Uzoagulu, 2011:3). It also adopted a Descripto-Explanatory research design; a combination of both descriptive and explanatory research designs. The design allowed detailed description and content analysis of topic under investigation. The purpose of the study was however achieved which was to assess and review literature works on the effect of employees working conditions on performance. The study focused on working conditions especially on convenience facilities provided in the workplace as one of the major elements that affect employee job performance. Finally, the study recommends that adequate attention should be given to provision and maintenance of convenience facilities in the workplace as a matter of priority to enhance employees’ performance among others. The researchers recommend quantitative studies that will test the variables reviewed.

Introduction
Employees are considered as the most valuable resource and asset to an organization. Qualified and motivated employees create and deliver value out of other organizational resources. Dynamic and progressive organizations endeavour to attract and retain the right people for the right jobs at the right time through creating and sustaining their motivation in changing circumstances. Employee working conditions is essential to customer satisfaction and organization performance in competitive environment. Decent facilities make additional contributions to teachers work. Employees value work conditions as essential ingredients to their satisfaction; requiring regular maintenance and replacement of facilities that aid their comfort and reduce their stress of abandoning their duties in search of convenient place where comfort facilities are not only put in place but also maintained regularly for optimum enjoyment of their workforce.

However, in most organizations today, employees suffer untold hardship daily while on duty searching for Conveniences leading to work abandonment and avoidable stress. This study seeks to investigate the effect of working conditions on organization’s performance. The quality of working environment in any organization is a critical factor and may simply determine the level of employee’s motivation, subsequent performance and productivity. There is no gain saying that how well an employee gets along with the organization influence his enthusiasm, error rate, ability to work and remain on the job and the organization, his level of innovation and collaboration with other employees, absenteeism and ultimately time period to stay in the job.

This paper presents the analysis of working conditions and examines the relationship between the

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physical working conditions in a workplace of an organization and the employee’s performance. The objective of this research is to investigate if there is any relationship between workplace conditions and
employee’s performance. A survey study is implemented on the employees of the bank. The paper is divided into five sections as follows. The next section explains the related literature. The methodology of the research is explained in the third part. The next section illustrates the findings. The final section presents the research findings, recommendations and conclusions.

Definition Of Terms
Working Conditions: Gerber, Nel and Van Dyk (1998:44) state that the working conditions are created by the interactions of the employees with their organisational climate. Working conditions according to him include psychological work conditions and the physical layouts of the job. However, Greenslade and Paddock (2007:13) believe that working conditions generally encompasses a range of issues from work load and scheduling to systems-wide issues like professional identity to scope of practice. For the purpose of this study, working conditions should be seen in the light of facilities that aid employees while at work for their convenience and comfort on their job performance. In this work, performance is often interchanged with productivity.

Keywords: Working Conditions, Workplace Conditions.

Background Of Study
Nigerian working conditions is one of the poorest among the developing countries in the world. Nigeria is located in the West African Continent. It is on record that Nigeria is the most populous Black people in the World and not just in Africa. However, Nigerian workforce is the least motivated to work due to environmental and physical conditions confronting employees’ everyday in their workplace. Physical facilities where provided are not adequately maintained for optimal utilization by the workers who need them for their convenience and comfort while at work. The researchers worried by the state of these facilities decided to carry out studies in order to uncover through the review of literature on similar or related works on the effect of working conditions on the employee performance in Nigeria.

Purpose Of The Study
The purpose of the study was to assess and review literature works on the effects of employees working conditions on performance. The study focused on working conditions especially on convenience facilities provided in the workplace as one of the major elements that affect employee job performance.

Research Problem
The work environment to a large extent is a major determinant in employee performance in any organisation. A study by Roelofsen (2002) indicates that improving the working environment reduces complaints and absenteeism while increasing productivity. There is adequate empirical evidence linking workplace conditions to job satisfaction (Wells, 2000). In recent years, employees comfort on the job, determined by workplace conditions and environment has been recognized as an important factor for measuring their productivity. Employee job satisfaction affects the quality of service in the education sector with a consequent effect on the degree of student performance and general output of the employee involved. Therefore, efforts to improve employee job satisfaction can create satisfied employees with a positive effect on student performance and general output of the employee. Organizations must therefore know how to manage a diverse group of workers because as this will aid in recruitment and retention of talented employees and ensure high levels of job satisfaction. Hence, Heartfield (2012) is of the opinion that in order to create an environment for employee satisfaction that can aid performance in workplace (emphasis added), it is vitally important to know which key factors affect employee satisfaction.

Research Methodology
This is a Descriptive research where data are usually collected, organized and analysed and then described as they exist without interfering with them (Aloysius E. Uzoagulu, 2011:3). The study also adopted a descripto-explanatory research design; a combination of both descriptive and explanatory research designs. The design allowed detailed description and content analysis of the variables under study;
describing, analysing and presenting their characteristics and explaining their relationships as supported by Saunders et al. (2009).

**What are workplace amenities and facilities?**

Workplace amenities and facilities are things provided for the health, safety, welfare and personal hygiene needs of employees. They include toilets, shelter, seating, dining rooms, change rooms, drinking water, personal storage and washing facilities. They also include work environment facilities such as workspace, temperature and air quality, lighting and flooring.

**Health And Safety Considerations For Duty Holders**

Providing amenities and facilities for the health, safety and welfare of employees is an important employer duty. However, it is only one part of an employer’s duty to provide and maintain a working environment that is safe and without risks to health. Amenities and facilities are integral to the health, safety and welfare of employees. This compliance code addresses duties to provide amenities and facilities. It does not provide guidance on other employer duties to provide the highest reasonably practicable level of protection against risks to health and safety. Workplace amenities and facilities are things provided for the health, safety, welfare and personal hygiene needs of employees. They include toilets, shelter, seating, dining rooms, change rooms, drinking water, personal storage and washing facilities. They also include work environment facilities such as workspace, temperature and air quality, lighting and flooring.

**Nigerian Legal Provision**

Section 65, 66 and 67 of the Labour Act, the employer is bound to provide and maintain safe sanitary system for the servant, provided such facilities and arrangements comply with such regulations as may be specified by the minister in respect of labour health areas. An employer has a common law duty to take care of the safety of his employees. The duty is that of a reasonable man; but a reasonable man does not hold himself out as having specialized skills without expecting to be treated according to the standards of his representation. The employer is also under the duty to provide a safe place of work. This duty is held to arise wherever the employee is doing his work within the scope of his employment. In BRYCE V. SWAN HUNTER GROUP PLC & OTHERS (1987) L.T.L.R employers were held liable for the death of an employee when, through their negligence and breach of statutory duty, they failed to take precautions against exposure to asbestos dust. The precautions which ought to have been taken care were decided according to the state of knowledge at the time, (NOUN, Law231 pp 31-33).

**Obligation To Provide Safe System Of Work**

The Nigerian Labour Act places a qualified obligation upon an employer to provide a safe system of work i.e. to carry out his operations in a manner that complies with safety regulations. Sections 66 and 67 of the Act provide for the creation of Labour Health Areas and the matters in such areas for which regulations can be made. Labour Health Areas are areas designated as such due to their remoteness from modern amenities like medical facilities; water and communications. The matters for which regulations can be made include the provision of sanitary arrangements; supply of water, food and fuel; medical examination of workers; measures to be taken to check spread of infectious diseases; establishment of proper hospitals and employment of qualified medical personnel. There remains however, a common law duty of care that is owed to an employee, which entails, among other things, the provision of a safe system of work. In the Nigerian case of Western Nigeria Trading Co. Ltd v. Busari Ajao (1965) Nigerian Monthly Law Reports (NMLR), a case where the Respondent had lost an eye as a result of an accident that occurred while working as an employee in the Appellant’s workshop. One of the points contention between the parties was whether there existed a burden upon under the under common law to not only provide safety goggles but to ensure that the Respondent actually used the goggles. The court held that under common law a duty of care existed to not only provide the goggles but to ensure that the goggles were used by the Respondent.
Why Do Employees Need Amenities And Facilities?
The provision of appropriate workplace amenities and facilities is important for the basic health, safety and welfare of employees. Figure 1.1 below explains this in detail:

Figure 1.1

<table>
<thead>
<tr>
<th>Workplace or Amenity</th>
<th>Link to Employee Health, Safety And Welfare</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drinking water</td>
<td>For basic health and welfare. Water is essential for bodily functioning.</td>
</tr>
<tr>
<td>Toilets</td>
<td>For basic health, welfare, privacy and dignity</td>
</tr>
<tr>
<td>Washing facilities</td>
<td>For personal hygiene.</td>
</tr>
<tr>
<td>Dining rooms</td>
<td>Provides a hygienic area and a place away from the work environment for rest breaks and the consumption of food. This reduces the likelihood of food being contaminated by substances used in work processes.</td>
</tr>
<tr>
<td>Shelter</td>
<td>For respite from weather (example heat, cold, rain, wind).</td>
</tr>
<tr>
<td>Seating</td>
<td>Provides the opportunity to alternate between standing and sitting to reduce fatigue and discomfort.</td>
</tr>
<tr>
<td>Temperature</td>
<td>Workplace temperature ranges appropriate to the work help improve employee comfort and reduce workplace incidents and fatigue.</td>
</tr>
<tr>
<td>Workspace</td>
<td>Enhances welfare by allowing employees a full range of movement required to do the job and to move without strain or knocking against obstructions</td>
</tr>
<tr>
<td>Lighting</td>
<td>Allows employees to move about easily and carry out their work safely without straining to see.</td>
</tr>
<tr>
<td>Change rooms</td>
<td>Enables employees to change (example uniforms or dirty work clothing) with privacy and security. Reduces employee exposure to and potential spread of contaminating substances used in work processes.</td>
</tr>
<tr>
<td>Personal storage</td>
<td>For the secure and clean storage of personal belongings or clothing, lockable where necessary.</td>
</tr>
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</table>

What amenities do employers need to provide?
The law requires that employers must, so far as is reasonably practicable, provide adequate facilities for the welfare of employees at any workplace under their management and control. However, before they can provide adequate amenities and facilities, employers need to identify and assess the needs and requirements of their employees. Some amenities – toilets, clean drinking water, hand washing facilities and access to a clean area for eating – will be required for all workplaces. But to some extent, decisions about workplace amenities and facilities will also depend on the industry and the activities or operations carried out at those workplaces. Employers need to consider the type and place of work, the composition of their workforce, employee access, and cleaning and maintenance when working out what amenities need to be provided for employees. They also need to consult with affected employees and health and safety representatives and periodically review whether the amenities are meeting employee needs.

Conceptual Framework
Work and Work Environment: Work is very important to people and it plays a very important role in their lives. Many employees see their work as worthy companion after human elements. Morin (2004:3)
explain that work provides for basic sustenance needs and decent living conditions, but above all, work is
an activity through which an individual fits into the job, organization, form new relations, utilize his God-
given talents, learn and develop on the job, identity and so on. Boud and Garrick (1999) observe that:
“The workplace has become a site of learning associated with two quite different purposes … The first is
the development of the enterprise through contributing to production, effectiveness and innovation; the
second is the development of individuals through contributing to knowledge, skills and the capacity to
further their own learning both as employees and citizens in the wider society” (p. 6).
According to the Social Work Dictionary (2003:468), a workplace is a setting in which one’s employment
or where other work activities take place. It is where people in different roles and with different functions
interact all the time. People work in different work settings with different situations. Kahn (1999:141)
explains that the workplace is a complex environment with different situations such as having too much
or too little to do, being subjected to conflicting demands, feeling distracted by family problems, having
family problems, and working for demanding and unhelpful managers.
Work means different things to different people and its meaning changes with the changes in physical,
social and economic conditions. Harpas (2002:178) believes that the meaning of work is determined by
choices and experiences of the individual and by the organizational environmental context in which
he/she works. The workplace according to Kahn (1999:141) is a frequent source of physical and
psychological stressors that trigger emotional disorders which produce symptoms and reduced functions.
The work environment, however, affects how the employees carry out their responsibilities in his quest to
achieve the organizational goals.
Working conditions on the other hand are created by the interaction of employees with their
organizational climate and this includes psychological and physical working conditions (Gerber et al.,
1998:44). Working conditions include workforce issues and workplace issues. Generally, they encompass
a range of issues from work itself to sanitary facilities and other conveniences that aid employees in the
discharge of their responsibilities.

**Empirical Review:**
The need for a healthy environment is a fundamental prerequisite for sustainable development. In Chapter
6 of Agenda 21, UN Conference on Environment and Development UNCED (1992) on the protection and
promotion of human health, specific reference is made to the fact that health and development are
intimately interconnected. Extensive scientific research conducted by Roelofsen (2002) has also yielded
indications suggesting that improving working environment results in a reduction in a number of
complaints and absenteeism and an increase in productivity. The indoor environment has the biggest
effect on productivity in relation to job stress and job dissatisfaction. As suggested by Govindarajulu
(2004), in the twenty-first century, businesses are taking a more strategic approach to environmental
management to enhance their productivity through improving the performance level of the employees.
It is evident in the research findings of Patterson et al., (2003) that the more satisfied workers are with
their jobs the better the company is likely to perform in terms of subsequent profitability and particularly
productivity. Sekar (2011) argues that the relationship between work, the workspace and the tools of
work, workplace becomes an integral part of work itself. The management that dictate how, exactly, to
maximize employee productivity center around two major areas of focus: personal motivation and the
infrastructure of the work environment. (Sekar, C., 2011). There are various literature works that defines
different factors that influence the performance of the employees. Haynes (2008) explains the behavioral
office environment behavioral components of the office environment that have the greatest impact on
office productivity. In all of the work patterns, it was found that interaction was perceived to be the
component to have the most positive effect on productivity, and distraction was perceived to have the
most negative. As people are the most valuable resource of an organization, and that the management of
people makes a difference to company performance (Patterson et al., 1997).
To achieve high levels of employee productivity, organizations must ensure that the physical
environment is conducive to organizational needs facilitating interaction and privacy, formality and
informality and functionality. The physical environment is a tool that can be leveraged both to improve
business results (Mohr, 1996) and employee well-being (Huang, Robertson and Chang, 2004). Ensuring adequate facilities are provided to employees, is critical to generating greater employee commitment and productivity. The provision of inadequate equipment and adverse working conditions has been shown to affect employee commitment and intention to stay with the organization (Weiss, 1999).

Extensive scientific research conducted by Roelofsen (2002) has also yielded indications suggesting that improving working environment results in a reduction in a number of complaints and absenteeism and an increase in productivity. The indoor environment has the biggest effect on productivity in relation to job stress and job dissatisfaction. Providing working conditions that promote the safety of employees is therefore becoming a major management concern, (Ann I. Ogbo and Wilfred I. Ukpere, 2013).

It is equally important to mention here that the state of convenience facilities across the country is very appalling. From the public to private convenience facilities, the issues remain the same except in some multinational organisations and few highly place public officials’ offices visited in the cities. This shows that huge economic and other resources are being lost at hourly basis due to abandonment of duty post and related work stress that accompanies the poor working conditions. Some employees confessed to leaving their office and work to a distant places in search of decent facilities to use. Sometimes, most of these distressed employees find it difficult to come back to their office and when they do, a lot of time would’ve been lost as well as some energy to continue with the work.

**Theoretical Framework**

The theoretical framework is aimed to support the literature review assessment and analysis. The social theory of work according to Boverie and Kroth (2001) cited in Susan Cartwright and Nicola Holmes, 2006, argue for the importance of developing work environments that are humane, challenging and rewarding and where people feel passionate and energized by their work.

**The Management Challenge Of Working Condition Reviewed And Related Literature.**

The reasons why organisations set up a safety and health management system is often related to issues such as legislation, incentives, profit, corporate social responsibility, quality management, performance, and so forth. However, if organisation management has an insight into the costs and benefits of safety and health interventions, this could be a strong driver for setting up safety and health management systems. The overview below reviews some interesting references on the challenge for management to deal with occupational safety and health.

**Dorman, 2000**

The author gives an overview of issues relating to the economics of safety, health, and wellbeing at work. He deals with such issues as the costs of accidents and ill-health for individual workers as well as for companies and society. He argues that, for companies to provide effective improvement of safety and health conditions, the costs of ill-health must be:

1. Economic (whether the cost of damages to goods or services can be quantified or can be given prices);
2. Internal (whether the cost is paid by the economic unit that generates it);
3. Variable (whether the cost remains constant despite changes in the incidence and severity of injuries and illnesses);
4. Visible (whether the cost is measured and allocated through routine accounting methods. The invisible or indirect costs are often not taken into consideration or calculated. The reasons why most companies do not calculate indirect costs:
   (a) Measurement problems: measuring these costs can be difficult and expensive
   (b) Management overload
(c) Low status of (or non-existence of) OSH departments
(d) Conspiracy of silence surrounding working conditions

Furthermore, he raises two additional issues that are closely linked to decision-making and economics and occupational safety and health. Firstly, concerning market strategies, the cost of injury and disease depends on the extent to which workers are assets. The market strategy of some companies is aimed at short-term effects. Secondly, expenditures on improvements in working conditions are investments and investments have to be financed. For some companies, especially smaller ones, this might be a problem.

**Goetzel, 1999**

Goetzel has introduced a method called ‘Health productivity management’. It aims to establish links between today’s business climate, people, operational challenges, and ultimately the productivity of an organisation. The method is based on the idea that improving worker health is directly related to how productive and profitable organisations can become. A benchmarking study was carried out to identify best practice companies. Some interesting common success factors could be established for these best practice companies. **Success factors include:**

(i) Best practice companies focused on health productivity management not because it was a human resources activity but because it was aligned with the business purpose of the organisation.
(ii) Best practice organisations considered many factors that impact on workforce productivity in addition to those associated with specific health conditions, for example corporate culture and employee attitudes.
(iii) Prevention, health promotion and occupational health professionals were the primary drivers and champions.
(iv) Best practice companies emphasised health productivity management not just because it was cost-effective but also because it meant an improvement of the quality of life.
(v) Data measurement and evaluation are vital for the best practice companies. One CEO stated ‘if you can’t measure it, you can’t manage it’.
(vi) Best practice companies act on their beliefs that internal benchmarking is as important as external benchmarking.
(vii) To support investments over time, best-practice organisations are able to demonstrate return on investments for specific programmes, related to health management, both prospectively and retrospectively.

**Management of health and safety as a core management responsibility**

The extent to which health, safety and business management share the same motivation varies greatly between organisations and is determined by a number of factors, including the following:

1. Is health and safety performance perceived to be a critical commercial success factor?
2. Are the costs of ill-health and injury perceived to be significant?
3. Do customers or standards bodies exert pressure or make demands to achieve certain health and safety standards?

If the answer to one or more of these questions is yes, it is probable that the management of health and safety will be seen as an important commercial consideration and treated as a core management responsibility.

**Evidence**

Several references focus on evidence that there is a link between a qualitative working environment and the productivity of a company. The overview comprises, on the one hand, more comprehensive works-literature that reviews other literature or that brings together evidence, and on the other hand, publications on particular case studies.
Barefoot economics, 2001
This paper is based on the joint project between the Finnish Ministry of Social Affairs and Health and the ILO- Safe Work programme, in close collaboration with an international working group. The paper cites several mainlly Finnish studies. Juvansuu et al. (2000) revealed that personnel’s high work ability, work satisfaction and organisational commitment had a positive relationship to workplace success. However, in successful workplaces staff had a higher level of exhaustion but the link between these two aspects was rather weak. Variables describing personnel well-being had a similar effect on success in metal industry and retail trade, and also in workplaces of different sizes. Some statistical significant interactions were found between variables of personnel’s well-being. Staff well-being seems to be one factor affecting company performance. However, different dimensions of well-being seem to affect performance as a complicated interactive network.

Bunn, Pikelny, Slavin, Paralkar, 2001
The health and productivity management model at the International Truck and Engine Corporation includes the measurement, analysis, and management of the individual component programmes affecting employee safety, health, and productivity. The key to the success of the programme was the iterative approach used to identify the opportunities, develop interventions, and achieve targets through continuous measurement and management. The economic impact has been documented following intervention. For example, a comprehensive corporate wellness effort has had a significant impact in terms of reducing both direct healthcare cost and improving productivity, measured as absenteeism.

Cooper, Liukkonen, Cartwright, 1996
The authors assessed the costs and benefits to organisations of stress prevention in the workplace. They presented three case studies (organisations in Sweden, the Netherlands and the United Kingdom) and found that stress prevention presents a means whereby an organisation cannot only reduce or contain the costs of employee health but can also positively maintain and improve organisational health and productivity. The effects they found are:
   a. reduced staff turnover
   b. reduced absenteeism
   c. fewer occupational injuries and illness cases
   d. improved service levels
   e. improved job satisfaction
   f. improved relations between co-workers and management
   g. Improved working conditions.

Court, 2003
The paper entitled ‘Links between the quality of working life and productivity — Evidence to the enquiry submitted by the Health and Safety Commission and Health and Safety Executive’ is a response to the Work Foundation enquiry (United Kingdom) into links between the quality of working life and productivity. The paper argues that creating better work environments and preventing harm from work are key means of improving productivity. The evidence that is presented is based on national data for UK work-related injuries, diseases, and their impact on absenteeism and the costs for society and companies. According to the paper, there is a difference in sickness absence rates between the best and worst performing companies. The paper also gives an overview of evidence found in literature sources and in case studies.
**Galliker, 2000**
The author states that improving the well-being of its workers, offers a company the opportunity to enhance its performance. This is illustrated with cases from companies such as Beiersdorf AG (Hamburg), Suva Niederlassung (Berne) and Volkswagen AG.

**Hendrick, 2003**
The author states that it is important to identify the costs and economic benefits that can be expected from ergonomic programmes and to outline how they will be measured. He determines four major classes of costs: personnel, equipment and materials, reduced productivity or sales and overheads. The benefits fall into three general classes: those associated with personnel, those relating to materials and equipment, and those to do with increased sales. On the basis of documented cases, the author describes the common characteristics of successful ergonomics interventions (Box 8). If followed these characteristics greatly enhance the likelihood of a high cost-benefit result. The documented cases resulted in benefits such as less sick leave, fewer injuries, greater employee satisfaction, higher productivity, and so forth.

**Korbijn, 1996**
By presenting examples of agricultural and construction companies this book argues that investing in better occupational safety and health can create a competitive edge. Technical innovations can be carried out to improve the quality of work. These technical innovations are often accompanied by organisational renewal. Furthermore, this book scrutinises health and risk factors at work, the role of the management and ergonomic innovation in the design phase.

**Kuusela, Bjurstrom, Rouhesmaa, 1997**
Studies on the inter-relationship between the working environment and productivity have revealed a positive correlation between the two. Steps taken to develop the working environment have also improved productivity and measures adopted to increase productivity have had a positive impact on the standard of the working environment. As safety at work improves, material damage and malfunction decrease and accidents and the number of sick days decline, while the volume of production increases and quality improves. The authors compare different kinds of interventions and their effects on productivity. They conclude that although specific measures/interventions have positive effects, programmes focusing on work climate, management and participation have a greater impact on productivity.

**Kreis, Bodeker, 2003**
The authors studied the evidence found in literature sources for the effectiveness of workplace health promotion. They looked at 25 reviews of published sources and more than 400 studies for programmes in the workplace on alcohol, nutrition, stress, tobacco, and so on. They commented on effects found and methods used. An overview in the form of a table collates these results.

The positive effects of workplace health promotion programmes were:
1. Reduced health risks, in other words, for indicators such as blood pressure, cholesterol, smoking, alcohol consumption;
2. Improved work climate as in job satisfaction; and
3. Reduced costs, that is to say, less absenteeism, fewer sick days.

This project was based on a health and work initiative (IGA). It was carried out in cooperation between the Federal Association of the Company Health Insurance Funds and the Federal Association of the Accidents Insurance Funds in Germany. Given all the difficulties of conducting and comparing evaluation studies at the worksite, the study concludes that decision-makers need to look for the ‘general weight of the evidence’ across the best studies available, rather than the definitive study per se.

**Langhoff, 2002**
Occupational safety and health contributes to corporate goals. To make this relationship visible is a challenge for a results-oriented occupational safety and health system. The author proposes an approach
based on the balanced scorecard. He used several examples of companies to back up his case. Among the positive effects he found were: better product quality, more job motivation, improved work organisation, less production disruptions, and so on.

**Serxner, Gold, Anderson, Williams, 2001**
The authors examined the impact of a worksite health promotion programme on short-term disability days in a large telecommunications company. The evaluation used a quasiexperimental, multiple time-series design with inter-group comparison of workdays lost due to short-time disability to determine impact. This study found that participation in a health promotion programme had a significant impact on average net days lost for employee shortterm disability absence. These findings represented potential savings in excess of USD 1 371 600 over a two-year period.

**Summary Of Findings**
In this research, the following facts can be deduced from the analysis above:
1. That improved working conditions impacts positively on employees’ performance.
2. Occupation safety and healthy workforce contribute to the attainment of organizational goals.
3. Improvement in the convenience facilities can help employees stay on duty, reduce absenteeism, employee turnover, sick days, occupational injuries and possibly, stress conditions among employees.
4. Improved organizational competitiveness as a result of increased performance.
5. Improved employee-employer relationship and co-workers and management relationship.

**Recommendations**
From the study so far, the following recommendations can be made:
1. Adequate attention should be given to convenience facilities by employers and same should be maintained regularly to serve its purpose in the workplace.
2. Employees should not abuse facilities provided for their pleasure to avoid decay and unhealthy work environment.
3. Government at all levels should assist in monitoring and enforcing safety laws in the workplace to ensure compliance and a healthy workforce.
4. Adequate sanctions and punishment should be given to anyone found wanting among the employees and employers as healthy environment should be the concern of all.

**Conclusion**
Healthy working condition is not just the concern of employees but a crucial factor that every employer should give a priority to ensure increased and sustained performance. Nigerian employees should take their health safety more seriously. This is because a lot of resources are being wasted treating ailment while production suffers. The researchers therefore call on all stakeholders to collaborate for the better.

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