

Working conditions and job satisfaction in a manufacturing organisation: a study of glaxosmithkline consumer Nigeria PLC

Ayodele Anthony Ajala

Lagos State University, Ojo, Nigeria. Email: tonyajala123@gmail.com

ABSTRACT

This study investigated the effect of working conditions on job satisfaction in a manufacturing organisation: a study of GlaxoSmithKline Consumer Nigeria PLC. The specific objectives were to examine the relationship between the availability of hours for work and employee's productivity at GlaxoSmithKline Consumer Nigeria PLC, and to determine the effect of workload and employee's performance at GlaxoSmithKline Consumer Nigeria PLC. The study also examined the effect of occupational safety and health(OSH) on employee's outcomes at GlaxoSmithKline Consumer Nigeria PLC. 83 copies of questionnaire were correctly filled, returned and found useful for this analysis using simple random technique. The research instruments were validated using content validity, while the reliability was ascertained using the internal consistency approach. Data collected were analyzed with the aid of Pearson Correlation. The study found out that there was correlational link between independent variables (that is, hours for work, workload, occupational safety and health) and employee's productivity, employee's performance and employee's outcomes. The paper therefore recommended that organisations should create policies for their workplaces that address working conditions and worker satisfaction, and then ensure that they are properly followed. GlaxoSmithKline should provide employees with enabling, safe and healthy working environment, as this will help them to do their jobs effectively and efficiently. It will also enhance employee retention. It is important to note that improved working conditions would translate into improved safety at work, less occupational stress, with provision of adequate protective equipment, friendly work hours and rooms to negotiate overtime and a means to re-assess issues surrounding workloads.

Keywords:

Employee, Performance, Productivity, Work Hours, Workload.

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1. INTRODUCTION

Job satisfaction reveals a worker's level of preoccupation with his job as well as how much he enjoys his employment. Employment satisfaction can be defined as an employee's sense of comfort and pleasant experience in relation to his or her job. Work behaviour can be impacted by job satisfaction, which in turn can impact organisational performance (Tansel, 2022; Bryson & Richard, 2018). Job satisfaction was originally thought of as a singular term, but it is now recognised as a very complex collection of attitudes toward various facets of the workplace (Kahya, 2017). Therefore, a wide range of criteria, including the nature of the work, pay, stress, workload, health, working conditions, and others, should be included in the definitions of job satisfaction (Tansel, 2022). The influence of employee-related elements, also known as subjective factors, the effects of environmental factors, and the effects of organisational factors, which are primarily connected to the organisation of production, all play a role in the working conditions as a factor in job satisfaction. Employees prefer working in environments that are not hazardous and unpleasant, according to research that have looked at working conditions as a determinant in job satisfaction (Imanyi, 2018). Imanyi (2018) prefer working in environments that are similar to those they experience at home. Additionally, studies have linked favourable working circumstances to job happiness (Blanchflower & Bryson, 2020). Numerous studies on the labour market have concentrated on pay and job satisfaction. Both intrinsic and extrinsic factors can influence a worker's ability to accept a job offer. Here, the extrinsic element refers to the workplace's provision of personal resources, such as compensation, benefits, job autonomy, organisational culture, etc (Galasso & Foucault, 2020; Muindi, 2021). Employee competencies, which are individual skills including knowledge, interpersonal communication, self-control, learning, and creativity, are another intrinsic element (Suharno & Despinur, 2017; Lin, 2016). Even one's pay and level of job happiness can have an impact on one's job competence (Lin, 2016).

Employees are more motivated when their workplace is safe, healthy, and comfortable. On the other hand, unfavourable working conditions might have a negative impact on employees' health and comfort (Thuita & Oyiye, 2018). Employees who experience a positive work environment are likely to be more productive and motivated. When workers have access to amenities like health care, living conditions improve along with productivity, which lowers absenteeism and labour turnover. Compared to publicly owned zones, privately held zones typically offer a safer working environment (Yap, Cukier, Holmes & Hannan, 2018). All organisations were required by the labour regulations to follow safety and health precautions. It has been noted that safety and health appear to be heavily influenced by the company, sector, zone management, and the investor's country, including Nigeria (Thuita & Oyiye, 2018). Safer working conditions are positively correlated with international companies, especially those from industrialised nations. The domestic industries in the host nation like Nigeria can serve as an illustration of how safe working conditions boost a company's competitiveness while also lowering operating costs (Akarorue, Omotayo and Ajala, 2021). Along with ensuring that the polluting companies are assigned to regions with strict health regulation (Thuita & Oyiye, 2018). All organisations must adhere to safety and health regulations due to the labour laws. Safety and health appear to be heavily influenced by the company, industry, zone management, and the country of the investor, according to observations (Thuita & Oyiye, 2018). Foreign companies, especially those from industrialised nations, are positively correlated with safer working conditions (Akarorue, et al., 2021). The host nation might use its own industry as an example to show how safe working conditions not only lower operating costs but also boost a company's competitiveness. In addition to ensuring that polluting companies are assigned to locations with strict health regulations (Thuita & Oyiye, 2018).

In the majority of the zones, if a corporation does not adhere to additional standards specified by the host country like Nigeria, the company will not be expelled; (UNCTAD, 2015). The majority of emerging nations have shown little interest in putting environmental legislation into

effect. The high levels of pollution compared to the production levels in the host country and the high production volumes from these organisations have drawn a lot of attention (Thuita & Oyiye, 2018). These employees must put up with environmental toxicity and dangerous working circumstances, which hinder their effectiveness (Action Aid, 2020). There have been complaints about employee dissatisfaction in some quarters, particularly following the recent Academic Staff Union of Universities (ASUU) strikes that had an adverse effect on productivity. The workers' complaints include unfavourable working environment and excessive working hours for little or no pay (Erunke, 2022). The failure of organisations around the world to promote worker health and safety with a minimal number of zones mentioning the clinics accessible for the workers to attend whenever they have health difficulties is a typical occurrence (UNCTAD, 2015; Pilipiec, Groot & Pavlova, 2020). The study sheds light on possible effects of working conditions on employee job satisfaction.

1.1 Problem Statement

Because employees who have a negative opinion of their workplace occasionally experience chronic stress, it is important to detect and address these conditions. International organisations discuss employee rights all around the world. Most people spend 50% of their life indoors, which has a significant impact on their state of mind, actions, skills, and performance (Korang-Yeboah & Buob, 2020). It is considered that improved workplace environments lead to greater results and more productivity. Employee morale is increased and productivity is eventually improved by a better physical environment. The loss of employees' productivity is largely caused by issues like unhappiness, congested workplaces, and the physical environment (Suharno & Despinur, 2017). The failures and distractions that the manufacturing businesses in this nation have experienced have had a severe impact on both the lives of the customers and the workforce. The issue that the researchers identified is that since the establishment of numerous manufacturing companies in Lagos State, the workforce in the manufacturing companies has been subjected to significant changes in their working conditions, including high staff turnover, a shortage of staff, and an increase in workload. Given the facts above, it is clear that there are numerous aspects of the working circumstances in a few particular Nigerian manufacturing enterprises that could affect employees' productivity. However, the management team is unable to take the necessary steps to assist employees in successfully navigating the demanding environment because there is a lack of verified knowledge regarding the factors related to working conditions, as experienced by employees, that influence productivity (Hsiao & Lin, 2018). Based on the foregoing, this study intends to examine the effect of working conditions on job satisfaction with reference to GlaxoSmithKline Consumer Nigeria PLC.

1.2 Objectives

The primary aim of this study is to examine the effect of working conditions on job satisfaction in a manufacturing organisation, using GlaxoSmithKline Consumer Nigeria PLC as a case study. Other specific objectives include:

1. To examine the relationship between the availability of hours for work and employee's productivity at GlaxoSmithKline Consumer Nigeria PLC.
2. To determine the effect of workload and employee's performance at GlaxoSmithKline Consumer Nigeria PLC.
3. Examine the effect of occupational safety and health (OSH) on employee's outcomes at GlaxoSmithKline Consumer Nigeria PLC.

2. LITERATURE REVIEW

2.1 The Concept of Job Satisfaction

Job satisfaction has numerous meanings and justifications. While some definitions emphasise job satisfaction as a single, overarching emotion and do not relate it to its constituent parts, others take into account all of the variables that influence overall job happiness. Therefore, according to Locke (1976), job satisfaction is an enjoyable or pleasant emotional state that is connected to the work that a person does. According to Kahya (2017), job satisfaction is characterised by a worker's attitude toward his work, the incentives he receives, and the social, organisational, and physical aspects of the environment in which he carries out his duties. Additionally, a pleasant or good reaction to a person's employment is referred to as job satisfaction (Tansel, 2022). Job satisfaction is a result of how an employee feels about his or her position, as well as the benefits he or she receives in connection with the tasks they accomplish and the

environment in which they work (Blanchflower & Bryson, 2020). Job happiness is undoubtedly an intriguing issue from the perspectives of managers and scientists as well as from the perspectives of employees. Employees, on the one hand, have their own views and expectations, and they want to be treated with respect and fairness so that they will be happy at work. Managers want contented employees who will approach their work with a positive attitude, be committed, and be emotionally invested in it (Onyebu & Omotayo, 2017). The fact that workers and their knowledge are increasingly important in gaining a competitive advantage in today's economic environment justifies the growing interest in job happiness. According to scientists, numerous facets of organisational behaviour are impacted by work satisfaction. Each organisation strives to prevent bad conduct since it will have a negative influence on the overall attainment of organisational effectiveness and organisational performance. These implications might result in both good and negative behaviour (Erunke, 2022). The aforementioned points simply point out that job satisfaction is one of the major factors influencing an organisation's success and that it is important to pay special attention to it to prevent adverse effects on organisational performance. Numerous variables, including the type of work, pay, stress levels, working environment, coworkers, supervisors, and hours worked, among others, have an impact on job satisfaction.

2.2 The Concept of Working Condition

The working environment can range from being perfectly comfortable to being extremely challenging and hazardous to the life and health of the person and this include the following: (1) External factors such as weather - meteorological conditions, temperature, humidity, draughts, lighting in the workplace, noise and interference, gases, radiation, dust, smoke, and other harmful factors; (2) Subjective factors such as the worker's gender and age, fatigue, monotony, unfavourable posture while working, etc.; (3) Production-related factors such as shift length, etc. Only workers who meet certain standards in terms of age, sex, qualifications, health, physical and mental condition, and psycho-physiological and psychological capabilities are permitted to do jobs with challenging working conditions (Kim, Koh & Park, 2022). Workplace challenges affect how well employees perform. Therefore, steps must be taken to eliminate uncomfortable working conditions or, if that is not practicable, to take the essential safety precautions. Safety at work is practised to guarantee working circumstances that pose no risk to life or health, or to prevent accidents, illnesses at work, and/or to at least lessen their effects. When discussing workplace safety, it should be in the context of the tools that employees use on a daily basis. To prevent workplace injuries or decreased performance, the machinery, equipment, plant, tools, supplies, laboratory equipment, etc. that personnel utilise must function properly. No matter how much equipment is appropriate, improper equipment handling can lead to accidents or performance deviations, so it is crucial that staff are instructed on how to utilise it. The proper use of safety gear and personal protection should be stressed during staff training (Buble, 2016). Working conditions are thought of as extrinsic variables that incorporate tangible resources and work regulations and, as a result, feed an employee's psychological needs (Antony & Valadez, 2022). The primary elements that affect an employee's performance on the job market are their working circumstances and settings. In addition, these factors have an impact on the employee's degree of job satisfaction and can even cause them to become more engaged, committed, or decide to quit their jobs.

Many studies on labour marketing place an emphasis on the working conditions. For example, Muindi (2021) targeted the population of academic staff at the school of business and identified four factors as working conditions: hours worked per week, scheduling flexibility, place of employment, and vacation time. The college work environment was investigated by Iwu, Allen-Ile, and Ukpere (2019) as one of the working environments for the research of health-related professionals. Working conditions were characterised by Basak and Govender (2015) as relationships with coworkers and interpersonal relationships with university academics, and it was discovered that these relationships had a significant impact on university faculty members' job satisfaction. Vian (2015) used qualitative analysis to examine examples of public-private partnerships, defining working circumstances as security, communication, support services and work culture. According to a review of the literature on working conditions, there are a number of different characteristics that can be identified, including personality qualities (autonomy, flexibility), organisational systems (career promotion, work culture, security), and interpersonal aspects (relations with co-workers, interpersonal relations). According to Yap (2019), there are objective and subjective elements that determine professional satisfaction in dichotomous categories. Promotion

and developing opportunities are examples of objective criteria. Utilizing skills and identifying talents are subjective considerations. Extrinsic rewards are about job security and benefits, which are crucial factors in promoting motivation, performance, and job satisfaction, while intrinsic rewards are typically about autonomy, flexibility, and challenging work (Rasool, Jundong & Sohail, 2017). The meaning of objective/subjective is similar to extrinsic/intrinsic (Rasool, Jundong & Sohail, 2017). Noorizan (2016) also looked into factors affecting the transfer of training, and they discovered that work environments have a significant moderating impact. Additionally, supportive and open environments play a significant role. Extrinsic and intrinsic work circumstances are defined by Rasool, Jundong, and Sohail (2017), and the labour market study adopts both an objective-oriented and subjective-oriented methodology. The former focuses on factors such as pay, benefits, number of hours worked, workplace environment, career advancement, and learning opportunities. The latter emphasises human interactions, workplace culture, independent decision-making, demanding job, and so forth. Subjective and objective orientation are significant in this study, however when it comes to operationalisation and measurement, the approach of questionnaire questions is taken into account and it corresponds with prior employee competencies. As a result, both are the respondents' subjective evaluations and beliefs. Working environments do have an impact on an employee's job happiness, as demonstrated by Ogonda, Orwa, Peter & Jedida, (2015), in addition to personal factors like pay and training that have a significant economic impact. Nevertheless, compensation may be the result of training, and the variables covered in the training section are insufficient. In this study, "training" has the same meaning as skills.

2.3 Working Hours and Productivity of Employees

Working hours are a crucial component of working conditions, and one of the primary goals of early employment regulation was to limit the number of hours worked. The majority of nations have laws or national agreements that establish maximum and minimum limits for working hours, and throughout the past century, it has been observed that statutory hours of labour have decreased everywhere. However, there are significant regional differences in the legal regulations governing working hours. Weekly regular hours limitations range from 35 hours in France to 52 hours in Kenya, although from a worldwide perspective, 40 hours per week is the most common norm (Lee, McCann & Messenger, 2017). Some nations, such as Denmark, Germany, Ireland, Malta, and the United Kingdom, place a 48-hour cap on the total number of hours worked per week, including overtime. However, actual working hours are impacted by country-specific settings, employer and employee expectations, and do not always match regulatory maximums. Additionally, it has been demonstrated that enforcement practises vary greatly, as is the case with MW legislation (Lee, McCann & Messenger, 2017). The timing and length of workdays, as well as flexible and erratic work schedules, are major topics covered here. A recent report by Golden (2012) specifically focuses on examining the effects of working time on productivity and business performance. The International Labour Organisation (ILO) has published extensively on working time patterns (Golden, 2012; ILO, 2011; Lee, McCann & Messenger, 2017), including insights from both developed and developing countries. Given lower levels of regulatory framework compliance, particularly in low-wage employment in developing nations but also in other parts of the world, long hours cultures are common in SMEs (Alves, Bouquin & Poças, 2017; Smith and Zagelmeyer, 2013). However, there is very little research that examines various working time factors and their impacts in the particular context of SMEs, especially in developing nations. When employees who are having financial difficulties utilise work time to handle personal finances, it costs employers money. Productivity declines when work time is spent on personal difficulties. According to Korang-Yeboah and Buob (2020), productivity measurements in earlier studies have not taken into account the time spent at work managing one's personal finances. Nearly 60% of callers to consumer credit counselling agencies are doing so from work, according to research by one of these organisations (Lin, 2016). This counselling centre offers services seven days a week, 24 hours a day, so it is not only confined to helping people during regular business hours. Although Kim, *et al* (2022) distinguished between positive and negative work time use, any amount of time spent on personal financial concerns while at work, whether positive or negative, may be a sign of lost productivity. After one night of work, the majority of respondents did not suffer any significant negative effects, but issues can develop after several back-to-back nights of work. These include emotional tiredness, poor productivity, and fatigue (Golden, 2012).

Existing studies support the idea that workers' freedom to choose their work schedules benefits both job performance and productivity (Kelliher & Anderson, 2019; Golden, 2012). This decision proves to be a significant determinant of an increase in production. It produces a more contented workforce that is more devoted and effective. In contrast, ignoring this problem could result in a situation where employees act against the interests of the company through increased absenteeism, tardiness, lack of focus on work-related tasks, attention being diverted to personal matters, and ultimately looking for alternative employment and quitting. According to Matlay (2019), more than half of private businesses shortened operating hours in the early 1980s. This reduction in working hours was primarily done to eliminate unnecessary hours, usually by suspending operations over the holiday season. The reduction in working hours, in accordance with Bosch (2009), was accompanied by an increase in relative international competitiveness due to the additional productivity benefits brought about by the reduction in working hours. Thus, hypothesis one, as stated below:

H₀₁: There is a significant relationship between hours for work and employee's productivity.

2.4 Workload and Performance of Employees

Generally speaking, workload refers to how much processing power is used to complete a task, which involves the interaction of task demand and resource supply (Young, 2018). Workload is determined by the link between task demands, the environment in which the task is performed, and the perceptions, actions, abilities, and knowledge of the person performing the activity, according to (Young, 2018), who support this description. The task requirements may include physical movements, mental exercises, and/or a number of other elements. According to these definitions, workload refers to the interaction between a person's resources, such as skills, knowledge, conduct, and task perception, and the task demand (Young, 2018). Workload is also the cost a person incurs to complete a work with the demands placed on it at a particular level of performance given their capacities (resources) (Tansel, 2022). Increased workload can boost output temporarily, but it can also raise costs in the long run since stressed-out staff make worse decisions and operate less efficiently. According to the data, if the workload grows, short-term productivity increases, but long-term productivity may suffer. Thus, hypothesis two, as stated below:

H₀₂: There is a significant relationship between workload and employee's performance.

2.5 Occupational Safety and Health and Employee Outcome

A rich and highly developed literature exists on occupational safety and health (OSH). Less relevant literature comes from low-income and developing environments and more from high-income industrialised nations. Understanding the range of potential influences and how they affect businesses of various sizes and in various economic contexts is necessary in order to comprehend the wide variations in OSH outcomes, including the extent to which enterprises themselves perceive good OSH practise as being linked to positive business outcomes. It is reasonable to assume that the financial and human/social costs of occupational disease and injury would be a significant inducement in and of itself to improve OSH outcomes (Akparorue, Omotayo & Ajala, 2021). This assumption, however, is flawed because not all nations place equal value on employees' health and wellbeing; even in high-income nations, the majority of financial costs are borne by employees and the community rather than employers; financial incentives can encourage under-reporting and cost shifting instead of a reduction in the incidence of injury and disease; and cost/benefit calculations are unlikely to take place in SMEs and cannot be taken for granted (Cagno, Micheli, Masi & Jacinto, 2013; Matthews, Bohle, Quinlan and Rawlings, 2012). For instance, Tompa, Trevithick, and McCleod (2017) found substantial evidence that regulatory citations and fines had a deterrent effect, but only moderate evidence that experience-rating of workers' compensation premiums via insurance company premiums reduced injuries. This could be further complicated by the issues of under-reporting and cost shifting already mentioned, as well as by acknowledging that the rise of precarious work arrangements means that workers' compensation only applies to a decreasing percentage of workers in high-income countries and a minority of workers in low-income countries (Johnstone, 2012). Thus, hypothesis three, as stated below:

H₀₃: There is a significant relationship between occupational safety and health (OSH) on employee's outcomes.

2.6 Working Condition and Job Satisfaction

People who work in organisations and those who research them are both very interested in the study of job satisfaction. Numerous organisational variables, including motivation, performance, leadership, attitude, conflict, morals, etc., have been found to be strongly correlated with job satisfaction. Researchers have made an effort to define the many job satisfaction components, quantify the relative relevance of each component, and look at the effects these components have on workers' productivity (Pilipiec, Groot & Pavlova, 2020). According to Spector (1997), job satisfaction relates to how employees feel about their jobs and various job-related factors. According to Ellickson and Logsdon (2002), job satisfaction is the degree to which employees like their employment. Job satisfaction is described as an affective or emotional reaction to many facets of an employee's work. According to Reilly (1991), job satisfaction is the attitude a worker has toward his or her employment, and it is determined by how that person perceives their position. According to Wanous and Lawler (1972), job satisfaction is the total of all job-related satisfaction. Abraham Maslow proposed a five-level hierarchy of human needs in 1954, ranging from physiological requirements to safety, belongingness and love, esteem, and self-actualisation. Some scholars have examined job satisfaction from the perspective of need fulfilment based on Maslow's theory (Galasso & Foucault, 2020).

Job satisfaction and unhappiness are influenced by an employee's expectations of the job's supply as well as the nature of the position (Al-Hussami, 2018). Job satisfaction will rise as convenience costs decline and organisational, social, and intrinsic rewards rise (Mulinge & Mullier, 2018). Job satisfaction is a multifaceted, complicated phenomena that is influenced by a number of variables, including pay, the workplace environment, autonomy, communication, and organisational commitment (Lane, Esser, Holte & Anne, 2010). Compensation is understood differently by various people. Terms like remuneration, reward, acknowledgment, and salary are utilised in various contexts throughout this analysis (Zobal, 2018). The compensation is "cash and non-monetary recompense offered by the employer for services delivered," according to the American Association (ACA, p. 9). According to the findings of the survey conducted by Kathawala, Moore, and Elmuti, salaries of salaried workers in the automotive industry were the main motivator and source of job satisfaction (1990). The poll sought to evaluate the various aspects of the job and how the employees rated them as motivators and sources of satisfaction. The findings revealed that compensation was considered as the most important aspect of a job for motivation and that salary increases for performance were ranked as the most important aspect of a job for job satisfaction. A key element for reducing turnover and increasing retention is compensation.

2.7 Theoretical Framework

The motivation-hygiene theory, often known as the two-factor theory of motivation, was chosen for this study. This theory was propounded by a Psychologist, Frederick Herzberg in the 1950s. Herzberg discovered two characteristics that affect employee motivation and satisfaction after analysing the responses of 200 accountants and engineers who were asked about their positive and negative views about their work. Simply described, motivator elements are those that make people happy and encourage them to work harder. Examples include being satisfied with your job, feeling appreciated, and moving up the corporate ladder. On the other side, if hygiene factors are lacking, it might result in discontent and a lack of desire. Salary, workplace regulations, benefits, and interactions with managers and coworkers are a few examples. Herzberg found that while both motivational and hygienic variables affected motivation, they seemed to function entirely independently of one another. The presence of motivational elements enhanced employee motivation and satisfaction, while their removal did not always result in unhappiness. Similarly, the absence of hygienic elements led to an increase in discontent while their presence did not seem to boost motivation or contentment.

2.7.1 The Two-Factor Theory of Fredrick Herzberg

The Fredrick Herzberg Two-Factor (motivation-hygiene) Theory is closely related to Maslow's Hierarchy of Needs. The motivation of man from birth, at work and in leisure, in the family, and in his numerous social groups were the focus of Maslow's studies. Herzberg has focused his research, however, on how Maslow's needs manifest themselves in the workplace. There are two types of needs, according to Herzberg. Organisational policy and management, working conditions, supervision, interpersonal relationships, status, pay, job security, and personal life are all included in one category. More specifically, what tends to make men

unhappy at work—that is, what causes them to feel unhappy or what seems to result in unhappy experiences? Herzberg concluded that the following six factors are distinct as satisfiers based on the findings that their positive influence is a far more common contributor to contentment than their negative effect is to discontent. Maslow's hierarchy of needs theory has been expanded by the motivation hygiene idea, which is more directly applicable to the workplace. According to Herzberg's thesis, attention must be paid to both the motivational elements and the hygienic components if management is to create good motivation. According to Herzberg's research, it is more likely that satisfactory work results from strong performance than the other way around. Since the original study, the idea has been repeatedly tested on a variety of workers, including nurses, food handlers, engineers, technicians, professionals, and maintenance workers. Numerous other nations have been represented in the samples. These investigations' findings have mainly agreed with the first findings. Herzberg's theory, however, is a topic of ongoing discussion (Korang-Yeboah & Buob, 2020). Many other researches have been conducted to validate the idea. Mixed results have been reached. The theory is supported by several investigations. It has, however, also come under fire from a number of authors. Vroom argues, for instance, that the two-factor hypothesis was just one of several inferences that could be made from the study.

3. METHODOLOGY

This paper employed the use of descriptive survey design to investigate working conditions and job satisfaction in a manufacturing company using GlaxoSmithKline Consumer Nigeria PLC. A self-structured questionnaire method was used to collect data from staff and members of GlaxoSmithKline Consumer Nigeria PLC. Simple random sampling method was employed to select 83 respondents. The participants were drawn randomly from different departmental units of the study setting. The main instrument (i.e. questionnaire) was designed using 4-Likert Scale and all questions were in close-ended form. In order to establish the pilot study (validation and reliability of the instrument), experts in Human Resources and Management validated the questionnaire relying on content, clarity, relevance, correctness and appropriateness of the identified variables in the title, and a test-retest method was also conducted. The result of the reliability test was 0.76. This indicates that the instrument was reliable. Data collected were analyzed using Pearson Correlation analysis for all the three hypotheses. This was achievable with the aid of Statistical Package for the Social Sciences (SPSS). Providing a brief overview of GlaxoSmithKline Consumer Nigeria PLC, the company continues to provide healthcare based on science worldwide. One of the main manufacturing firms for healthcare products in Nigeria is GlaxoSmithKline Consumer Nigeria PLC. The business produces general healthcare items, pharmaceutical medicines, including vaccines, and conducts research and development (GSK Annual Report and Financial Statement, 2020). Therefore, GlaxoSmithKline Consumer Nigeria PLC was selected as an analytical unit for this study's analysis of working conditions and job satisfaction.

4. RESULTS

After careful and systematic analysis of the respondents' responses to the baseline research questions, the following analyses are further carried out for the specific testing of the hypotheses using Pearson Correlation Coefficient.

Research Hypothesis 1:

H₀: There is no significant relationship between hours for work and employee's productivity

Table 1. Correlations

		Work Hours	Employee's Productivity
Employee's productivity is usually influenced by standard working hours.	Pearson Correlation Sig. (2-tailed) N	1 83	.869** .000 83
Work duration sometimes seem unfavourable and can be dangerous to employee's life.	Pearson Correlation Sig. (2-tailed) N	.869** .000 83	1 83

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

The above result shows a positive and significant relationship between there hours for work and employee's productivity. A relationship

of 0.869 indicating an 86.9 per cent correlational link between the variables understudied. Thus, this indicates that a strong, positive and significant relationships between hours for work and employee's productivity in the manufacturing sector.

Research Hypothesis 2:

H₀: There is no significant relationship between workload and employee's performance.

Table 2. Correlations

		Workload	Employee's Performance
Workload declines the productivity of employees in manufacturing company.	Pearson	1	.943**
	Correlation	83	.000
	Sig. (2-tailed)		83
	N		
Increased workload may improve performance, but it can actually contribute to stress and illness among employees.	Pearson	.943**	1
	Correlation	.000	83
	Sig. (2-tailed)	83	
	N		

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

The above result shows a positive and significant relationship between workload and employee's performance. A relationship of 0.943 indicating a 94.3 per cent correlational link between the variables understudied. Thus, this indicates that a strong, positive and significant relationship between workload and employee's performance.

Research Hypothesis 3:

H₀: There is no significant relationship between occupational safety and health (OSH) on employee's outcomes.

Table 3. Correlations

		Occupational Safety and Health (OSH)	Employee's Outcome
Occupational stress often has adverse effect on well-being of employees by causing job dissatisfaction.	Pearson	1	.843**
	Correlation	83	.000
	Sig. (2-tailed)		83
	N		
The conditions under which a job is performed could be harmful to employee's health hence negative outcome.	Pearson	.843**	1
	Correlation	.000	83
	Sig. (2-tailed)	83	
	N		

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

The above result shows a positive and significant relationship between occupational safety and health (OSH) on employee's outcomes. A relationship of 0.843 indicating an 84.3 per cent correlational link between the variables understudied. Thus, this indicates that a strong, positive and significant relationship between occupational safety and health (OSH) on employee's outcomes.

5. CONCLUSION

The study investigated the effect of working conditions on job satisfaction with reference to a manufacturing organisation and Glaxosmithkline Consumer Nigeria Plc in particular. The study focused on the availability of hours for work, workload and occupational safety and health on employee's performance, employee's productivity and employee's outcomes, using data from 83 employees of Glaxosmithkline Consumer Nigeria Plc, Ilupeju, Mushin, Lagos, it was gathered that the environment or otherwise working conditions, as provided by the company was conducive in terms of physical environment, worklife-balance, job security, good remuneration, sound occupational and safety facilities amongst others. Although, data revealed that there was a high level of workload, as well as job stress on the part of the top and line managers due to technicalities for the smooth running of the organisation. The implication of this is that despite the huge salaries/payment paid to these categories of individuals, there may be absence of job satisfaction. It can be concluded that not all good policies on working conditions contributes to overall job satisfaction. Generally, working conditions should be seen as important factors channeled towards overall job satisfaction of employees. It is imperative that improved working conditions of workers who work in difficult working conditions. It is important to note that Improved working conditions would translate into improved safety at work, less occupational stress, with provision of adequate protective equipment, friendly work

hours and rooms to negotiate overtime and a means to re-assess issues surrounding workloads.

5.1 Recommendations

Management organisations should create policies for their workplaces that address working conditions and worker satisfaction, and then ensure that they are properly followed. Management companies should give employees safe and healthy working circumstances because this will help them to do their jobs effectively and efficiently. It will also enhance employee retention. Manufacturing companies should offer employee fringe benefits packages to lower absenteeism, boost job satisfaction, and ultimately increase employee retention. To recruit, retain, and encourage people for better productivity and their well-being, management should build a favourable work environment with a strong communication network. The management structure should offer chances for increased productivity throughout regular working hours. Additionally, the length of labour should be pleasant and not put employees' lives in danger. In a similar vein, it is important to manage the workload well because it appears to be decreasing staff productivity. An employee's health should not be compromised while performing a work in order to avoid unfavourable effects.

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