

RESEARCH ARTICLE**Effect of Poor Condition of Service on Employee Performance in Enugu Electricity Distribution Company (EEDC)****¹Frederick O. Eze, ²Okechukwu, Elizabeth Uzoamaka and ³Igwe, Joy Nneka***Enugu State University of Science and Technology, Enugu, Nigeria****Corresponding Author: Okechukwu, E. U. | Enugu State University of Science and Technology, Enugu, Nigeria****ABSTRACT**

This study investigated the long-run relationship and dynamic interactions between inflation and capital gain tax in Nigeria for the period 2000-2020. Secondary data were collected from the Central Bank of Nigeria Statistical Bulletin and World Bank Development Indicators. The Autoregressive Distributed Lag (ARDL) bound test as proposed by Pesaran and Pesaran (1997), and Pesaran et. al. (2001) was employed to empirically analyze the impact of inflation on the taxation of capital gain. From the results, it is evident that there is the existence of a long-run relationship between inflation and capital gain tax. The short-run dynamic model also uncovers that the speed of convergence to equilibrium is moderate suggesting that there is a short-run relationship between inflation and capital gain tax. The significant positive relationship between inflation and capital gain tax reveals that when the inflation rate is high, capital gain taxes therefore will be excessive

Keywords: *Condition of Service; Employee Performance; EEDC*

1. Introduction

The problem of employee welfare in any firm is a critical one that should not be overlooked. This is because employees play a critical role in any organization's production process, and if their welfare is neglected (or if their working conditions are inadequate), it might influence their effectiveness at work. Through creating and maintaining their motivation in changing conditions, dynamic and progressive companies strive to attract and retain the appropriate people for the right roles at the right time. Customer satisfaction and organizational performance in a competitive climate are dependent on employee working conditions. Good facilities help teachers do their jobs more effectively. Employees regard work conditions as critical components of their happiness, necessitating regular maintenance and replacement of facilities that aid their comfort and reduce their stress of abandoning their duties in search of a convenient location where comfort facilities are not only installed but also maintained on a regular basis for maximum employee enjoyment.

According to the third edition of Sounder's comprehensive veterinary dictionary, a condition of service is the section of an employment agreement that specifies the duties, responsibilities, hours of work, remuneration, leave, and other benefits that a person engaged is entitled to. If all of the above parameters are not met, the service will be in bad condition. A situation when a person's working environment is unsatisfactory, including perks that should be enjoyed, is referred to as poor service condition. Poor service quality has become a serious concern in both public and private organizations, affecting the organization's productive capability. Benefits such as leave bonuses, salary, and training allowances have been withheld from employees. Even the working environment for employees is unfavorable; working equipment is lacking, promotion is delayed, and most importantly, motivation is low. The upshot of the poor service condition will undoubtedly result in reduced staff performance, which will lead to decreased productivity as stress, laziness, absenteeism, negligence, lateness, dishonesty, even disloyalty, and other sloppy attitudes set in. As a result, the researcher believes it is appropriate to choose this topic because of its importance to both the employer and the employee, and to come up with a long-term solution to the problem of poor service quality in the Enugu Electricity Distribution Company (EEDC).

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Statement of the Problem

Every organization strives to grow and achieve its objectives. However, the organization's management must offer the necessary support and resources to enable employees to perform at their best and meet these objectives. Unfortunately, EEDC was unable to meet its corporate objectives. This is mostly thought to be due to the employees' lack of enthusiasm for the organization. This has had a negative impact on the company's leadership, as well as a high rate of corruption, unhealthy bureaucratic processes, and high turnover.

Objective of the Study

The main objective of this study was to determine the effect of poor condition of service on employee performance in Enugu Electricity Distribution Company.

The specific objective of this study includes the following below;

- i. To identify the relationship between a healthy and safe work environment and employee's effectiveness at Enugu Electricity Distribution Company.
- ii. To assess the relationship between financial incentives and employee's productivity at Enugu Electricity Distribution Company.
- iii. To determine the relationship between managerial support and employee's efficiency at Enugu Electricity Distribution Company.

Statement of Hypotheses

- i. There is no significant relationship between healthy and safe work environment and employee's effectiveness at Enugu Electricity Distribution Company.
- ii. There is no significant relationship between financial incentive employee's productivity at Enugu Electricity Distribution Company.
- iii. There is no significant relationship between managerial support and employee's efficiency at Enugu Electricity Distribution Company.

2. Literature Review

2.1 Conceptual Review

Condition of Service

The component of an employment contract that specifies the duties, responsibilities, hours of work, salary, leave, and other benefits that a person employed is entitled to is known as the condition of service. If all of these requirements are not met, the service will be in bad shape. Poor service conditions can also be defined as a situation in which a person's working environment is unsatisfactory, with benefits that should be enjoyed being denied (Irfansyah. 2020). Poor service quality has become a serious concern in both public and private organizations, affecting the organization's productive capability. Benefits such as leave bonuses, salary, and training allowances have been withheld from employees. Even the working environment for employees is unfavorable; working equipment is lacking, promotions are delayed, and most importantly, motivation is low (Nilsen & Ringholm, 2019).

Healthy and Safe Work Environment

Workplace safety and health are actions that ensure the establishment of safe working conditions while preventing physical and emotional disruption at work, with the goal of reducing and eliminating the risk of workplace accidents (zero accident) (Irfansyah. 2020). Employees have a right to work safety and health, which is based on Article 86 paragraph (1) of Law No. 13 of 2003 concerning manpower, which states that every worker / laborer has the right to obtain protection for: a) work safety and health, b) morals and decency, c) treatment in accordance with human dignity and religious values. Employees are protected from injuries caused by work-related accidents through work safety. While at work, being healthy is being free of physical, mental, emotional, or pain illnesses induced by the workplace. According to Kuswati (2019), organizational effectiveness is typically defined as an organization's performance in achieving predefined objectives. Employees with good physical, mental, and social health will be able to work with optimal personnel deployment, resulting in higher performance and increased output.

Financial Incentives

Financial incentives are seen to have a favorable impact on employee engagement and loyalty around the world. Employees stay in an organization because the costs of quitting the group outweigh the benefits of remaining a member (Saleem, 2011). Because they establish the foundation for high levels of commitment and employee engagement, financial incentives and awards ensure the sustainability of the job relationship. Firms must devise tactics that involve monetary incentives and rewards, such as promotions, bonuses, profit sharing or gain sharing, and stock ownership for employees (Development and Learning Organization, 2011). Staff want their hard work to be recognized with appropriate rewards and benefits packages as a means of not only achieving corporate goals but also maintaining relationships with outstanding employees (ibid).

Managerial Support

Employee support from managers is critical to the success of a firm. Effective managers or leaders are required in both nonprofit and for-profit firms to motivate personnel (Drucker, 1992). Managers who review employees' performance and report to higher-level management are viewed by employees as representatives of the company. As a result, employees see their supervisors' support as organizational support (Eisenberger et al 2002). Employees who believe their boss is qualified, trustworthy, and has a management style they enjoy are more likely to share the company's values and objectives, as well as value the company (Gaertner and Nollen, 1989; Benkhoff, 1997). Employees perform better when managers use a democratic management style because they are included in the decision-making process (Savery, 1993; Dick and Metcalfe, 2001).

Work Conditions and Job Performance

The fundamentals of the business, such as sales, revenue, or profitability, have been used to evaluate the performance of every business (Osman et al., 2016). However, non-financial metrics are also important to evaluate, such as analyzing the business's performance in terms of human resources, such as satisfaction, motivation, and absenteeism (Nilsen & Ringholm, 2019). A company must value its employees in order for them to perform effectively and for the company to remain competitive in the market (Imran et al., 2012). Furthermore, job performance has been defined as the manner in which employees carry out the organization's tasks, as well as the relationship between employee conduct and corporate norms (Imran et al., 2012). There has been a large amount of research done on the environment in which job conditions affect both mental and physical health (Feldman et al., 2002). The potential for emotional well-being work to be unpleasant has been sufficiently demonstrated. Due to a terrible working environment, a few studies have indicated an abnormal condition of burnout and severe emotional strain among employees (Rossberg & Friss, 2004).

Attendance issues, lower job satisfaction, physical grievances, burnout, and poor job performance have all been linked to a bad workplace (Gulliver & Towell, 2003). A bad workplace is most certainly one of the primary causes of excessive staff turnover, poor satisfaction, and poor performance (Mustafa & Ali, 2019; Rossberg & Friss, 2004). Workplace factors and satisfaction may also be useful benchmarks for analyzing future changes and developments in the workplace. Furthermore, positive work environments and conditions are pushed to improve workers' attitudes, resulting in improved performance (Day & Bedeian, 1991). It is underlined that motivational elements connected to workplace recognition assist employees in discovering their worth in the organization. This would improve their overall work performance while also making them happier. JCM also supports this occurrence, stating that pleasure develops when working environments stimulate motivating traits, causing employees to perform better on the job.

Job Satisfaction and Job Performance

"Joy or happiness" is a construct, and research calls for further clarity in order to effectively operationalize "joy or happiness." Researchers have presented numerous separate strategies to cope with how to operationalize joy or happiness over the years (Wright et al., 2007). However, within the field of organizational sciences, job satisfaction is perhaps the most well acknowledged and well-established operationalization of "joy and happiness"; no one claims that job satisfaction is comparable to life happiness (Wright et al., 2007). Judge et al. (2001) concluded that one's attitude toward a circumstance should be linked to work practices, the objective of which is job performance. The topic of job satisfaction has been extensively researched in relation to organizational behavior as well as job design (Mustafa & Ali, 2019). Herzberg et al. (1959) established a job satisfaction theory known as the "two-factor theory." He maintained that dissatisfaction and happiness are unrelated events. Furthermore, the occurrences were linked to extrinsic and intrinsic elements known as "motivators," with internal factors such as job experience being linked to "satisfiers" (Guan & Frenkel, 2019). Responsibility, acknowledgment, achievement, and effort were among the satisfiers. External elements, such as business policy, remuneration, and supervision, on the other hand, were referred to as hygiene factors (Nilsen & Ringholm, 2019).

The relationship between job happiness and job performance is one of the oldest, as Bakotic and Babic (2013) found that increased worker morale increased production. In addition, Judge et al. (2001) suggested that previous studies on job satisfaction and performance be linked by seven models. As a result, there is renewed optimism about the possibility of discovering significant links between job satisfaction and job performance (Wright et al., 2007). As a result, the current study has taken advantage of the chance to include motivation as a mediator between job satisfaction and performance, as proposed by (Yuen et al., 2018).

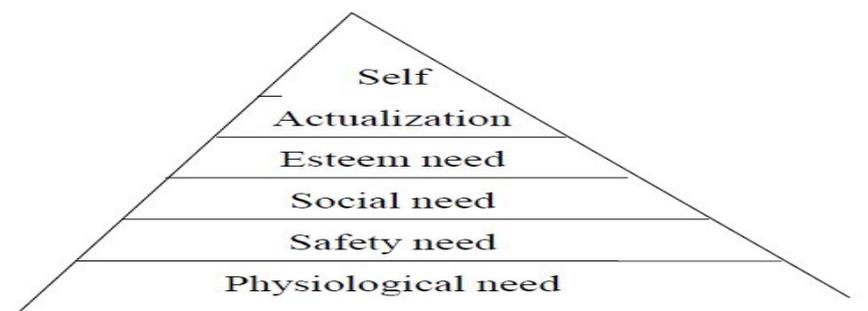
Job satisfaction has been defined by a number of studies. According to Hoboubi et al. (2017), job satisfaction refers to an employee's ability to effectively direct their task/work. Many scholars have used the term "job satisfaction" to describe a desirable situation in which an individual achieves work values (Trivellas et al., 2013). Furthermore, it has been suggested that if employees are dissatisfied, they will feel unsure about their work, that their supervisors will pay less attention to them, and that the working environment will be suspect, leading to employees feeling as if they are not included as active members of the organization (Armstrong et al., 2015). According to Gul et al. (2018), employee happiness has a favorable association with job opportunities. Furthermore, another study discovered that employee contentment had a good relationship with their performance (Inuwa, 2016).

2.2 Theoretical Review

Maslow's Hierarchy of Needs Theory

Maslow's hierarchy of needs theory is founded on the notion that needs drive motivation. When a need is met, it no longer serves as a motivator. As a result, higher-level needs become motivators.

The hierarchy of needs identified by Maslow is as follows.

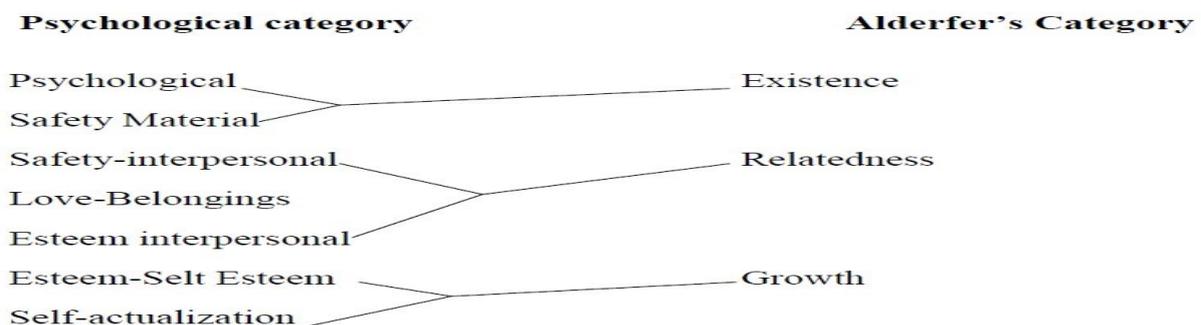


Nickels, and McHugh, (2006) defined the needs above as follows:

- i. **Psychological need:** this category comprises basic survival requirements such as food, water, and shelter.
- ii. **Need for safety:** This is the desire to feel safe at work and at home.
- iii. **Social need:** The desire for others to acknowledge and acknowledge oneself, as well as for self-respect and a sense of status or importance.
- iv. **Need for self-esteem:** the need to be loved and accepted as a member of a community.
- v. **The yearning for self-actualization:** the desire to reach one's full potential. When one need is met, a higher-level need emerges, motivating the person to act in order to meet it. They claimed that any unmet demand is no longer an incentive.

Clayton Alderfer-ERG Theory

Alderfer (2002) proposed an alternative to Maslow's needs theory for analyzing employee motivation: the Alderfer Motivation Model. He discovered that when an individual obtains what he or she is looking for, he or she feels satisfied, and when he or she does not, he or she feels frustrated.



The key difference between the two groups is that Alderfer found no evidence to support Maslow's belief that needs were organized into a hierarchy. He stated that each of his three types of requirements can be met, albeit to varied degrees of strength.

Fredrick Herzberg Two Factor Theory

With their research, Herzberg (2009) and his colleagues explored a modified Maslow's need method, leading to a two-factor motivating theory as follows:

- i. Motivational factors: He came to the conclusion that motivation is made up of aspects that are linked to job satisfaction and explain people's feelings about what they do at work, such as the type of the tasks or work they do, the level of responsibility they bear, and the acknowledgment they receive.
- ii. Hygiene considerations: The second set of self-factors, which he refers to as hygiene factors, are designed to prevent unhappiness rather than to promote good performance. They highlighted particular hygiene elements such as business policy and administration, supervision, working circumstances, interpersonal relationships, salary status, job security, and so on.

Theories X and Y

Douglas (1960) proposed that when managers try to persuade others, they must make assumptions about how these individuals will react to disparities in incentives that shape the organizational structure they create. He argues that every managerial action is predicated on one of the two human nature assumptions of theory X and Y.

Reward Management

Sigmund (1990) sees reward management as the formulation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their values to the organization. He also sees it as consisting of analyzing and controlling employee remuneration, compensation and all of the other benefits for the employees.

Types of Rewards

According to Kerr (1995), reward serves a variety of goals in organizations. They help to create a better employment agreement, retain good personnel, and lower turnover rates. He determined that there are two forms of reward:

1. Extrinsic Rewards: these are concrete rewards that employees receive, which include the following:

- i. Promotion
- ii. Gifts
- iii. Salary Raise
- iv. Bonuses
- v. Other kinds of tangible rewards

2. Intrinsic Rewards: these are things that tends to give personal satisfaction to individuals which includes:

- i. Trust/Empowerment
- ii. Recognition
- iii. Information/feedback

Intrinsic rewards makes the employee feel better in the organization, while extrinsic rewards focus on the performance and activities of the employee in order to attain a certain outcome.

2.3 Empirical Review

Zulkarnen, Agung & Yahya (2020) assessed the effect of work safety and work healthy towards employee's Productivity in PT. Sisirau Aceh Tamiang. They employed a quantitative research method with a sample of 45 people. The data analysis method used is linear regression analysis. Hypothesis testing is done through t test, F test, and the coefficient of determination (R²). Findings reveal that if work safety is increased, the employee's work productivity will increase by 0.314, and that if work health is improved, the employee's work productivity will increase by 0.811.

Samuel, Achie and Kurah (2016) studied the role of financial Incentives as a Motivator in Employee's Productivity in Nigeria Electricity Distribution Companies. The study's population is the full Yola Electricity Distribution Company (YEDC) staff of 65 people. Using a basic random sampling procedure, a sample size of 45 employees was determined. Research questions were written and distributed to the Yola Zonal office workers in order to undertake this study. Findings unfold that, although having some financial incentives and prospects for promotion on the job, employees were dissatisfied with the financial incentives, service quality, and management/employee

interaction. To effectively improve high productivity, the researchers proposed that the firm increase incentives for all levels of employees.

Mohammad, Mohammad & Shamshad (2021) examined the impact of financial incentives on the employee productivity in the organization. Primary and secondary data gathering methods were used. The key hypothesis is that there appears to be a favorable correlation between financial incentives and employee productivity in the workplace. The findings imply that financial incentives are the most effective way to motivate individuals to achieve high levels of performance in the workplace, and that they have a major impact on employee motivation. Salary increases are ranked as the most motivating incentive aspect, followed by recognition, healthcare, and advancement leave.

Komal (2020) researched the impact of managerial support on the association between pay satisfaction, continuance and affective commitment, and employee task performance. Through a random sample technique, data were obtained from university faculty members in the Kingdom of Saudi Arabia (N = 610) at two points in time. Descriptive statistics, Pearson's correlation analysis, and Preacher and Hayes' PROCESS macro were used for data analysis. The findings revealed that commitment mediates the relationship between pay satisfaction and manager-rated task performance, whereas pay satisfaction has an indirect positive relationship with task performance via continuance and affective commitment, which was stronger in faculty with high managerial support.

Islam et al (2018) investigated managerial practices' effect on employee-perceived service quality with the moderating role of supportive leadership behavior. The study focused on the mediating influence of job satisfaction (JS) on the link between (EE), work environment, and (JS) job satisfaction (EPSQ). A study of 208 frontline personnel working in Jordan's five-star hotels was conducted. Structural equation modeling with Smart-Partial Least Squares was used in a statistical analysis (PLS). Employee-Perceived Service Quality is highly influenced by (EE), work environment, and (JS), according to the findings. In addition, the data show that (JS) plays a role as a mediator in this interaction. Surprisingly, no direct connections between supportive leadership and (EPSQ) as a moderator were discovered. The practical and research ramifications of these findings, as well as the rationale for rejecting the hypothesis, are examined.

3. Methodology

A descriptive survey design was used to obtain information from a sample of population (EEDC) by means of self-report, that is, the people responded to a series of questions posed by the researcher. In determining the sample size, the researcher took into consideration resource and statistical issues which were postulated by Haitham (2018). Hence, the study used the entire population of EEDC (i.e 150 employees) as potential respondents. Two methods of data analysis were adopted. The first method was data presentation. This involved the total process of converting the responses to percentage frequencies. The second method consisted in test of hypotheses. The tool hypotheses testing used was the chi-square or χ^2 .

$$\chi^2 = \frac{\sum(f_o - f_e)^2}{f_e}$$

Where:

- χ^2 = chi –square statistic code
- \sum = summation of $f_o - f_e$
- f_o = observed frequencies
- f_e = expected frequencies

Decision Rule is that χ^2 calculated is $\geq \chi^2$ table then reject H_0 (null hypothesis) and accept H_1 (alternate hypothesis).

4. Results

Data Presentation

This section processed the responses of 82 respondents. Table 1 to 6 demonstrated these.

Table 1 Analysis of Questions Return Rate

Department	Questionnaire Administered	Questionnaire Returned	% Return
Human Resource & Administration	38	22	58.0
Legal & Regulatory	11	8	73.0
Technical Operations & Marketing	63	32	51.0

Accounts & Finance	38	20	53.0
Total	150	82	55.0%

Source: Field survey 2022

Table 1 showed that there was questionnaire instrument return at 55%.

Table 2 Relationship between a Healthy and Safe Work Environment and Employee’s Effectiveness at EEDC.

Proposition	Responses	Number	%
1. I feel respected and accepted in my place work, thereby making me to thrive in my job.	SA	20	25.0
	A	38	46.0
	D	20	25.0
	SD	4	4.0
	Total	82	100.0
2. My office is well ventilated and very hygienic which enable me to deliver on my job	SA	62	76.0
	A	20	24.0
	D	—	—
	SD	—	—
	Total	82	100.0
3. There is adequate security personnel and devices that keeps me safe at work	SA	62	76.0
	A	20	24.0
	D	—	—
	SD	—	—
	Total	82	100.0
4. I share a cordial and healthy relationship with my co-workers which helps me to perform better at my job	SA	70	85.0
	A	—	—
	D	12	15.0
	SD	—	—
	Total	82	100.0

Source: Field survey 2022

Table 2 demonstrated that average 80.0% of the respondents agreed that there is significant relationship between a healthy and safe work environment and employee’s effectiveness in EEDC.

Table 3 Relationship between Financial Incentive and Employee’s Productivity at EEDC

5. I am satisfied with the level of pay I receive	SA	20	24.0
	A	40	49.0
	D	20	24.0
	SD	2	3.0
	Total	82	100.0
6. I would be satisfied if I received a monthly expense (e.g. fuel and telephone) allowance	SA	10	12.0
	A	72	88.0
	D	—	—
	SD	—	—
	Total	82	100.0
7. My salary and other hygiene factors (e.g. company policies, working conditions, supervision) have led to a dis-satisfaction with my job	SA	50	61.0
	A	—	—
	D	30	37.0
	SD	2	2.0
	Total	82	100.0
8. If the company had a profit-sharing scheme, it would motivate me to perform	SA	40	49.0
	A	10	12.0
	D	30	37.0
	SD	2	2.0
	Total	82	100.0

Source: Field survey 2022

Table 3 revealed that an average of 74.0% of those studied, agreed that there is relationship between financial incentive and increase in employee’s productivity in EEDC

Table 4 Relationship between Management’s Support and Employee’s Efficiency at EEDC

13. It is important to me to be formally recognized by management/supervisor for a job well done	SA	52	64.0
	A	10	12.0
	D	—	—
	SD	20	24.0
	Total	82	100.0
14. I will be better at my work delivery when I receive the right training and development programs from the management	SA	52	64.0
	A	10	12.0
	D	—	—
	SD	20	24.0
	Total	82	100.0
15. I share a good relationship with manager which enable me to understand my work and deliver better on them	SA	52	64.0
	A	—	—
	D	20	24.0
	SD	10	12.0
	Total	82	100.0
16. My manager provides me with the right support and guidance to enable me to perform my job better	SA	60	73.0
	A	22	27.0
	D	—	—
	SD	—	—
	Total	82	100.0

Source: Field survey 2022

Table 4 revealed that an average 73.0% of the respondents agreed that there is relationship between recognition and/reward programs and employee efficiency.

Data Analysis

Data were analyzed through hypothesis testing. In this study χ^2 (chi square) statistical tools were used.

Hypothesis 1

H₀: There is no significant relationship between a healthy and safe work environment and employee’s effectiveness at Enugu Electricity Distribution Company

a)

Preposition carrying Ho	Agree	Disagree	Total
Preposition 5	70	12	82
Preposition 7	41	41	82
Preposition 8	70	12	82
	263	75	328

b) Calculation of cell values

FOR AGREE

$$\frac{263 \times 82}{328} = 65.7$$

FOR DISAGREE

$$\frac{75 \times 82}{328} = 18.8$$

c) Table of Contingence

Observed F (O)	Expected F (E)	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
70	65.7	4.3	18.5	0.3
41	65.7	24.7	610.1	9.3
82	65.7	16.3	265.7	4.0
70	65.7	4.3	18.5	0.3
12	18.8	6.8	46.2	2.5
41	18.8	22.2	492.8	26.2
0	18.8	18.8	353.4	18.8
12	18.8	6.8	46.2	2.5
			x ² Calculated = 63.9	

d) Decision Rule

if x² cal. (63.9) is ≥ x² table reading, then reject H₀ (null hypothesis) and accept H_i (alternate hypothesis) x² cal. (63.9) > x² table (5.991) we accept H_i i.e. there is a significant relationship between a healthy and safe work environment and employee's effectiveness at Enugu Electricity Distribution Company.

Hypothesis 2

H₀: There is no significant relationship between financial incentive and employee's productivity at Enugu Electricity Distribution Company.

a)

Preposition carrying H ₀	Agree	Disagree	Total
Preposition 9	60	22	82
Preposition 10	82	0	82
Preposition 11	50	32	82
Preposition 12	50	32	82
	242	86	328

b) Calculation of cell values for Agree and Disagree

FOR AGREE

$$\frac{242 \times 82}{328} = 60.5$$

FOR DISAGREE

$$\frac{86 \times 82}{328} = 21.5$$

c) Table of Contingence

Observed F (O)	Expected F (E)	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
60	60.5	5.5	30.3	0.5
82	60.5	21.5	462.3	7.6
50	60.5	10.5	110.3	1.8
50	60.5	10.5	110.3	1.8
22	21.5	0.5	0.25	0.0
0	21.5	21.5	462.3	21.5
32	21.5	10.5	110.3	5.1
32	21.5	10.5	110.3	5.1
			x ² Calculated = 43.4	

d) Decision Rule

If χ^2 calculated (43.4) is $\geq \chi^2$ table reading then reject H_0 (null hypothesis) and accept H_1 (alternate). χ^2 cal. (43.4) > χ^2 (5.991), we accept H_1 i.e. there is significant relationship between financial/monetary incentive and employee productivity at Enugu Electricity Distribution Company.

Hypothesis 3

H_0 : There is no significant relationship between management's support and employee's efficiency at Enugu Electricity Distribution Company.

a)

Preposition carrying H_0	Agree	Disagree	Total
Preposition 13	62	20	82
Preposition 14	41	41	82
Preposition 15	52	30	82
Preposition 16	82	0	82
Total	237	91	328

b) Calculation of cell values for Agree and Disagree

FOR AGREE	=	59.2	FOR DISAGREE	=	22.8
$\frac{237 \times 82}{328}$			$\frac{91 \times 82}{328}$		
$\frac{237 \times 82}{328}$			$\frac{91 \times 82}{328}$		
$\frac{237 \times 82}{328}$			$\frac{91 \times 82}{328}$		
$\frac{237 \times 82}{328}$			$\frac{91 \times 82}{328}$		
$\frac{237 \times 82}{328}$			$\frac{91 \times 82}{328}$		

c) Table of Contingence

Observed F (O)	Expected F (E)	O-E	(O-E) ²	$\frac{(O-E)^2}{E}$
62	59.2	2.8	7.8	0.1
41	59.2	18.2	331.2	5.6
52	59.2	7.2	51.8	0.9
82	59.2	22.8	519.8	8.8
20	59.2	2.8	7.8	0.3
41	22.8	18.2	331.2	14.5
30	22.8	7.2	51.8	2.3
0	22.8	22.8	519.8	22.8
			χ^2 Calculated = 55.3	

a) Decision Rule

If χ^2 calculated (55.3) is $\geq \chi^2$ table reading then reject H_0 and accept H_1 χ^2 cal. (55.3) is > χ^2 table (5.991) we accept H_1 – there is significant relationship between management's support and employee's efficiency at Enugu Electricity Distribution Company.

5. Summary of Findings

The following findings were made: -

1. There is a significant relationship between a healthy and safe work environment and employee's effectiveness (80.0%, $\chi^2 = 63.9$, $n = 82$, $p < 0.05$).
2. There is significant relationship between financial incentive and employee's productivity (74.0%, $\chi^2 = 43.4$, $n = 82$, $p < 0.05$).
3. There is significant relationship between management's support and employee's efficiency (73.0%, $\chi^2 = 55.3$, $n = 82$, $p < 0.05$).

6. Conclusion

The study confirmed that the variable proxies of the independent variable showed significant relationship with the dependent variable. It was concluded that condition of service has significant relationship with staff performance in Enugu Electricity Distribution Company.

7. Recommendations

The following recommendations were made:

- a) The company should continue to make policies and practices which improves the conditions of services and safety and healthy workforce should be taken more seriously as this will enable staff to deliver more on their job responsibilities.
- b) Improved organizational competitiveness as a result of increased performance which could be achieved through a competitive financial incentive for the employees.
- c) Improved employee-employer relationship and co-workers and management relationship will create the right atmosphere that will enable the company to thrive and achieve its set goals.

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