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## CONDITION OF SERVICE AND WORKERS' PRODUCTIVITY IN KNOWLEDGE-BASED PUBLIC INSTITUTIONS

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### ABSTRACT

Human resources are indispensable to the growth and development of public enterprises. Therefore, the efficiency and effectiveness of these resources determine to a large extent the continuity, survival and service delivery of institutions of government. However, researches have shown that workers' productivity is dependent on several factors. Scholars have investigated remuneration, and work environment amongst others to explain workers' productivity. However, there is paucity of studies on the influence of knowledge and implementation of conditions of service, especially in knowledge-based government institutions, on workers' productivity. This study employed survey research, using multistage sampling techniques to elicit information from workers in a knowledge-based institution. 350 participants willingly participated in the survey and results were analyzed with descriptive and inferential statistics. The study found that, the existence of conditions of service is essential in guiding behavioural attitudes of workers and knowledge of these conditions promotes efficiency of workers in the workplace. However, when management are partial or are reluctant to implement established conditions of service, workers' productivity and commitment to work are reduced. Thus, the study recommends that Unions and administrations of organisations should ensure that employees have adequate knowledge of conditions of service in order to develop efficiently productive work culture. The study also recommends that management of public institutions should be fairness in their implementation of conditions of service in order to enhance the productivity of workers.

**Keywords:** Condition of service, knowledge-based institutions, productivity public service workers

### INTRODUCTION

Human resources determine the growth and development of modern societies. Okochi and Ateke (2021) state that human resources are not only strategic, but are also crucial to the effective efficiency of organizations that result in success for both profit and nonprofit organizations; and the enhancement of economic prosperity of nations. Thus, conscious effort is made to ensure that the workforce in an economy is guided into having the right work attitudes that promote efficiently effective service delivery. This therefore makes it imperative for government organisations to establish "conditions of service" that stipulates the rules and regulations and provides the minimum working conditions and benefits the workforce should expect. The conditions of service in government organisations refers to the guidelines that stipulate the behaviours and work expectations, limitation, privileges rewards of workers. It is a compendium of rules and regulations; and includes guidelines for promotion, commendation, work expectations and discipline. The major objective of good condition of service in any organization is to attract qualified, hardworking, creative and competent employees, and retain and motivate

them (Bernardin *et al.*, 2007). According to Mathis and Jackson (2003), indirect compensation given to employees as part of organizational membership motivates workers. These benefits focus on maintaining (or improving) the quality of life for employees, providing a level of protection, as well as financial security for workers and their family members.

Government employees are frequently branded as sluggish and indolent; and this often results from their poor conditions of service work environment. Managers cannot do much to resolve the issue because of stringent civil- service laws. Hence, inspiring staff is considered one of the major challenges of managers in public service (Behn, 1995). This situation can adversely affect productivity of government organizations and therefore, needs immediate attention. Given the various perceptions on the meaning of productivity, and the nature of work place activities in the area of study, Prokopenko's (1987) definition of it as the relationship between results and time it takes to accomplished is adopted. In other words, when work expectations are accomplished on or before schedule, the worker is deemed productive, but when the reverse is the case, such a worker is unproductive. Dogramaci and Adam (1985) opine that productivity in knowledge-based work environments, as it is in higher educational institutions is not based on quantity of output. It is thus appropriate to align with Drucker (1999) that quality of output rather than quantity determines productivity; and that to enhance and guarantee knowledge workers' productivity, their condition of service must be such that views employees as assets rather than as cost.

Quality of output is viewed as the extent to which performance outcomes align or compares to expected results. It defines the percentage of errors or level of superiority of employees' performance outcomes compared to established benchmarks of performance. Quality of output is a testament to employees' effort as demonstrated in the outcome of goods and services produced in terms of standards, errors, waste and rework (Okochi & Ateke, 2021) which evolves over time as a result of experience. Quality is the essence of output in educational institutions, where conditions of service do not in its intents and purposes present such characterization of qualitative productivity that promotes global ranking may be absent. It is thus expected that such regulations are given to staff at the commencement of their service as to guide them in their work ethics. However, given the perceptions that many workers are either unaware though armed with such documents, this study seeks the verification of who gets the document, when and how. Aside good work environment, the conditions of service contribute significantly to rate of voluntary staff turnover in many organisations. It also determines the level of workers commitment, and thus productivity, in the long run. Fasunwon (2018) argue that when unfair treatment (as against what obtains in the conditions of service) becomes prevalent in any government organisation, commitment dwindles, and productivity falls.

Productivity of public sector employees suffers when qualified individuals promoted to higher and more challenging job roles. They go out of steam that enhances productivity. However, it is also probable that reduction in productivity may be due to lack of knowledge of the provisions of the conditions of service, as not all workers have access to it. This therefore brings to question, the desire and enthusiasm of workers to possess the essential documents that guide their service. In certain cases, conditions of service are often investigated and known by workers when there are infractions, promotion cases and mostly when retirement draws near. If this is the case, there a need to investigate if knowledge of conditions of serve actually affects work productivity in government institutions. This study is thus aimed at investigating the outcomes of knowledge

and implementation of conditions of service on workers' productivity; and is guided by the following research questions and hypothesis:

**RQ1:** Do employee have adequate knowledge of the rules guiding working conditions?

**RQ2:** To what extent is the condition of service implemented within the organization?

**RQ3:** What impact does implementation of condition of service have on employee performance?

**RQ4:** What is the relationship between employees' socio-demographics and their knowledge of condition of service?

**RQ5:** What is the relationship between employee socio-demographic data and implementation of condition of service?

**RQ6:** What is the relationship between knowledge of condition of service and implementation of condition of service?

**Ho<sub>1</sub>:** There is no significant relationship between knowledge of condition of service and implementation of condition of service.

### REVIEW OF LITERATURE

Studies on productivity of workers date back to the time of Frederick Taylor, Henri Fayol, and Mary Parker Follet. However, since that time till now, scholars have focused attention on selected aspects of various work cultures and have made recommendations on needed changes that could enhance productivity of workers. Productivity is defined as the efficient use of resources such as labour, land, capital, materials, energy and information in the production of various goods and services (Prokopenko, 1987). Ateke and Amangala (2020) viewed productivity simply as the added value created by an economic unit in relation invested resources. Earlier researchers on productivity and modern researchers have focused attention on the influence of working conditions on workers' productivity. Yesufu (1984) defined working conditions on the basis of physical conditions in which workers had discharged their duties; and had recommended that offices and factories should be well ventilated and that there should be enough supply of good protective clothing, drinking water, rest rooms, toilets, and first aid facilities that enhance workers' productivity.

Gerber *et al.* (1998) submitted inter alia, that working conditions represents the atmosphere and or environment of work which is created by the interactions of employees with their organizational climate, including psychological and physical working conditions. Thus, psychological satisfaction of workers and a good physical environment impacts workers' productivity. The work environment thus generated would in turn include factors that contribute positively or negatively to achieving maximum employees' productivity. Psychological satisfaction of employees is induced by three factors: physical workplace conditions, social interactions amongst subordinates and superiors and conditions of service. While efforts have been made to investigate the impact of physical workplace conditions and social interactions amongst subordinates and superiors on psychological satisfaction, conditions of service has not received as much scholarly attention, especially as it relates to knowledge work productivity. Conditions of service here refers to the established provisions for service, promotion, reward, punishment, remuneration, retirement, and other general ethical expectations of workers.

Worker productivity is mostly assessed in factories and industries. Less studies on worker productivity in knowledge work organisation, such as the University exists. This is due to the fact that notable characteristic of knowledge work productivity is that its result is often to a large

extent intangible, partly reflecting the unstructured and creative aspects of knowledge work itself (Dogramaci & Adam, 1985). Thus, the typical productivity measurement method which is based on the physical quantity of output is of no use to knowledge work organizations. Therefore, Drucker (1999) submits that knowledge workers' productivity is among other factors, determined not on the basis of quantity but quality of output. In the University, this implies the quality of researches as well as the quality of students produced. Worker productivity in this context requires that the knowledge worker is seen and treated as an "asset" rather than a "cost." When knowledge worker's condition of service indicates that they are more of costs rather than assets, their productivity would be affected. This study is thus aimed at investigating the outcomes of implementation of conditions of service on workers' productivity.

## METHODOLOGY

This study focused on investigating the link between conditions of service and workers' productivity in the public service. The study relied on primary and secondary sources of data. Primary data was collected through the use of questionnaire and field observations while secondary data was collected from books, journals and magazines. Reliability of the instrument of primary data collection was ensured through the test-retest method. This was carried out by giving the instrument to a group of ten civil servants residing in Ondo state at two-week interval. They however were not part of the respondents in the final study. The sample of the study consists three hundred (350) public servants in a knowledge-based institution in Ondo State, Nigeria. The multi-stage sampling technique was used in the study. The multi-stage sampling technique involves the dividing test units into different categories based on predefined parameters. In this study, the test units were categorized into Academic, Senior Administrative, Technical and Junior non-teaching staff in the first stage. In the second stage, the test units were divided into groups according to the Unions they belonged to. At the third stage, accidental random sampling was engaged to give questionnaire to respondents in the various categories. Descriptive statistics were employed to present respondents' bio-social information while the Pearson Product Moment Correlation (PPMC) Statistic served as the test statistic in the study.

## RESULTS

The Respondents' bio-social characteristics showed that among the sampled 350 respondents, 57.7% were male, while 42.3% were female. The age distribution of respondents was such that only 2.6% of respondents were below 26 years of age, and 13.4% of them were within the age grouping of 26 and 35. The largest percentage grouping (39.1%) of respondents were aged between 36 and 45. The marital status of respondents revealed a larger percentage of them (64%) were married, and 36% were single from being divorced, separated, widowed or unmarried. On the bases of educational qualification, it was noted that 10.3% of respondents had SSCE, 13.7% had either ND or NCE equivalent, 40.9% of them had either HND or First Degree, 13.7% had Master degrees, and 19.4% of them had Doctoral degrees, while 2% of them had some other forms of professional qualifications. On respondents' job designation, it was observed that 23.7% of respondents are academic staff, 39.7% of are senior administrative staff, 11.7% are technical staff, while 24.9% are in the non-teaching category. The distribution of respondents based on their occupational classifications revealed that 13.4% work in finance units, 13.1% in education and research units, 10.3% work as office assistants, 28.9% work as administrative staffs, while 2.6% are staffs in the works department of the studied organizations. Another

observed feature in the sampled respondents was their experience on the job. It was observed that majority (82.3%) of respondents had been working for 20 years and below, 12.3% had been on the job for between 21 and 25 years, 4.3% had experience ranging between 26 and 30 years while 2.6% had more than 30 years working experience. Lastly observed was respondents' union membership; and it was noted that 29.4% of them are members of ASUU, 27.1% are members of SSANU, 9.7% of them are members of NAT, while 33.7% of them are members of NASU.

### Analyses on Research Questions

**RQ 1:** Do employee have adequate knowledge of the rules guiding working conditions?

**Table 1: Frequency and Chi Square summary showing employees' adequacy in knowledge of the rules guiding their working condition**

Items		Response					Total
		SA	A	UN	D	SD	
I am aware of the rules and regulations guiding my work demands	F	192	111	21	14	12	350
	%	54.9	31.7	6.0	4.0	3.4	100.0
I have a copy of the rules and regulations guiding my conditions of service	F	216	89	14	17	14	350
	%	61.7	25.4	4.0	4.9	4.0	100.0
I have read the conditions of service	F	189	93	20	22	26	350
	%	54.0	26.6	5.7	6.3	7.4	100.0
I understand the condition of service of service guiding my work	F	191	92	27	17	23	350
	%	54.6	26.3	7.7	4.9	6.5	100.0
I conform fully to the condition of service	F	175	111	21	12	31	350
	%	50.0	31.7	6.0	3.4	8.9	100.0
My employers operate within the condition of service	F	77	82	21	33	137	350
	%	22.0	23.4	6.0	9.4	39.2	100.0
My union educates me on the dictates of my condition of service	F	144	106	27	33	40	350
	%	41.1	30.3	7.7	9.4	11.5	100.0
I agree with the rules and regulations guiding my condition of service	F	180	94	22	33	21	350
	%	51.4	26.9	6.3	9.4	6.0	100.0
I am aware of the promotion criteria of my work	F	204	82	14	30	20	350
	%	58.3	23.4	4.0	8.6	5.7	100.0
I am aware of the breaches and punishments in my service	F	195	82	20	33	20	350
	%	55.7	23.4	5.7	9.5	5.7	100.0
I am aware of my rights as stipulated in the condition of service	F	199	79	25	28	19	350
	%	56.9	22.6	7.1	8.0	5.4	100.0
I am aware of the obligations of my employers in my conditions of service	F	173	107	28	5	37	350
	%	49.4	30.6	8.0	1.4	10.6	100.0
I consult my condition of service booklet ones in a month	F	131	121	32	17	49	350
	%	37.4	34.6	9.1	4.9	14.0	100.0
I discuss my condition of service with my colleagues	F	153	99	31	19	48	350
	%	43.7	28.3	8.9	5.4	13.7	100.0
I am aware of the provisions on staff discipline in the conditions of service	F	168	109	32	7	34	350
	%	48.0	31.1	9.1	2.0	9.8	100.0
I am aware of my leave conditions	F	197	96	20	5	32	350
	%	56.3	27.4	5.7	1.4	9.1	100.0
I am aware of the procedure to loans and advances	F	198	94	15	24	19	350
	%	56.6	26.9	4.3	6.9	5.4	100.0
I am aware of death or sick benefits	F	200	68	29	119	34	350
	%	57.1	19.4	8.3	5.4	9.7	100.0
I am aware of my retirement procedures and benefits	F	199	83	30	27	11	350
	%	56.9	23.7	8.6	7.7	3.1	100.0
I am aware of the procedures for fair hearing	F	169	94	37	21	29	350
	%	48.3	26.9	10.6	6.0	8.3	100.0
Averaged Total	F	177	93	24	25	31	350
	%	50.5	26.6	6.9	7.1	8.9	100.0
Chi Square	X <sup>2</sup>						252.000
	Df						4
	P						< .05

**Source:** Simulation from SPSS output of data analysis on condition of service and workers' productivity (2022).



The standards of behavior and expected attitude entrenched in the conditions of service aids every organisation in creating a respectful working environment for all. Knowledge of these standards which govern the workplace ensures the display of acceptable behaviors. The test on statements explaining employees' knowledge about rules guiding their working condition was summarized in Table 1 above. The Table revealed that majority (86.6%) of respondents demonstrates that they are aware of the rules and regulations guiding their work. It was affirmed by 87.1% of respondents that they had a copy of the rules and regulations guiding their conditions of service. A larger percentage (80.6%) of respondents affirmed they had read the conditions of service guiding their working while a similar percentage (80.9%) of respondents stated that they understand the condition of service guiding their work. Furthermore, (81.7%) of respondents conform fully to the conditions of service guiding their working.

However, only 45.4% of respondents reported that employers operate according to the conditions of service. Majority of respondents (71.4%) affirmed that workers' union educates them on the dictates of their condition of service and 78.3% of respondents accepted the rules and regulations guiding their condition of service. Also, (81.7%) of respondents are aware of the promotion criteria guiding their work, 79.1% affirm awareness of the breaches and punishments in their service conditions, and 79.5% of the respondents affirmed awareness of rights as stipulated in the condition of service. Furthermore, while 80% of respondents affirmed awareness of the obligations of their employers in their conditions of service, only 72% of respondents consult their condition of service booklet once in a month.

The results garnered from Table were further affirmed with the chi square ( $X^2$ ) value of 252.0 df of 4 and a significant p value that was less than 0.05 level of significance. This justified that the variation in observed difference was valid for further conclusion. It could thus be affirmed that employees do have adequate knowledge of their condition of service.

**RQ 2:** To what extent is the condition of service implemented within the organization?

**Table 2: Frequency, Percentage and Chi Square showing the extent at which condition of service is implemented in the work place**

Items		Response					Total
		SA	A	UN	D	SD	
@The conditions of service are justly applied to all workers in my place of work	F	69	86	40	18	137	350
	%	19.7	24.6	11.4	5.1	39.1	100.0
Actions of management negates the conditions of service as stipulated in the book of condition of service	F	156	83	56	19	36	350
	%	44.6	23.7	16.0	5.4	10.3	100.0
Application of the rules and regulations is based on favoritism	F	173	68	49	33	27	350
	%	49.4	19.4	14.0	9.4	7.7	100.0
Management only implements the aspect of conditions of service favorable to them and the organization	F	180	56	54	12	48	350
	%	51.4	16.0	15.4	3.5	13.7	100.0
Averaged Total	F	162	56	50	37	45	350
	%	46.3	16.0	14.3	10.5	12.9	100.0
Chi Square	$X^2$						153.914
	Df						4
	P						< .05

**Note:** @ indicated for average summary

**Source:** Simulation from SPSS output of data analysis on condition of service and workers' productivity (2022).

The findings on the statements relating to the extent of implementation of working conditions in organizations were summarized in Table 2. It was indicated in the result that 44.2% of respondents were of the opinion that conditions of service are not justly applied to all workers in their place of work, while 68.3% of them consented to the statement that actions of management negates stipulated conditions of service. 68.8% of respondents were of the perception that application of rules and regulations of condition of service is based on favoritism, while 67.4% of respondents affirmed that management only implements aspects of conditions of service favorable to them and the organization. Hence, the average summary indicated that majority of employees (62.3%) felt there was poor implementation of condition of service. The  $X^2$  value of 153.914, df of 4 and a significant p value less than 0.05 level of significance justified that the variation in the observed differences were valid for further conclusion. It could be summed that there was poor implementation of condition of service in the surveyed organizations.

**RQ 3:** What impact does the implementation of condition of service have on employee performance?

**Table 3: Frequency, Percentage and Chi Square summary showing the impact of implementing condition of service on employee performance**

Items	Response						Total
	SA	A	UN	D	SD		
Due to implementation of condition of service, I would work hard to gain my promotion	F 181 % 51.7	85 24.3	42 12.0	14 4.0	28 8.0	350 100.0	
Due to implementation of condition of service, I am punctual at work	F 173 % 49.4	77 22.0	44 12.6	25 7.1	31 8.9	350 100.0	
Due to implementation of condition of service, I do not disclose my real age	F 122 % 34.9	70 20.0	45 12.9	25 7.1	88 25.1	350 100.0	
Due to implementation of condition of service, I spend time on getting higher qualifications on the job	F 172	82	36	23	37	350	
Due to implementation of condition of service, I do not seek for other employment else where	F 50 % 14.3	81 23.1	92 26.3	91 26.0	36 10.3	350 100.0	
Due to implementation of condition of service, I do not grant undocumented favors	F 97 % 27.7	130 37.1	43 12.3	54 15.5	26 7.4	350 100.0	
Due to implementation of condition of service, I do not engage in other businesses	F 70 % 20.0	93 26.6	66 18.9	102 29.1	19 5.4	350 100.0	
Due to implementation of condition of service, I do not need to show undue loyalty to anyone	F 109 % 31.1	123 35.1	47 13.4	40 11.4	31 8.9	350 100.0	
Due to implementation of condition of service, I am always happy at my duty post	F 95 % 27.1	85 24.3	49 14.0	82 23.4	39 11.2	350 100.0	
Due to implementation of condition of service, I have better health and work effectively	F 61 % 17.4	62 17.7	73 20.9	120 34.3	34 9.7	350 100.0	
Due to implementation of condition of service, I work without fear of victimization	F 109 % 31.1	81 23.1	52 14.9	62 17.7	46 13.2	350 100.0	
Due to implementation of condition of service, I am a well-disciplined staff	F 135 % 38.6	100 28.6	49 14.0	39 11.1	27 7.7	350 100.0	
Due to implementation of condition of service, I get enough rest during leaves, and work better on resumption	F 86 % 24.6	68 19.4	36 10.3	112 32.0	48 13.7	350 100.0	
Due to implementation of condition of service, I meet work deadlines	F 148 % 42.3	119 34.0	31 8.9	27 7.7	25 7.1	350 100.0	
Due to implementation of condition of service, I have never received a query/ or face a panel	F 192 % 54.9	60 17.1	66 18.9	13 3.7	19 5.4	350 100.0	
I am not motivated to given my best at work, due to non-implementation of conditions of service	F 201 % 57.4	64 18.3	32 9.1	25 7.2	28 8.0	350 100.0	
Averaged Total	F 125 % 35.7	86 24.6	50 14.3	54 15.4	35 10.0	350 100.0	
Chi Square	$X^2$				73.743		
	df				4		
	P				< .05		

**Source:** Simulation from SPSS output of data analysis on condition of service and workers' productivity (2022).

The findings on statements relating to the impact of implementing condition of service on employee performance were summarized in Table 3 above. From the Table 76% of respondents submitted that the implementation of condition of service had helped them work hard to gain their promotion; 71.4% of respondents had been punctual at work due to implementation of condition of service, and 54.9% of respondents agreed that the implementation of condition of service in their place of work had necessitated falsification of age. Also, 72.5% of respondents' agreed that implementation of condition of service makes them spend time on getting higher qualifications on the job; 64.8% of respondents do not grant undocumented favors and 66.2% of them agreed that they do not need to show undue loyalty to anyone due to implementation of condition of service.

However, while only 51.4% of respondents consented that implementation of condition of service makes them happy, 46.6% of them were of the opinion that implementation of condition of service has encouraged their engagement in other businesses and 36.3% of respondents had sought for other jobs due to implementation of conditions of service. That the implementation of condition of service had made employee have better health and work effectively was affirmed by 35.1% of respondents, 20.9% of them were indecisive; however, 44% of them negates this perception. A good percentage (54.2%) of respondents opined that implementation of condition of service had made them work without fear of victimization, 14.9% of them were not specific in decision, while 30.9% of them refutes this opinion. The view that implementation of condition of service has made them well-disciplined at work was supported by 67.2% of respondents, 14% of them were equivocal, while 18.8% of them negated this idea.

Furthermore, while 44% of respondents were of the impression that implementation of condition of service make them get enough rest during leaves, and work better on resumption, 45.7% of them thought otherwise. Majority (76.3%) of the respondents agreed that implementation of condition of service in the work place makes them meet work deadlines, and similarly 75.7% of respondents agreed that they are not motivated to give their best at work, due to non-implementation of conditions of service. The average summary indicated that a reasonable percentage (60.3%) of respondents were in congruence with the view that implementation of condition of service had positively impacted employees in the work place and has also improved their performance. The result was further confirmed by the  $X^2$  value of 73.743, df of 4 and the p value less than 0.05 level of significance. This justified that the variation in the observed difference are valid for further conclusion. Therefore, it could be ascertained that implementation of the conditions of service improves employee performance. Given that implementation of conditions of service is a function of leadership, these results are in tandem with the report of Rahman *and* Kodikal (2017) that a positive and statistically significant link exists between leadership and productivity. This implies that attitude of leadership towards implementation conditions of service has direct impact on workers' productivity.

**RQ 4:** What is the relationship among employees' socio-demographic and their knowledge of condition of service?



**Table 4: Multiple Correlation Matrix showing the relationship among employees' socio-demographic and the knowledge of condition of service**

Variables	1	2	3	4	5	6	7	8	9
1. Age	1								
2. Gender	-.05	1							
3. Marital Status	.13*	.15**	1						
4. Educational Qualification	.17**	.05	-.05	1					
5. Employment Status	-.06	-.03	.02	-.46**	1				
6. Occupational Classification	.04	.06	-.01	-.28**	.42**	1			
7. Job Experience	.17**	-.06	.04	.17**	-.14*	-.08	1		
8. Union Membership	-.17**	-.04	-.06	-.48**	.47**	.32**	-.17**	1	
9. Knowledge of Condition of Service	.21**	-.04	.06	.39**	-.19**	-.02	.01	-.31**	1
<b>Mean</b>	44.19	-	-	-	-	-	-	-	80.75
<b>SD</b>	9.120	-	-	-	-	-	-	-	16.26

**Note:** \*\*  $p < .01$ , \*  $p < .05$ ,  $N=350$

**Source:** Simulation from SPSS output of data analysis on condition of service and workers' productivity (2022).

Table 4 indicates that age had significant relationship with knowledge of condition of service [ $r(348) = 0.21$ ,  $p < .01$ ]. This was such that older employees have more awareness of condition of service than younger employees. It was observed that gender [ $r(348) = -0.04$ ,  $p > .05$ ] and marital status [ $r(348) = 0.06$ ,  $p > .05$ ] had no significant relationship with knowledge of condition of service. Educational qualification [ $r(348) = 0.39$ ,  $p < .01$ ] had a significant positive relationship with knowledge of condition of service. It could thus be inferred that employees with higher level of literacy had better awareness of condition of service than less educated ones. Employment status [ $r(348) = -0.19$ ,  $p < .01$ ] also relates to knowledge of condition of service, therefore, the section of employment in the work place will define employees' awareness of condition of service. It was revealed that occupational classification [ $r(348) = -0.02$ ,  $p > .05$ ] and job experience [ $r(348) = 0.01$ ,  $p > .05$ ] were not related to knowledge of condition of service. Lastly, Union membership [ $r(348) = -0.31$ ,  $p < .01$ ] was reported to significantly relate to knowledge of condition of service. This means that membership of associations in the work place will determine one's level of awareness about condition of service in the workplace. Conclusively, age, educational qualification, employment status, and union membership significantly relate to knowledge of condition of service. Those unrelated indices were gender, marital status, occupational classification and job experience. In this regard, and given the correlating variables, it is suggestive that training, teaching and inductions organized by Unions would contribute to level of awareness and expectations of working conditions.

**RQ 5:** What is the relationship between employee socio-demographic data and the implementation of condition of service?

**Table 5: Multiple Correlation Matrix on the relationship among socio-demographic and the implementation of condition of service**

Variables	1	2	3	4	5	6	7	8	9
1. Age	1								
2. Gender	-.05	1							
3. Marital Status	.13*	.15**	1						
4. Educational Qualification	.17**	.05	-.05	1					
5. Employment Status	-.06	-.03	.02	-.46**	1				
6. Occupational Classification	.04	.06	-.01	-.28**	.42*	1			
7. Job Experience	.17**	-.06	.04	.17**	-.14*	-.08	1		
8. Union Membership	-.17**	-.04	-.06	-.48**	.47**	.32**	-.10**	1	
9. Implementation of Condition of service	-.18**	-.01	-.09	-.11*	.06	-.20**	.13*	.02	1
<b>Mean</b>	44.19	-	-	-	-	-	-	-	9.12
<b>SD</b>	9.120	-	-	-	-	-	-	-	4.27

**Note:** \*\*  $p < .01$ , \*  $p < .05$ ,  $N=350$

**Source:** Simulation from SPSS output of data analysis on condition of service and workers' productivity (2022).

Table 5 indicates that age [ $r(348) = -0.18$ ,  $p < .01$ ] had significant relationship with perception of implementation of condition of service. This was such that older employees had lesser perception of implementation of condition of service, while younger employees had better perception about implementation of condition of service in the work place. The relationship between gender [ $r(348) = -0.01$ ,  $p > .05$ ], marital status [ $r(348) = -0.09$ ,  $p > .05$ ], employment status [ $r(348) = 0.06$ ,  $p > .05$ ] and union membership [ $r(348) = 0.02$ ,  $p > .05$ ] with perception of implementation of condition of service was not significant. It was indicated that educational qualification [ $r(348) = -0.11$ ,  $p < .05$ ] significantly relates to perception of implementation of condition of service. This was such that less educated employees had better perception of implementation of the condition of service compared to the more educated ones. Occupational classification [ $r(348) = -0.20$ ,  $p < .01$ ] significantly relates to implementation of condition of service. This means that employees' department of service will determine their perception of implementation of condition of service. Similarly, job experience [ $r(348) = 0.13$ ,  $p < .05$ ] significantly and positively relates to implementation of condition of service. This infers that employees with longer years of experience on the job tend to have better perception of implementation of condition of service. In conclusion, age, educational qualification, occupational classification and job experience are the social demographic factors that significantly correlate with implementation of condition of service.

**RQ 6:** What is the relationship between knowledge of condition of service and implementation of condition of service?

**Table 6: Correlation Table showing the relationship between knowledge of condition of service and implementation of condition of service**

Variables	Mean	SD	N	df	r	P
Knowledge of Condition of Service	80.75	16.26	350	348	.390**	< .01
Implementation of Condition of Service	57.73	10.68	350			

**Source:** Simulation from SPSS output of data analysis on condition of service and workers' productivity (2022).

Table 6 above indicates that knowledge of condition of service had a significant relationship with perceived implementation of condition of service [ $r(348) = 0.39, p < .01$ ]. This is such that increase in employees' knowledge of condition of service results in increase in perceived implementation of condition of service in the work place.

### DISCUSSIONS OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Eliciting optimal performance from employees is a key desire of organizations in their effort to achieve continuity, quality product delivery, cost effectiveness, timeliness and over all, competitive advantage (Okochi & Ateke, 2021; Okochi & Ateke, 2020). This study focused on examining the roles of conditions of service of workers' productivity. The study found age, educational qualification, employment status, and union membership significantly informs knowledge of condition of service, which in turn relates to worker productivity. Thus knowledge of conditions of service improves workers' productivity. This finding aligns with the view that knowledge is vital to determining employees' attitudes towards enhanced job performance (Rahman & Kodikal, 2017) and that induction and trainings educate workers on conditions of service, and enhances their productivity (Mchete *et al.*, 2020).

The study also found that managements of their firms frequently do not operate within the provisions of their conditions of service; and this negatively affects worker productivity. Furthermore, the study observed that poor implementation of provisions of condition of service reduces employee job performance and overall productivity. The implication of this finding that religious implementation of condition of service would have positive impact on employees in the work place and improved their performance and productivity.

Given the findings in this study, it is clear that the existence of conditions of service is essential to guiding behavioural attitudes of workers. Knowledge of conditions of service promotes efficiency of workers in the workplace. However, efficiency would be further enhanced when administration of organisation implement established conditions of service. When nepotism, double standards and outright neglect of stipulations of conditions of service is allowed in the workplace, employees' confidence, loyalty and efficiency wanes. It is therefore recommended that Unions and administrations of organisations ensure that employees have adequate knowledge of conditions of service guiding their work in order to promote an efficiently productive work culture. Also, fairness on the part of administration in the implementation of conditions of service would further enhance productivity of workers.

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