

## Condition of Service and Workplace Performance in Private Organizations in Cross River State, Nigeria

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### Abstract

*Condition of service serves as a dependable tool for job performance; influencing both employers and employees towards achieving set goals. This study therefore, examines the condition of service and workplace performance in private organizations with particular reference to Iron and Steel Group FZE, Calabar, Cross River State. Descriptive survey design was adopted for the study. The survey was carried out through the administration of questionnaire to the 224 respondents. Purposive sampling technique was utilized to determine the sample size for the study. The researchers sampled from the randomized population of 510 employees of Iron & Steel Company, EPZ, Calabar, by going to their respective departments accompanied by the company's representatives who spoke to the workers and acted as the research assistants. The findings of the study revealed that; condition of service has significant influence on workplace performance in private organizations particularly in Iron and Steel Group, EPZ, Calabar, Cross River State. It was recommended among other things that; Management of Iron and Steel Company, EPZ, Calabar, must bring to focus the need to have a globally acceptable condition of service for its workers for greater productivity and performance. This is because the issue of condition of service is a long standing and contentious issue between the Management and staff of the company for a very long period of time and still counting.*

**Keywords:** Condition of Service, Workplace, Performance, Private Organizations, Iron and Steel Company, Export Processing Zones (EPZ), Calabar, Cross River State.

### INTRODUCTION

Staff welfare or well-being is a critical factor in the affairs of every organisation that cannot be underestimated if such organization must grow and/or survive. This is because employees play a critical role in the production process of any firm, and if their welfare is neglected (i.e if their working conditions are not efficient), it might impact their attitude at work as well as their work process. Employees who are most qualified and motivated generate and deliver value from other organizational resources. Dynamic and innovative companies strive to recruit and retain the right kinds of people for the right tasks at the right time by motivating and retaining them in changing circumstances and/or conditions. Customer satisfaction and organizational success in a competitive climate are directly related to employee conditions of service. Adequate facilities contribute significantly to instructors' job. Employees view work conditions as critical components of their satisfaction, necessitating regular maintenance and replacement of facilities that aid in their comfort and alleviate the stress associated with abandoning their duties in search of a convenient location where comfort stalled but also maintained on a regular basis to ensure their workforce's maximum enjoyment (Chandrasekar, 2017). According to Sounder (2017), a condition of service is the portion

of an employment agreement that specifies the duties, responsibilities, hours of work, remuneration, leave, and other privileges that an employee will enjoy. If all of these conditions are not satisfied effectively, it might result in substandard service with a negative influence on staff morale. Poor service condition may also be defined as a “circumstance in which a person's working environment is unsatisfactory, including the denial of benefits that should be received. Service conditions have been a serious concern at both public and private workplaces, most notably at Iron and Steel Company FZE, Calabar, Cross River State. This has had consequential effect on the company thereby culminating into employees’ low morale, intermittent theft incidents, poor performance and low production capacity. Benefits such as leave bonuses and training allowances are withheld from workers. Even the work atmosphere is not suitable; importantly, motivation is low. The upshot of the bad service situation would almost certainly be a negative attitude on the part of the personnel, which would result in low productivity. In this circumstance, stress manifests itself in laziness and absenteeism, neglect, tardiness, dishonesty, and even betrayal among employees. But employees will always be satisfied when they believe that their immediate working circumstances are compatible with their commitments (Farh, 2018).

According to Chandrasekar (2017), the sort of work environment in which people function dictates whether or not a firm will succeed. Physical and psychological elements affecting the condition of service include the office structure and design, while psychosocial factors include the length of service, role congruity, and social support. Additional characteristics of working circumstances are the policies that govern employment. A more favourable physical working environment improves employee effectiveness. Employees in a variety of businesses are confronted with workplace issues relating to environmental and physical elements. Employees' comfort on the job, as measured by their working environment, has been acknowledged as a significant element in determining their productivity (Leblebici, 2019). A healthy state of service makes excellent financial sense in today's dynamic and competitive business world. Administrators should not focus only on employees' compensation packages, assuming that they are commensurate to performance (Heath, 2006). Organizations that are seen as having a favourable work environment will have a competitive advantage over their competitors. The association between service condition and employee attitudes is widely established. The degree to which frontline employees are satisfied with their work environment is likely to influence their attitude toward service (Lytle & Timmerman 2016). However, in the majority of firms today, employees face unimaginable misery on a daily basis while on duty in quest for conveniences which results in job desertion and unneeded stress.

The purpose of this study is to determine the influence that working circumstances have on an organization's performance. In every business, the quality of the work environment is crucial and decides an employee's motivation, future performance, and productivity. It goes without saying that an employee's relationship with the organisation has an effect on his or her enthusiasm, error rate, ability to work and remain on the job and with the organisation, level of innovation and collaboration with other employees, absenteeism, and ultimately the length of time an employee remains in the job. This study is therefore aimed at investigating the condition of service and workplace performance in private organizations in Cross River State with particular reference to Iron & Steel Group, FZE, Calabar, Cross River State, Nigeria.

## **PROBLEM STATEMENT**

The plaguing issue of condition of service inefficiency is monumental at both public and private sector workplaces in Cross River State, Nigeria and particularly in Iron and Steel Company FZE, Calabar, Cross River State. Condition of service is one of those factors that motivate and/or attract

an employee or an intending worker to a particular organization. This is because the more favourable a condition of service is the better the remuneration and by extension, the more an employee feels satisfied and motivated in his/her job. The issue of condition of service in Cross River State's workplaces particularly in private organizations and especially in Iron and Steel Group EPZ, Calabar, is no longer news. The debate on who issued the condition of service and workers' protests have been tumultuous but with no serious solutions. Excuses upon excuses have been deliberated by the Management of FZE, Calabar and those of the Iron and Steel Company without commensurate efforts to fine-tuning the gray areas in the condition of service. This has resulted into incessant thefts, laziness, laxity, tardiness and low morale and sometimes, absenteeism. It is against this background that this study investigates the condition of service and workplace performance in private organizations in Cross River State with specific reference to Iron & Steel Group FZE, Calabar, Cross River State, Nigeria.

### **Purpose of the study**

This study examines the condition of service and workplace performance in private organizations in Cross River State with particular reference to Iron & Steel Group FZE, Calabar, Cross River State, Nigeria.

### **Statement of hypothesis**

Condition of service has no significant influence on workplace performance in private organizations in Cross River State

### **Literature review**

#### **Conceptual clarifications**

**Condition of Service:** According to Kirnizi and Deniz (2009) conditions of service guide the conduct of employment and indicates terms and conditions that surround employment or appointment of staff and the activities/responsibilities of management and employers. They maintained that conditions of service represent a tool for staff productivity and comfort. They further described conditions of service as those things which makes staff comfortable at the workplace; appropriately disposed workforce are more likely to be motivated to perform better than others. Geddes and Skickney (2011) described conditions of service as a machine that corrects inappropriate behaviour at work. It draws attention of employees and employers to agreement of contract and indicates the need to maintain conducive environment at service to promote services and productivity. King and Wilcox (2003) perceived conditions of service as rules and regulations that guide human conducts in employment. The authors explained that conditions of service contain the expectations of employers and employees and period of promotion, feedback, training and development to maintain the vision of the organization, keying towards achieving developmental progress at work.

Ferguson (2010) defined conditions of service as a tool that shapes attitudes and behaviour at work. It serves a purpose for both employers and employees and determines the nature of job and expectations from contracted members on aspect of job security, promotion, discipline, performance, feedback and training/development strategies. They explained that conditions of service include physical working condition, commitment, promotions and feedback strategies in their discussion. Buttressingly, Ebura and Coker (2012) defined conditions of service as an influencer and motivator of actions at the workplace. Their definition maintains that condition of service provides a channel for self-discipline and direction at work. They further noted that condition of service serves as a

dependent tool for job productivity and performance, directing both employers and employees the steps towards achieving goals. Also, in the views of Geddes and Skickney (2011) conditions of service as a guide against diversion and distraction at work and indicated that it is the likely reason for an employer to continue keeping an employee as well as employee to continue staying at the place of work. For Ferguson (2010) conditions of service as an element that directs the expectation of contracted partners, their feelings and performance. It serves as a motivational technique towards achieving expected goals in employment contracts. According to him, conditions involve both psychological and physical aspects of the profession. However, in the words of Lee *et al.* (2014) condition of service involves a broad variety of issues, ranging from work load and scheduling to system-level concerns such as professional identity and scope of practice.

In consonance, Sounder (2017), holds that a condition of service is the portion of an employment agreement that specifies the duties, responsibilities, hours of work, remuneration, leave, and other privileges that an employee enjoys in the services of his/her employment with the organization. If all of these conditions are not satisfied effectively, and proportionately, it might result in inefficient and ineffective service with a negative influence on staff morale. Additionally, the phrase "Condition of Service" refers to the official terms under which employees are recruited, such as their rate of compensation, and employment contract, and workday duration. Additionally, it might include recreational events and other measures aimed at promoting a healthy work environment. The terms of service are the rules, obligations, and policies that an employer and employee agree to follow throughout the employee's employment with the firm. They define each party's rights and duties. Poor service condition may also be defined as "a circumstance in which a person's working environment is unsatisfactory, including the denial of benefits that should be received.

Service conditions have been a serious concern at both public and private organizations and particularly in Iron and Steel Group EPZ, Calabar, Cross River State, Nigeria. Benefits such as leave bonuses and training allowances are withheld from employees. Even the working atmosphere is not suitable; necessary equipment is not given; promotion is delayed; and, most of the bad service situation would almost certainly be a negative attitude on the part of the personnel, which would result in low productivity. In this circumstance, stress manifests itself in laziness, absenteeism, neglect, tardiness, dishonesty, and even betrayal among educational professionals.

The variables of the condition of service are discussed as below:

**Leave Bonus:** An employee is supposed to fulfill both professional and personal commitment so one is supposed to take short time duration off to fulfill personal commitment and such offs must be duly approved by reporting manager only then can an employee proceed further for leave (Klindzic, & Marić, 2019).

**Leave Policy:** One of the most important considerations for someone looking to join a new company is the leave policy and what they are entitled to as employees. Leave means "To go away for something for duration of time of either one month or so." A leave policy is a document that lays down the rules and regulations related to various types of leaves that an employee can avail of. A leave policy sets out the various types of leaves for different situations like a vacation, sickness, maternity, grief, etc. It specifies rules for various aspects like granting of leave, eligibility, availing and encashment. Through its language, tone, and friendliness quotient, culture. A leave policy is a collection of rules and processes that govern an employee's right to certain types, numbers, and durations of leave. Leave rules assist guarantee that workers' requests for leave are consistent with corporate policy.

Additionally, it establishes a clear expectation, ensuring that all members of the company are on the same page. A leave policy is a collection of rules and processes that regulate employees' entitlements to various forms of paid and unpaid leave over their employment term. Employees seeking leave for personal reasons/vacation is an unavoidable occurrence in the business. It is critical, then, that you develop a clear policy outlining employees' rights about various forms of leave they are entitled. This reduces the likelihood of conflict and fosters a healthier work environment for employees. There are several sorts of absences available, some of which are required by law, such as maternity leave. As a result, it is critical that you understand the legal requirements governing your employees' leave entitlements and that you routinely update your policy to guarantee compliance with applicable legislation. When an employee requires a leave of absence, having a leave policy clarifies the process and establishes expectations. A leave policy enables firms to retain important personnel in instances where an employee's only choice without an approved leave of absence is to resign or seek new employment. According to Chungo & Anyieni (2019) arrangement is a collection of norms, methods, and regulations developed by associations in accordance with applicable labour laws that govern the procedure, time allocations, and announcing technique for time taken off work. Having a leave policy also demonstrates to employees that they have choices in the event that they require personal emergency leave. Without one, there is much uncertainty. This can result in worry, anxiety, and stress for employees contemplating a leave of absence - all of which have a negative effect on employee productivity, engagement, and retention.

**Promotion:** Promotional materials can be used as an incentive. It is a method of rewarding individuals for achieving organisational goals, and so acts as a mechanism for aligning organizational and personal goals (Lazear & Rosen, 2011). Promotion is critical when it entails a considerable adjustment in an employee's compensation package. Thus, an increase in income reflects the importance of promotion. The promotion process is predefined and detailed in the employment contract (Doeringer & Piore, 2011). In today's increasingly competitive business environment, promotion can assist rival organisations in identifying the most productive member of one organisation who is worth hiring for another this approach, promotion promotes an employee's value in the external world while also recognizing his value within the organisation. According to Carmichael (2013), promotion increases an organization's yield when an employee climbs seniority and receives a higher compensation rate as a result. Baker (2018), on the other hand, believes that promotion is not an incentive mechanism, and hence that the best outcomes cannot be created by elevating a person in failure rate is higher than when they are promoted inside. To buttress the above position, Shields and Ward (2011) report that workers who are unsatisfied with the advancement opportunities accessible to them have a larger proclivity to quit the firm. Pergamit and Veum (2019) found that the greater an employee's probability of advancement, the better their work happiness. Apart from work satisfaction, employee's containment is also influenced by promotion and satisfaction.

**Internal Promotion:** the availability of career opportunities within the corporation tends to increase employees' loyalty to the government department and/or organization (Guest, 2017). Additionally, an emphasis on internal promotion is likely to foster a feeling of fairness and justice among employees who recognise the company's importance of organisational longevity (Pfeffer, 2015). Teseema and Soeters (2016) discovered a substantial and positive link between promotion procedures and perceived employee performance; however, human resource outcomes served as mediators.

**Training allowance:** A training allowance is an allowance (whether in the form of periodic grants or otherwise) paid out of public funds by a government department or private organization to a person

for his or her maintenance or that of a member of his family during the period, or part of the period, during which he is enrolled in or participating in a course of training or instruction provided by, or in accordance with, that department, but it does not include an allowance paid by any government department to or in remuneration for, a member of his family Training allowances are payments granted to certain groups of students by companies or third parties (provincial and municipal governments), often to compensate for wages lost while attending school.

**Working environment:** A work environment is the setting social features and physical conditions in which one performs his/her job. These elements can impact feelings of wellbeing, workplace relationship, collaboration and efficiency and employee health. Here are the significant aspects of a work environment. While some items that comprise it are obvious, such as the wall treatment or the number of indoor plants, others are more obtuse, such as company policies or a coworker whose personality traits do not suit the company culture. Professionals working in both full-time and part-time positions are significantly impacted by their office environment because they have to perform their duties inside it. Usually, workers are required to adapt to this workplace feature.

### **Condition of service and workplace performance**

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 and by extension, impacts workplace performance. The work environment thus generated would in turn include factors that contribute positively or negatively to achieving maximum employees' productivity and positive workplace performance in any organization. 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, condition of service has not received as much scholarly attention, especially as it relates to knowledge workplace performance. Condition of service here refers to the established provisions for service, promotion, reward, punishment, remuneration, retirement, and other general ethical expectations of workers. Workplace performance is mostly assessed in organizations such as factories and industries. Less studies on workplace performance in knowledge work organisation, such as the University exists. This is due to the fact that notable characteristic of knowledge workplace performance 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 performance measurement method which is based on the physical quantity of output is of no use to knowledge workplace or 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 and would in turn affect the entire workplace performance. This study is thus aimed at investigating the outcomes of implementation of conditions of service on workplace performance in an organization.

The organization has evolved in many ways as a motivating factor in the shaping of workplace performance occasioned, particularly, by changes in the social, economic and cultural environments, made possible by information technology and the flexible ways of organizing work processes (Hasun

& Makhbul, 2005; Agbozo, Owusu, Hoedoafia & Atakorah, 2017; Adias & Raimi, 2018). This is because it is believed that attractive and supportive condition of service is paramount in making employees physically and emotionally fit as well as satisfying on their jobs therefore leading to productive workplace. An effective condition of service helps in reducing the number of absenteeism and wastage. It also helps to increase performance of employees (Boles *et al*, 2004; Agbozo *et al*, 2017). While there are unfavorable conditions of service in an organization, an effective and efficient condition of service entails friendly contract of employment, timely promotion of staff, unbiased performance feedback, appropriate exposure of staff to training and development, and appropriate working environments (Murana, Salahu & Ibrahim, 2016). A favorable condition of service is key to improving employees' motivation and workplace performance. Many organizations have failed to achieve organizational goals due to the inherent weaknesses in their conditions of service, thereby lagging in the capacity to increase productivity and performance (Raziq & Maulabakhsh, 2015). Employees unfavorable conditions of service are likely not to stimulate the desire to work and increase performance. This is because only a friendly work environment where conditions of service are favorable, that can truly impact employees positively.

Ogunyemi, Akinlaja and Adesoye (2015) noted that a good number of employees spend less than 50 percent of their time on jobs that lack effective conditions of service, and this affects their physical, social and mental wellbeing as well as performance. Recent research shows that inefficient conditions of service indicate dissatisfaction, unfriendly workplace environment, that further plays major role in the poor performance of employees (Clement-Croome & Kaluarachi, 2000; Bastida, Marimon, & Carreras, 2017; Housman, 2016). In order words, a motivated workforce creates and delivers organizational values and resources. In particular, a dynamic and progressive organization attracts and retains the right employees for the right jobs at the right time through creating and sustaining motivation in changing circumstances. Unfortunately, organizations in Cross River State and particularly Iron and Steel EPZ, Calabar, Cross River State has not sufficiently identified the role of an efficient condition of service and how it can lead to an increased motivation and productivity among workers.

### **Empirical review**

The conditions of service are critical concerns in contemporary organizational studies. However most past studies have focused on how financial incentives influence employees' motivation and job performance, especially in Nigeria. For instance, researches conducted by Makinde (2014), Hamza (2015), Ukeka and Raimi (2016), Nwankwo (2016), and Abiodun (2018), all share common findings with regard to motivation and performance. The study by Makinde (2014), which was conducted using a group of manufacturing industries in Lagos State, Nigeria, revealed that financial incentives is a major driver of motivation and employee job performance. Similarly, Hamza (2015), study also proved that increase in salaries provided the necessary incentives for workers' motivation as well as job performance in three local government areas located in Jos town. In addition, Nwankwo (2016), examined the influence of additional monetary incentives on the motivation of staff in selected civil servants in Imo State. His study revealed that public servants are more motivated and/or perform at their optimal best performance when additional financial incentives are provided for them outside of their salaries. This shows that increase in the financial benefits of the staff also has proportionate increase on their level of motivation and job performance. Finally, Abiodun (2018) conducted a study on selected universities in Nigeria showing that lecturers are unmotivated largely due to poor remuneration. It is clear in the context of these studies and their findings that motivation and increased job performance is purely economic driven creating the impression that money is the major driver of motivation and by extension productivity in organizations.

## **Theoretical framework**

The study's theoretical framework is anchored on the Systems Management Theory

### **Systems Management Theory**

This theory was proposed in the early 1940's by the biologist Ludwig Von Bertalanffy in his book titled "General Systems Theory", (1956), and further popularized by Ross Ashby in his book titled "Introduction to Cybernetics", (1968). The assumptions of this theory are that Systems management offers an alternative approach to the planning and management of organizations. The systems management theory proposes that businesses like the human body, consists of multiple components that work harmoniously so that the larger system can function optimally. According to the theory, the success of an organization depends on several key elements: synergy, interdependence, and interrelations between and among various subsystems.

And that the employees are one of the most important components of an organization. Other elements crucial to the success of a business are departments, workgroups, and business units. In practice, managers are required to evaluate patterns and events in their companies so as to determine the best management approach. This way, they are able to collaborate on different programs so that they can work as a collective whole rather than as isolated units.

This theory is best suited in this study because it seeks to explain the importance of employees' integration in decision-making as one of the key or critical components of governance which is the core complex of this research work.

### **Methodology**

Descriptive survey design was adopted for the study. The strategy is considered appropriate because of its effectiveness in obtaining information about individual's opinion or perception and future plan as well as past behaviour. The survey was carried out through the administration of questionnaire to the 224 respondents. Purposive sampling technique will be adopted for the study. The technique is considered appropriate in view of the fact that it provides the researcher the sole opportunity to have good judgement selecting sample for the study. The researcher at his discretion sampled from the randomized population of 510 employees by going to their respective departments accompanied by the company's representative who spoke to the workers on behalf of the researcher. The purposive sampling technique was considered fair enough to generate the needed data for the study.

Taro Yamane Formula (1967) on the other hand, was applied to the population for purposes of determining the sample size for the study which was 224. The Taro Yamane Formula (1967) will be given as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:            n = Sample size  
                       N = Population



1 = Constant  
 e = Error limit (0.05)

Simple linear regression statistical techniques will be used for data presentation and analysis with the help of SPSS. The technique is considered appropriate because the study seeks to determine the coefficient relationship between the independent and dependent variables of the study.

## Data analysis/discussion of findings

### Hypothesis

Condition of service has no significant influence on workplace performance in private organizations in Cross River State

**Table 1: Regression Analysis of the influence of Condition of Service on workplace performance in private organizations in Cross River State**

Variables	Sum of squares	Df	Mean square	F	P-Value
	423.142	1	39.076	632.211	.000

Sig. Value= 0.05;  $R^2 = .957$ ;  $R = .904$

The result as presented in table 1, above shows that the simple correlation coefficient of the variable is 0.977 which indicates a strong relationship between condition of service and workplace performance in private organizations in Cross River State, Cross River State. More so, the result showed that Adjusted  $R^2 = 0.957$  which implies that the variation in the dependent variable (workplace performance) is accounted for by 90.40% of the independent variables. A cursory look at the Table also shows an analysis of variance result of ( $F = 632.211$ ,  $p < .000$ ). Since  $p (.000)$  is less than  $p (.05)$ , this means that the result is statistically significant. Therefore, we reject the null hypothesis which states that condition of service has no significant influence on workplace performance in private organizations in Cross River State and accept the alternative hypothesis which also states that there is significant influence of condition of service on workplace performance in private organizations in Cross River State.

### Discussion of findings

The result of the analysis of the hypothesis on the influence of condition of service on workplace performance in private organizations in Cross River State, using Simple Linear Regression statistical technique showed that condition of service is positively correlated with the workplace performance in private organizations in Cross River State. In simple terms, this implies that the condition of service can enhance workplace performance in private organizations in Cross River State. The result of this analysis is in tandem with plethora of studies conducted in this area of research with similar conclusions as well as the results of the field survey.

The result of this finding is in agreement with the findings of the study by Makinde (2014), who investigated a group of manufacturing industries in Lagos State, Nigeria, and found that financial incentives is a major driver of motivation and employee job performance. Corroboratively, Hamza (2015), also conducted a study on salary, proved that increase in salaries provided the necessary incentives for workers' motivation as well as job performance in three local government areas located in Jos town. In addition, a study by Nwankwo (2016), examined the influence of additional monetary incentives on the motivation of staff in selected civil servants in Imo State. His study revealed that public servants are more motivated and/or performed at their optimal best performance when

additional financial incentives are provided for them outside of their salaries. This shows that increase in the financial benefits of the staff also has proportionate increase on their level of motivation and job performance. Finally, Abiodun (2018) conducted a study on selected universities in Nigeria, showed that lecturers are unmotivated largely due to poor remuneration. It is clear in the context of these studies and their findings that motivation and increased job performance is purely economic driven creating the impression that money is the major driver of motivation and by extension productivity in organizations.

## **Conclusion**

The importance of condition of service in relation to workplace performance is pivotal to organizational productivity and attainment of set goals. This is because people are attracted to organizations where welfare packages and work conditions are proportionately commensurate with the constantly changing economic situations. An efficient condition of service is akin to efficient remuneration which is one of the determining factors of employees' optimum performance and productivity. That is to say that there is no average worker that does not take priority in synchronizing the welfare package of the organization in which he/she intends to get engaged in. This buttresses the fact that every human being is an economic man. And so, as an economic man, money and his well-being is the centre of attraction. Therefore, every organization, be it public or private is by this study entreated not to sleep neither slumber in ensuring that it has efficient and globally acceptable condition of service for its workforce.

## **Recommendations**

Discernibly, the following recommendations are made:

1. Management of Iron and Steel Company, EPZ, Calabar, must bring to focus the need to have a globally acceptable condition of service. This is because the issue of condition of service is a long standing and debatable issue between the Management and staff of the company for a very long period of time.
2. The conflagration resulting from the issue of condition of service in Iron and Steel company must be laid to rest against the backdrop of organized work ethos and culture as this shall result into cordial relationship between Management and workers
3. Government through its agencies responsible for monitoring and enforcing labour and its related laws should wake up to its responsibilities of ensuring that organizations, particularly private companies in Cross River State are put in their toes to have proper conditions of service for their workforce. This is because this aspect of labour obligation on the parts of the employers is seriously lacking.

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