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Working Conditions and Job Satisfaction: Evidence from the Nigeria Oil and Gas Industry

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Abstract

This study investigated how physical working conditions and psychosocial working conditions impact on the job satisfaction of employees in the Nigerian oil and gas sector. Data was drawn from 200 full time employees randomly selected from the Nigeria National Petroleum Company Exploration and Production Limited, Benin City, a state-owned integrated oil and gas company. Retrieved data was analyzed using mean, mean index and multiple regression analysis. While physical and psychosocial working conditions were found to be adequate, they also positively and significantly impacted job satisfaction of employees. This study recommends that Nigeria National Petroleum Company Exploration and Production Limited, Benin City and other oil and gas firms in Nigeria should regularly appraise working conditions provided for employees and engage research to carry out independent analysis and help to provide relevant data for informed decision making and sustainability of the sector.

Key Words: Working Conditions, Job Satisfaction, Nigeria, Oil Industry, Gas Industry

Introduction

A happy and committed workforce is essential for a company's productivity and sustenance. To keep operations going without itches, managers must meet acceptable working condition standards, which should motivate employees to carry out their duties effectively and willingly for optimal performance. Drawing from significant past cases such as the Foxconn's, an Apple's supplier- manufacturer of iPhones and iPads, it became obvious that empirical studies are required to establish the conditions that influence job satisfaction among employees. For example, a notable workplace scandal is the Foxconn case of 13 suicides from 2009 to 2010 (see Torres et al, 2012). Although, Foxconn, as largest contracted electronics manufacturer in the world had 420,000 employees at the Foxconn Shenzhen plant, who had access to good facilities, the company suffered from dissatisfied workers. In 2006 the reports from the Chinese local press showed that Foxconn required excessive long working hours of 70 hours from employees as against the 60 hours standard. Despite the access to luxury facilities such as swimming pools and tennis courts, and the available after work activities like fishing expeditions or mountain climbing and chess clubs, employees had no time to relish these facilities. It was also noted that employees were subjected to poor psychosocial working conditions arising from poor management (Torres et al, 2012).

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Professor Audrey Tsui of the National University of Singapore Business School posit that the management style at Foxconn was military in nature to such extent that workers were denied social interactions with one another and were found to have violated the rule, were required to pay a fine or risk being appraised as low performing. Workers had to live, work and see each other inside Foxconn's 15 factories, dormitories, a bank, a hospital restaurants and groceries shops, yet were denied interpersonal relationships with one another (see Torres et al, 2012). While several employees indicated that not every employee was dissatisfied and claim that some of the 13 suicides may be caused by non-related work cases like individual romantic lives, the Foxconn's suicide case sparks the need for Apple auditing policies on working and living conditions of supplier's facilities. According, in 2009, 102 audits were conducted, in 2010, 183 audits were conducted and in 2011, 299 audits were conducted (see Guo et al, 2012).

The case of job dissatisfaction due to unfavourable working conditions is not limited to companies in developed countries. Companies in Nigeria and other developing economies are not exempted from poor working conditions for employees. An example in time is the oil and gas sector of Nigeria. The oil and gas sector is one of the highest contributors to government income as well as foreign exchange profits. The oil and gas sector accounted for 4.3% to the 2022 fourth quarter GDP of Nigeria (Okonkwo, 2023). Despite its relevance, the sector still suffers from several challenges including corruption at the managerial level and securities worries, which affects all stakeholders. As a result, several administrative regime of the Nigeria government have and still advocate anti-corruption policies and reforms as a way of ensuring that both management and employees in the sector are empowered for maximum output (Akinrele, 2014). However, due to the complex nature of the issues that confronts the sector, to provide make and implement policies extends beyond efforts from the government to include contributions from other stakeholders (Olujobi, 2022).

The Foxconn's case and the situations in the Nigerian oil and gas sector promotes the need for strategic government policies and companies' managerial styles that protect stakeholders and shareholders. Specifically, employees as stakeholders, serving the dual role as workers and drivers of sustainability should feel good about their jobs. Satisfactory working conditions are critical for ensuring employees are able to effectively utilise available company facilities and are in the right mental state to produce expected results from work hours. Social interactions build team work and becomes a strategy for skill learning and development. According to Anasi, (2020), companies should ensure

physical and psychosocial working conditions for job satisfaction among employees. Previous studies (e.g Giménez-Espert et al, 2020; Akinwale & George, 2020), have posited that specific physical working conditions such as office layout, lighting, temperature, furniture, and amenities can lead to job satisfaction. Other factors like Style and behaviour of leaders, clear communication channels and a culture that supports feedback and inclusion, classified as psychosocial working conditions (interplay between psychological and social factors) lead to job satisfaction. Having satisfied employees improves overall organisation's performance that benefits shareholder and other stakeholders.

The majority of research on working condition and job satisfaction in Nigeria are carried out in manufacturing, health and banking sectors (e.g., Osibanjo et al, 2014; Oni-Ojo et al, 2015; Olanipekun, 2021; Chiedu et al. 2022). More research is needed to provide data and findings on the influence of working conditions on job satisfaction in Nigeria oil and gas sector. This study aims to fill the identified gap by carrying out empirical investigation into how physical and psychosocial working conditions impact on job satisfaction among employees in the Nigeria National Petroleum Company Exploration and Production Limited (NNPC E&P Limited), Benin City, a state-owned integrated oil and gas company.

Literature Review and Hypotheses Development

The Nigeria oil and gas sector is a major player in the country's economic growth because of its contribution to national income and other factors such as gross domestic product. Besides being the sector that puts Nigeria as the biggest oil producer in Africa, the oil and gas sector has contributed to ensuring employment directly or indirectly for both Nigerians and foreigners. However, the sector continues to face challenges that have implications for all stakeholders. Some of the challenges include inadequate support from the Government as well as unethical managerial practices that result in harm to other stakeholders (Muazu, 2019). Specifically, the oil rigs of NNPC E&P Limited is a potentially hazardous environment for employees. NNPC E&P Limited work expectations involves technical roles and proactive respond to global oil market changes, which means that employees experience rapid change in workload. Furthermore, the effect of unfavourable government policies have resulted in cases where employment contract between the management of NNPC E&P Limited and employees have not been adhered to. This research therefore intends to address the above concerns by investigating and suggesting appropriate measures that would ensure good working conditions that contribute to job satisfaction among employees.

Working conditions encompass various factors that collectively define the work environment, influencing the well-being and performance of employees. Herzberg (1959) and Maslow (1943) established the significance of a conducive work environment for employee motivation and satisfaction. The specific dimensions of working conditions, such as working hours and workload, have been identified as crucial contributors to overall employee experiences (Katz & Hahn, 1978). Working conditions refer to the environment and circumstances in which employees perform their tasks. This includes factors such as physical surroundings, hours of work, safety, and overall job expectations (Blustein, et al, 2023). Positive working conditions contribute to employee well-being and productivity, while poor conditions can reduce job satisfaction and performance. The identified challenges faced by the Nigeria oil and gas sector explains why this research focus on the physical and psychological working conditions as it relates to job satisfaction.

Physical working conditions include physical surroundings, hours of work, safety, and overall job expectations. It also encompasses factors such as office layout, lighting, temperature, furniture, and amenities. In a broader view, the physical working environment of an organization is the entire spatial and tangible setting where work activities occur (Miranda, et al 2020). A well-designed environment can enhance productivity, employee well-being, and collaboration. Considerations of an adequate physical working condition often involve ergonomic furniture, proper lighting, comfortable temperature, and spaces that facilitate both focused work and teamwork. Additionally, factors like noise levels and ventilation play crucial roles in creating a conducive work atmosphere. As a result, it is hypothesized that:

H₀₁: Physical working condition has no significant influence on job satisfaction among employee of NNPC E&P Limited.

The psychosocial environment in the context of the workplace refers to the interplay between psychological and social factors that influence employees' well-being, overall mental health and job satisfaction. According to Rugulies, (2019), the style and behaviour of leaders affect the psychosocial well-being of their teams. Supportive and empathetic leadership contributes to a positive psychosocial environment. Open and transparent communication is crucial for a healthy workplace. Clear communication channels and a culture that encourages feedback contribute to a positive psychosocial atmosphere. The type and intensity of job tasks can influence stress levels. The shared values, beliefs,

and behaviours within an organization significantly impact the psychosocial environment. A positive and inclusive culture fosters a sense of belonging and purpose among employees. It can therefore be said that:

H₀₂: Psychosocial working condition has no significant influence on job satisfaction among employee of NNPC E&P Limited.

Data and Methods

The study focused on the NNPC E&P Limited, Benin city. The NNPC E&P Limited, was selected for this study because of its status of being a state-owned integrated oil and gas company. It is therefore an adequate representation of the Nigeria oil and gas industry. This is especially when the sector is a highly government regulated industry. The Benin City branch of the NNPC E&P Limited, from which data was drawn for this study is one of the company's major branch located in the south-south of the country; the region that produces the most of Nigeria oil and gas.

Using Yamane (1976) sample size calculation for a population of 650 and 0.05 precision rate, a total of 200 full time employees, who were randomly selected filled the questionnaire for this study. The motive for focusing on the fulltime workers and leaving out the contract workers is based on the understanding that full time employees have long term employment contract, so are more likely to provide more reliable data on the working condition they face as well as job satisfaction they experience. Structured questionnaire was the data collection instrument used to retrieve data from the respondents. Questionnaire distribution and collection were done within the period of 30 days as advocated by Okhakhu & Adekunle (2021).

Data was drawn from the study with the use of modified pre-validated questionnaire adopted from Taghipour (2015) and clause, Christensen, Madsen and Bjoner (2018); and had a cronbach value of 0.98. The questionnaire was also assessed and found valid by academics and other human resource experts. The questionnaire consisted of section A and Section B. While sections A provided data on respondents' demographics of age, gender, marital status, level of education. Section B assisted in collecting data on working conditional (physical and psychosocial) as well as job satisfaction of employees in NNPC E&P Limited, Benin city. The questions in Section B were five-point Likert questions, which ranged from strongly agreed as 1 to strongly disagree as 5. Data analysis of both

descriptive and inferential analysis were employed for data analysis with the aid of the Statistical Package for Social Sciences (SPSS) version 2022.

Data Analysis and Discussion of Findings

Data analysis

The demographic data of this study indicated that the respondents were more of males with a percentage of 89(44.5%), and most of the respondents were within the age group of 31-35years at 70(35.0%) of the total respondents. Also, respondents who hold a master’s degree were most at 118(59.0%) of the total respondent. The respondents with work experience of 0-5years were the most at 93(46.5%) of the total respondents.

Tables 1, 2, 3, 4, 5 and 6 below present the analysis of the study data. Table 1 presents the Descriptive Analysis of Physical Working Environment. Table 2 present the Descriptive Analysis of Psychosocial Environment and Table 3 shows the Descriptive Analysis of Job Satisfaction. Table 4 indicates Model Summary of the Analysis of Variance (ANOVA) on the effects of working conditions on job satisfaction among respondents and Table 5 presents the regression output of the effect of working conditions on job satisfaction among the respondents. Following the tables, is the discussion of findings.

Table 1: Descriptive Analysis of Physical Working Condition in NNPC E&P Limited

S/N	ITEM	SA 5 f/(%)	A 4 f/(%)	U 3 f/(%)	D 2 f/(%)	SD 1 f/(%)	Mean (x)
7	I have a very comfortable workplace space.	143 (71.5)	48 (24.0)	2 (1.0)	4 (2.0)	3 (1.5)	4.62
8	I am very comfortable with the noise rate in my work environment.	35 (17.5)	144 (72.0)	5 (2.5)	13 (6.5)	3 (1.5)	3.98
9	I really enjoy my workspace environment temperature.	104 (52.0)	69 (34.5)	3 (1.5)	19 (9.5)	5 (2.5)	4.26
10	I have a safe health and sanitation work environment.	35 (17.5)	144 (72.0)	7 (3.5)	10 (5.0)	4 (2.0)	3.98
11	The drinking water provided is good and safe for my health.	78 (39.0)	86 (43.0)	12 (6.0)	19 (9.5)	5 (2.5)	4.07
12	I am at risk of a machine generated injury.	4 (2.0)	48 (24.0)	25 (12.5)	92 (46.0)	31 (15.5)	2.51
	Average	66.5 (33.3)	89.8 (44.9)	9 (4.5)	26.2 (13.1)	8.5 (4.3)	3.90

VS (Very Satisfied), S(Satisfied), N(Neutral), (D)Dissatisfied, VD(Very Dissatisfied).

The average mean value of 3.90 out of a possible maximum of 5 in Table 1 above suggests that majority of the respondents agreed that they have a very comfortable workplace space (=4.62), they really enjoy their workspace environment temperature (=3.98), they have a safe health and sanitation work environment. (=4.26), they have a safe health and sanitation work environment (=3.98), the drinking water provided is good and safe for their health. (=4.07), and disagreed that they are at risk of a machine generated injury (=2.51). It also clearly demonstrates that a significant majority of respondents (78.2%), of which 33.3% expressed strong agreement and 44.9% stated agreement, agreed with the adequacy of their physical working environment as measured by statements in Table 1. In comparison, 17.4% disagreed (strongly disagree + disagree) and 4.5 percent were undecided.

Table 2: Descriptive Analysis of Psychosocial condition in NNPC E&P Limited

S/N	ITEM	SA 5 f/(%)	A 4 f/(%)	N 3 f/(%)	D 2 f/(%)	SD 1 f/(%)	Mean (x)
13	I have support from my colleagues to do my work.	73 (36.5)	100 (50.0)	3 (1.5)	19 (9.5)	5 (2.5)	4.09
14	I have support from management to do my work.	72 (36.0)	95 (47.5)	3 (1.5)	27 (13.5)	3 (1.5)	4.03
15	I trust my colleagues.	56 (28.0)	107 (53.5)	9 (4.5)	25 (12.5)	3 (1.5)	3.94
16	I have a good work relationship and cooperation with my supervisor.	71 (35.5)	88 (44.0)	10 (5.0)	27 (13.5)	4 (2.0)	3.98
17	I practice fairness and exercise justice in carrying out my work.	146 (73.0)	42 (21.0)	5 (2.5)	6 (3.0)	1 (0.5)	4.63
18	I find it easy to adapt to changes in my workplace.	74 (37.0)	92 (46.0)	9 (4.5)	21 (10.5)	4 (2.0)	4.06
19	I get recognized for my contribution and inputs in my workplace.	42 (21.0)	97 (48.5)	17 (8.5)	37 (18.5)	7 (3.5)	3.65
20	I find it easy to work with my team, department or groups.	36 (18.0)	93 (46.5)	21 (10.5)	44 (22.0)	6 (3.0)	3.55
	Average	71.3 (35.6)	89.3 (44.6)	9.6 (4.8)	25.8 (12.9)	4.1 (2.1)	3.99

VS (Very Satisfied), S(Satisfied), N(Neutral), (D)Dissatisfied, VD(Very Dissatisfied).

The average mean value of 3.09 out of a possible maximum of 5 in Table 2 above suggests the prevalence of adequate psychosocial environment. It also clearly demonstrates that 4.8% of the respondents were neutral, 35.6% expressed strong agreement and 44.6% expressed agreement. This implies that majority of the respondents asserted to a conducive psychosocial environment in NNPC E&P Limited as depicted by the mean value of their responses to the statements: I have support from my colleagues to do my work (4.09); I have support from management to do my work (4.03); I trust my colleagues (3.94); I have a good work relationship and cooperation with my supervisor (3.98); I

practice fairness and exercise justice in carrying out my work (4.63); I find it easy to adapt to changes in my workplace (4.06); I get recognized for my contribution and inputs in my workplace (3.65) and I find it easy to work with my team, department or groups (3.55). In comparison, on average, 15% disagreed (strongly disagree + disagree).

Table 3: Descriptive Analysis of Job Satisfaction

The evaluation of respondents' job satisfaction was premised by the statement “*On my present job, this is how I feel about:*”, with the following range of satisfaction evaluation statement:

S/N	ITEM	VS	S	N	D	VD	Me an (x)
		f/(%)	f/(%)	f/(%)	f/(%)	f/(%)	
21	Being able to do things that don't go against my conscience.	160 (80.0)	29 (14.5)	3 (1.5)	5 (2.5)	3 (1.5)	4.69
22	The chance to do things for other people.	76 (38.0)	101 (50.5)	5 (2.5)	13 (7.5)	5 (2.5)	4.15
23	The chance to do something that makes use of my ability.	114 (57.0)	68 (34.0)	3 (1.5)	13 (6.5)	2 (1.0)	4.40
24	The way company policies are put into practice.	44 (22.0)	114 (57.0)	17 (8.5)	21 (10.5)	4 (2.0)	3.87
25	The way my co-workers get along with each other.	72 (36.0)	95 (47.5)	11 (5.5)	17 (8.5)	5 (2.5)	4.06
26	The praise I get for doing a good Job.	48 (24.0)	111 (55.5)	20 (10.0)	15 (7.5)	6 (3.0)	3.90
27	My pay.	21 (10.5)	75 (37.5)	51 (25.5)	47 (23.5)	6 (3.0)	3.28
28	The amount of work I do.	13 (6.5)	101 (50.5)	45 (22.5)	34 (17.0)	7 (3.5)	3.40
	Average	68.5 (34.3)	86.8 (43.4)	19.4 (9.7)	20.6 (10.3)	4.8 (2.4)	3.97

VS (Very Satisfied), S(Satisfied), N(Neutral), (D)Dissatisfied, VD(Very Dissatisfied).

The average mean value of 3.72 out of a possible maximum of 5 in Table 3 above suggests a significant level of satisfaction amongst employees of NNPC E&P Limited. It also clearly demonstrates that a minority of respondents (9.7%) were neutral, while 34.3% expressed strong agreement and 43.4% expressed agreement. This implies that majority of the employees of NNPC E&P Limited as satisfied with their jobs as evaluated through various metrics as depicted by the mean value of their responses to the statements: Being able to do things that don't go against my conscience (4.69); The chance to do things for other people (4.15); The chance to do something that makes use of my ability (4.40); The way company policies are put into practice (3.87); The way my co-workers get along with each other (4.06); The praise I get for doing a good Job (3.90); My pay (3.38); and The amount of work I do (3.40). In comparison, on average, 12.7% disagreed (strongly disagree + disagree).

Test of Hypotheses

The research hypotheses were tested utilizing regression analysis in order to achieve the current study's objectives. The hypotheses were evaluated with an Alpha level of significance of 0.05 (Decision rule: computed level of significance <0.05, reject null hypothesis; computed level of significance >0.05, accept null hypothesis).

Table 4: Model Summary

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.677 ^a	.458	.452	.44216	.458	83.128	2	197	.000	1.976

a. Predictors: (Constant), PENV, PWE
b. Dependent Variable: JS

The model summary result from the regression output is shown in the table above. The R square measures how well the independent variables (physical working environment and psychosocial environment) explain changes (variations) in the dependent variable (job satisfaction). The R square value of .458 shows that the explanatory variables account for about 45.8% of the variance in the dependent variable. This is a strong explanatory strength, implying that the variables in the model significantly explain the behavior of the dependent variable. The Durbin Watson value indicates whether the model has an autocorrelation problem. According to its criterion, the value 1.976 is approximately equal to two (2), showing that the model has no autocorrelation problems. This suggests that the model's efficiency property is ensured.

Table 5: Analysis of Variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.504	2	16.252	83.128	.000 ^b
	Residual	38.515	197	.196		
	Total	71.018	199			

a. Dependent Variable: JS
b. Predictors: (Constant), PENV, PWE

The table above displays the analysis of variance (ANOVA) result on the effect of working conditions on job satisfaction of employees of NNPC E&P Limited. The F statistics value of 83.128 is significant

at 0.000 (5% significance level). As a result, the explanatory factors (physical working environment and psychosocial environment) are significant drivers of the dependent variable (Job satisfaction).

Table 6: Regression Output

Coefficients ^a										
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
		B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1	(Constant)	1.118	.233		4.806	.000	.659	1.577		
	PWE	.270	.069	.254	3.883	.000	.133	.407	.644	1.553
	PENV	.451	.060	.494	7.548	.000	.333	.569	.644	1.553

a. Dependent Variable: JS

The result from Table 6 above showed the relationship between physical working environment and job satisfaction of employees of NNPC E&P Limited. The researcher therefore concludes that we fail to accept the null hypothesis and accept the alternative hypothesis because the p value of .000 was less than 0.05 (p.value = 0.000 < 0.05 & T-stat = 3.883 > 2).

Also, the result from Table 6 above showed the relationship between psychosocial environment and job satisfaction of employees of NNPC E&P Limited. The researcher therefore concludes that we accept the alternative hypothesis and reject the null hypothesis because the p value of .000 was less than 0.05 (p.value = 0.000 < 0.05 & T-stat = 7.548 > 2).

Discussion of Findings

Firstly, surprisingly, unlike some previous research that indicate poor physical working conditions among employees, this study with a mean value of 3.90 out of a possible maximum of 5 in Table 1 above suggests that majority of the respondents agreed that they have adequate physical working condition. Secondly, and also surprisingly, the average mean value of 3.09 out of a possible maximum of 5 in Table 2 above suggests the prevalence of adequate psychosocial environment. Thirdly, from Table 3, the mean value of 3.72 out of a possible maximum of 5 suggests a significant level of satisfaction amongst employees of NNPC E&P Limited. The three findings above of good physical and psychosocial working conditions, and job satisfaction, which contradicts some previous studies of this study may be attributed to the outcome of the recent efforts from government and other stakeholders towards improving the oil and gas sector of the Nigerian economies. Some of these efforts include Petroleum Industry Bill by the Goodluck Jonathan administration on July 18, 2008

(Ugwukah & Ohaja, 2016) and numerous recommendations from investigations (e.g Adekunle) on the operations of companies within the oil and gas industry.

Fourthly, this study revealed that physical working condition does significantly influence job satisfaction in the Nigerian gas and oil sector. This findings is consistent with the outcomes of Akinwale and George, (2020), on the job satisfaction. This means that the entire spatial and tangible setting where work activities occur can improve the feelings that employees have about their job. Accordingly, a company that provides ergonomic furniture, comfortable temperature, ventilated and noise free work environment and proper lighting offices would most likely have employees who are satisfied with their job. It is however, important to note that appropriate physical working conditions varies from one job task to another, Organisations must therefore match specific conditions to specific task. Otherwise, satisfaction and performance may not be optimal.

Finally, the study found that psychosocial working condition present a positive and significant impact on the job satisfaction of employees in the Nigerian gas and oil sector. These findings demonstrate the relevance of the mental state and social interactions among employees on hoe employees feel towards their job, which could determine employee's commitment and performance on their job. Furthermore, psychosocial factors, which include behaviour of leaders, clear communication channels and a culture that supports feedback and inclusion and which may be easily over looked because of its tangible nature, play as important role in influencing job satisfaction as is the case with tangible working conditions. As argued by Rugulies, 2019), organisations must pay attention to psychosocial elements to ensure that they provide the need motivation to employees, which becomes also translated into the sustainability of the organisation. The more the psychological and social need of employees are met, the more satisfied employees would be.

However, there was contrasting findings from a study by Bockerman and Ilmakunnas (2012), where workload and pay were not as significantly correlated with job satisfaction, suggesting sectoral and cultural variances in job satisfaction determinants. Additionally, a divergent perspective is offered by Alok (2014), who found that company policies and coworker relationships had a less pronounced impact on job satisfaction, hinting at the potential influence of organizational and national culture on job satisfaction dynamics.

Conclusion and Recommendations

The contribution of the oil and gas sector of Nigeria stands at 4.34% of total GDP as at the fourth quarter of 2022. However, the sector continues to record challenges that arise from both corruption, unfavourable government policies and ineffective management. These challenges threaten the satisfactions of the present workforce and the engagement of motivated future workforce. This threat, which are acknowledged as associated with the conditions under which employees work require the collaborative efforts from stakeholders to proffer solution towards promoting the sustainability of the sector. This study makes its contribution to knowledge by exploring existing literature on the relationship between working conditions and job satisfaction among employees. It provides empirical evidence into the physical and psychological working conditions in NNPC E&P Limited and how such conditions influence the job satisfaction among the employees.

The working conditions of employees can impact on their job satisfaction. Therefore, a working condition capable of providing a satisfactory feeling among employees should be maintained, which would lead to more productive and committed workforce. This study recommends that NNPC E&P Limited should improve on the entire spatial and tangible setting where work activities occur as well as psychological and social factors that affective employees' well-being. Furthermore, in order to ensure that the working conditions provided for employees are effective, managers of NNPC E&P Limited should carry out appraisals regularly. The appraisal should focus on getting data from employees and other documented sources that reflect the whether the working conditions at each point has contributed to better feelings among the employees. It is also suggested that NNPC E&P Limited should engage researchers to investigate the state of employees from time to time. This would provide a longitudinal data for the purpose of analysis that would contribute to the development of the oil and gas sector of Nigeria.

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