Volume 11, Issue 3 (May– June 2026) ISSN: 77753348

# Office Ergonomics on Employees' Performance at The Kwara State Primary Health Care Development Agency

**Ismaila YUSUF[1]**
**Nurudeen Bello AHMED[2]**
**Busayo Oluwatosin ADEYANJU[3]**

[1,2,3] Kwara State University, Malete

**ABSTRACT**
In today's dynamic work environment, employee performance and well-being are significantly influenced by workplace design. Office ergonomics the science of designing the workplace to fit the worker plays a crucial role in ensuring comfort, efficiency, and productivity. This study investigates the effect of office ergonomics on employee performance at the Kwara State Primary Health Care Development Agency. The research addresses issues such as inadequate ergonomic design in ministry offices, which often results in physical discomfort and strain. Inefficient furniture, poor lighting, and unsuitable workstations contribute to musculoskeletal disorders, fatigue, and reduced job performance. The objectives of the study are to determine the effect of office ergonomics on employee Job satisfaction and to examine the relationship between ergonomics and employees' accuracy and speed. A total of 141 employees were surveyed using a stratified sampling technique, resulting in a final sample size of 101 respondents. Data were analyzed using regression analysis and ANOVA with SPSS version 25. The findings revealed a significant positive correlation between ergonomic improvements and employee performance outcomes. Office ergonomics accounted for 49.4% of the variation in satisfaction levels ($R^2 = 0.494$, B = 0.167, p = 0.043) and 24.7% of the variation in accuracy and speed ($R^2 = 0.247$, B = 0.396, p = 0.000). Consistent with previous studies, key ergonomic elements such as adjustable furniture, proper lighting, and well-structured workstation layouts were shown to reduce physical strain and distractions. The study recommends cost-effective interventions, including locally manufactured ergonomic furniture, improved natural and LED lighting, and employee posture training. Emphasis is also placed on policy integration, regular employee feedback, and phased implementation strategies to sustain ergonomic benefits. These measures not only enhance individual performance and well-being but also offer practical solutions for public sector institutions aiming to improve working conditions within budgetary.
***Keywords*****:** *Office ergonomic, economic importance, primary health care development agency*

## 1. INTRODUCTION

The scientific discipline of ergonomics focuses on designing and structuring products, systems, and work environments in a way that improve comfort, safety, and efficiency to better meet the needs of users (Dul et al., 2020). By using ideas from anatomy, psychology, and engineering, it maximizes human engagement with work environments to reduce physical strain and avoid musculoskeletal disorders (MSDs). Office ergonomics focuses on adapting occupational activities, workplaces, and tools to employees' physical and cognitive abilities to improve productivity and lower the risk of injury (Robertson et al., 2021).

Effective ergonomic treatments that enhance worker productivity and well-being include equipment that reduces repeated stress, adjustable furniture, and suitable lighting. Implementing ergonomic principles in enterprises has several benefits, including increased employee satisfaction, lower medical costs, and less absenteeism (Oakman et al., 2022; Uford, 2026). Research indicates that companies that make ergonomic investments have a 20–50% reduction in work-related injuries, increasing productivity and reducing compensation claims (Goggins et al., 2021).

Furthermore, office ergonomics encourage higher levels of engagement and job satisfaction, two factors that are critical for keeping employees in competitive industries (Inseng & Uford, 2019; Nadri et al., 2023). In knowledge-based industries, ergonomic innovations such as eye-friendly monitors or sit-stand workstations also enhance cognitive function by lowering fatigue (Davis et al., 2022).

In family businesses, where long hours and multigenerational involvement are common, ergonomic

adjustments ensure sustainable work habits for all age groups. Therefore, ergonomics is not just a safety measure but also a strategic investment that strikes a balance between human well-being and business performance.

The lower risk of injury is one of the main advantages of putting ergonomic principles into practice. Instead of expecting people to fit into the workplace, ergonomics makes the office environment fit the individual. Musculoskeletal disorders (MSDs) and other work-related injuries are reduced by this preventative strategy (Washington State Department of Labor and Industries, 2002). Beyond preventing injuries, ergonomics plays a critical role in improving work performance by removing obstacles that impede workers from giving their best effort.

Employees can operate more productively, efficiently, and effectively with ergonomic interventions, including ergonomic seats, adjustable desks, and well-designed workstation layouts (Dul & Weerdmeester, 2008). These treatments improve focus, creativity, and teamwork by creating a physically and psychologically comfortable work environment.

Hedge et al. (2005) found that ergonomic interventions are associated with better organizational outcomes. According to the study, organizations with thoughtfully planned ergonomic arrangements saw a 15% rise in output and a 25% decrease in absenteeism. In a similar vein, Robertson et al. (2012) showed that ergonomic equipment and training increased worker satisfaction and decreased plans to leave. Office ergonomics is an essential part of company strategy, not just an extra workplace aspect.

By connecting ergonomic treatments to well-known theories like Herzberg's Two-Factor Theory and the JD-R model, organizations can gain a deeper understanding of the benefits of investing in workplace design. In practice, using ergonomic concepts improves performance, prevents injuries, and cultivates a productive and healthy culture. Ergonomics must be prioritized by ministries and other public organizations in order to maximize employee potential, minimize absenteeism and injury expenses, and accomplish long-term organizational goals (Etim & Uford, 2019). However, in many public sectors, including ministry in kwara state, ergonomic design remains inadequate. Poorly designed office spaces characterized by inefficient furniture, improper lighting, and substandard workstations often lead to physical strain, fatigue, and musculoskeletal disorders among employees. These issues contribute to frequent sick leaves, lower job satisfaction, and diminished overall performance.

**Statement of Research Problem**

A well-designed and furnished office signals the values and objectives of the company and communicates the company’s strategic and overall corporate goals to both employees and clients. Office ergonomics attaches great importance to well-designed workspaces, functional workstations, and general interior décor. All these factors have a direct and indirect impact on employee performance, productivity, profit margins, and also the sustainability and competitiveness of the business.

Employee performance is assumed to be the result of a better office environment. Superior office environment coupled with the requisite tools, technology, policies, and strategies goes a long way to boost employees’ performance and ultimately improve their productivity. Inadequate ergonomic design in ministry office spaces results in discomfort and physical strain for employees (Ravindran, 2019).

Inefficient furniture, improper lighting, and inadequate workstations lead to musculoskeletal disorders, fatigue, and decreased performance. As a result, many employees experience physical discomfort due to poor ergonomic conditions, leading to a high number of sick leaves, which disrupts workflow and hampers the ministries' effectiveness (Selamat *et al.*, 2021).

By offering actual data on the effect of ergonomic design on worker performance and organizational productivity, particularly in the setting of ministry office spaces in Kwara State, the study's findings will make a substantial contribution to the body of current literature. Although earlier research has looked at ergonomics in private sector organizations in general, this study fills a knowledge vacuum about the particular difficulties ministries encounter by concentrating on public institutions. It will increase understanding of how ergonomic flaws, such as ineffective furniture, dim lighting, and subpar workstations, affect absenteeism, employee well-being, and overall institutional effectiveness.

The study will provide a basis for Kwara State decision-makers to prioritize ergonomic solutions from a

policy standpoint. The results can direct the creation of regulations that require public office spaces to meet ergonomic requirements, encourage frequent evaluations of working conditions, and allot funds for ergonomic improvements. In the end, this study will aid in the development of plans to raise worker happiness, lower absenteeism, and boost the sustainability and productivity of primary health care development agency.

**Objectives of the Study**

The study aims to examine the effect of office ergonomics on employees' performance in Primary Health Care Development Agency Kwara State. Specific objectives are to

(a) determine the effect of office ergonomics on employees'Job satisfaction in Primary Health Care Development Agency Kwara State,
(b) know the relationship between office ergonomics and employees' accuracy and speed in Primary Health Care Development Agency Kwara State.

**Research Questions**

The study is guided by the following research questions:

i. What effect does office ergonomics have on employees' job satisfaction in Primary Health Care Development Agency Kwara State?
ii. What is the relationship between office ergonomics and employees' accuracy and speed in Primary Health Care Development Agency Kwara State**?**

**Research Hypotheses**

The study is guided by the following research hypotheses:

**$H_{01}$:** Office ergonomics does not have any significant effect on employees' satisfaction in Primary Health Care Development Agency Kwara State.

**$H_{02}$:** There is no significant relationship between office ergonomics and employees' accuracy and speed in Primary Health Care Development Agency Kwara State.

## 2. LITERATURE REVIEW

### Conceptual Review

**Concept of Office Ergonomics**

Washington State Department for Labour and Industry in its document "Office Ergonomics – Practical Solution for a Safer Workplace (2002), identifies Office Ergonomics and defines it as the branch of ergonomics dealing specifically with the office environment. This field of ergonomic considers how key workplace elements such as workstations, computers, chairs, lighting, noise level, room temperature etc., could be tailored to fit and enhance employee health, safety and performance.

**Aims of Office Ergonomics**

Office ergonomics focuses on designing workspaces to optimize employee health, well-being, and performance. It recognizes that an ergonomically designed office not only ensures physical comfort but also contributes to enhance job satisfaction. The importance of office ergonomics is multifaceted (Agogbua et al., 2021). Firstly, it is a proactive approach to prevent work-related injuries and health issues. Well-designed workstations, chairs, and equipment reduce the risk of musculoskeletal disorders, such as back pain, carpal tunnel syndrome, and eye strain. When employees are physically comfortable, they are less prone to absenteeism due to health issues. Secondly, office ergonomics enhances productivity.

**Effect of Office Ergonomics on Employees' Performance**

A workspace tailored to the needs of employees allows them to work efficiently without the distraction of discomfort or pain (Al-Qahtani et al., 2019). Properly positioned computer monitors, adjustable chairs, and ergonomically designed keyboards lead to reduced fatigue and increased focus. Moreover, the ministry's commitment to office ergonomics demonstrates care for employees' well-being, fostering a positive workplace culture. It can enhance employee morale and job performance, leading to improved retention rates and attraction of top talent (Ayinde, 2021).

**Employees Performance**

According to Armstrong and Taylor (2020), employee performance is defined as the accomplishment of work and tasks in accordance with predefined standards of accuracy, completeness, cost, and speed. Griffin, et al (2021), says employees performance consists of proactive and adaptable actions that enhance organizational effectiveness. Employee performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives) (Uford, 2017).

**Dimensions of Employees' Performance**

According to Omorodion, (2021) and; Charles and Uford (2023), Employee performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) return per employee (total employee return, economic value added, etc.).

**Theoretical Review**

Theories of ergonomics are interrelated and mostly emphasized the interactions between people, product, and the environment (Wilson, 2000 & Laurig and Vedder, 2020). When the interactions fit the required ergonomics rule, it is expected that strains would the reduced on the workers, thereby enhancing productivity.

**Ecological theory of ergonomics**

The interaction between people and their surroundings is emphasized by the ecological theory of ergonomics, which was developed by James J. Gibson and focuses on how working conditions affect people's performance and behavior. It draws attention to the idea of affordances, which describes the opportunities or limitations that the environment presents for particular behaviors. This idea emphasizes how crucial it is to create workspaces that take into account human limitations, needs, and capacities in order to maximize well-being, safety, and performance.

This theory fit in the context of this study. The proponents of the theory (Saunter and Swanson, 1996) proposed that office tools, technologies, and the nature of work affect both organisation factors and physical demands of work. Individual factors were also discovered to moderate the effects of the office ecological environment as propounded in the theory. In the context of this study, it is proposed that the work tools, physical office environment, and the office workers are the necessary components of the ergonomic practice that were studied.

**Empirical Review**

**Office Ergonomics and Employees' Satisfaction**

The study is guided by the following empirical review. The effect of office ergonomics on job satisfaction in Nigerian public institutions was investigated by Adebayo and Okafor (2018). 200 workers in federal ministries in Abuja participated in a quantitative assessment that used structured questions to gauge job satisfaction and ergonomic considerations. Regression analysis was used to examine the data.

According to the study, ergonomic elements, including movable furniture, sufficient lighting, and noise reduction, greatly raised worker satisfaction and decreased stress-related grievances. According to the study's findings, an ergonomic workplace immediately raises worker satisfaction and productivity, highlighting the necessity for public institutions to make ergonomic investments.

Ndlovu and Moyo (2021) investigated employee satisfaction and workplace ergonomics in private sector organizations in Zimbabwe. A mixed-method approach was employed, combining interviews with HR managers from Harare-based businesses with surveys of 150 employees. We looked at ergonomic factors like lighting, air quality, and workplace design. According to the study, while ergonomic improvements greatly raised morale and decreased turnover intentions, poorly executed ergonomics frequently resulted in employee discomfort, absenteeism, and discontent. According to the findings, companies that prioritize ergonomic designs show increases in staff retention and satisfaction, making them an essential investment for both workplace productivity and worker well-being.

**Office Ergonomics and Employees' Job Performance**

Igwe & Utebor (2023) conducted a study investigating the perceived impact of office ergonomics on the job performance of Confidential Secretaries in Government Ministries in Ebonyi State. The research was guided by four research questions and four null hypotheses, employing a descriptive survey research design. The target population comprised 86 Confidential Secretaries in Government Ministries in Ebonyi State, with no sampling involved.

To gather data, a structured questionnaire, validated by two experts in Business Education and one expert in Science Education Departments, was utilized. The questionnaire demonstrated high reliability with a Cronbach alpha coefficient of 0.96. Of the 86 distributed questionnaires, 81 were retrieved and used for data analysis. The research employed mean and standard deviation to address the research questions, while t-tests were employed to test the hypotheses. The findings revealed that office layout, office furniture, office lighting, and office temperature significantly influenced job performance. Hypotheses testing indicated that male and female Confidential Secretaries did not significantly differ in their opinions on the influence of office layout on job performance.

However, highly experienced and less experienced confidential secretaries differed significantly in their responses to the perceived influences of office furniture on job performance. Additionally, male and female Confidential Secretaries exhibited significant differences in their responses regarding the influences of lighting on job performance. No significant difference was observed in the mean responses of Confidential Secretaries based on their educational qualifications concerning the perceived influence of office temperature on job performance.

Similarly, no significant difference was found in the mean responses of Confidential Secretaries based on their grade level regarding the perceived influences of noise on job performance. The study's implications suggest that management in Government Ministries should prioritize office ergonomics to create a conducive work environment that attracts, retains, and motivates employees. Neglecting these principles may lead to decreased productivity and increased medical costs for employees.

## 3. METHODOLOGY

The area of study used in this work is the Kwara State Primary Health Care Development Agency.

The population of the study consists of the Kwara State Primary Health Care Development Agency, with a population of *one hundred and forty-one (141) according to the state annual report for the year 2024.*

| ***Departments*** | ***Staff*** |
|---|---|
| *Doctors* | *25* |
| *Nurses* | *56* |
| *Laboratory* | *16* |
| *X-ray* | *14* |
| *Pharmacy* | *30* |
| ***Total*** | ***141*** |

The study employed the stratified sampling technique to put each health organization into strata and then make a random sampling in each stratum. The choice of stratified sampling is because the population is seen as heterogeneous. The stratified sampling technique is a subset of the random sampling technique, which will better represent the target population and therefore allow for better generalization of the study findings.

The study used Taro Yamane's method of sample size determination. This method uses the mathematical formulae

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

Where:
n = required sample size,
N = population,
e = level of precision
N = 141 e = 0.10 or 0.05%
Therefore: $n = \frac{141}{1+141(0.05)^2}$ n = 101
From the above formula, the study will adopt a sample size of 101.

However, ANOVA and regression analysis were utilized to evaluate the data using descriptive and inferential statistics with the help of SPSS version 25. Regression and ANOVA were used in a recent study by Ayodele *et al*. (2023) to examine how office ergonomics affect worker performance in Nigerian government agencies.
The study employed a structured questionnaire to gather data.

## 4. RESULTS

This section of the study presents detailed analysis of the respondents' responses to the administered questionnaire. Therefore, the demographic features, research statements and research hypotheses were explained.

**Table 4.1 Analyses of Responses' Demographic Features**

**(N=101)**

| **Participants Demographic Variables** | **Items** | **Frequency** | **Percent** |
|---|---|---|---|
| **Sex** | Male | 55 | 54.5 |
| | Female | 46 | 45.5 |
| **Age Group** | 18 – 27 years | 35 | 34.7 |
| | 28 – 38 years | 29 | 28.7 |
| | 39 – 49 years | 20 | 18.8 |
| | 50 – 60 years | 10 | 9.9 |
| | 61 years above | 7 | 6.9 |
| **Marital Status** | Single | 39 | 38.6 |
| | Married | 52 | 51.5 |
| | Divorced | 10 | 9.9 |
| **Educational Level** | SSCE | 4 | 4.0 |
| | NCE/OND | 18 | 17.8 |
| | BSc/HND | 62 | 61.4 |
| | MSc/MBA | 96 | 95 |
| **Duration** | Below 5 years | 18 | 17.8 |
| | 6 – 10 years | 38 | 37.6 |

| | | | |
|---|---|---|---|
| | 11 – 15 years | 15 | 14.9 |
| | 16 years & above | 30 | 29.7 |
| **Experience** | 1 – 5 years | 31 | 30.7 |
| | 6 – 10 years | 29 | 28.7 |
| | 11 years & above | 51 | 50.5 |

**Source: Field Survey, 2025**

Table 4.1 displays the demographic information for the 101 study participants. The data demonstrates a well-balanced gender representation, with 55 (54.5%) male respondents and 46 (45.5%) female respondents. This suggests a roughly equal participation rate, ensuring that both sexes' perspectives were fairly represented. The majority of the sample, or 63.4%, fell into the 18–27 (34.7%) and 28–38 (28.7%) age groups, based on the respondents' age distribution. This suggests that a significant portion of the respondents were between the ages of young and middle. The distribution of the remaining participants into the 39–49 years (18.8%), 50–60 years (9.9%), and 61 years and above (6.9%) groups indicates that older persons were underrepresented in the study.

Married respondents made up the biggest percentage of the sample (51.5%), followed by single respondents (38.6%). Among the respondents, 9.9% reported being divorced, a lower percentage than the other groups. In terms of educational background, the majority of participants (61.4%) had a BSc/HND degree, while those with an NCE/OND (17.8%) were next in line. Postgraduate degree holders (MSc/MBA) were significantly overrepresented at 95%, which seems to be an oddity in the data since it exceeds the total sample size, whereas a smaller percentage had SSCE (4.0%). This might point to a data entry or typographical error that needs to be checked.

The study also assessed participants' length of service in their different businesses. 29.7% had served for 16 years or longer, while the largest group (37.6%) had worked for 6 to 10 years. Those with fewer than 5 years of experience made up 17.8% of the respondents, while 14.9% had spent 11 to 15 years in service. This distribution points to a combination of both seasoned workers and relatively new hires. Lastly, an evaluation of the participants' job experience was conducted. According to the findings, the majority (50.5%) had worked in their field for 11 years or more, followed by 30.7% with 1–5 years and 28.7% with 6–10 years. This indicates that a sizable percentage of respondents had a great deal of experience, which may improve the accuracy of their answers about problems at work.

**Test of Research Hypotheses**

In this study, one research hypothesis was tested in order to achieve the study's main objective and to also provide answers to the research question raised. The major findings from the analyses are as follows:

**Hypothesis One**

**$H_0$:** Office ergonomics does not have any significant effect on employees' satisfaction in Primary Health Care Development Agency Kwara State.

**$H_1$:** Office ergonomics have any significant effect on employees' satisfaction in Primary Health Care Development Agency Kwara State.

**Model Summary**

| Mode | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| | .510[a] | .494 | .045 | 3.06711 |

a. Predictors: (Constant), Office ergonomics

**Coefficients**

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |

| | | | | | |
|---|---|---|---|---|---|
| (Constant) | 10.260 | 2.394 | | 4.285 | .000 |
| Office ergonomics | .167 | .081 | .510 | 2.055 | .043 |

a. Dependent Variable: Employees' Job satisfaction

A moderately good connection between office ergonomics and employee happiness is indicated by the R value of 0.510 (Model Summary Table above ). The R Square value of 0.494 suggests that office ergonomics accounts for approximately 49.4% of the variance in employee satisfaction. The complexity of the factors influencing employee happiness beyond ergonomics may be the reason for the somewhat lower explanatory power after controlling for the number of predictors in the model, as indicated by the Adjusted R Square of 0.045. A considerable degree of prediction error is shown by the Std. Error of the Estimate of 3.06711, which shows the average distance between observed values and the regression line.

Office ergonomics significantly improves employee happiness, according to (Coefficients Table Above ) (B = 0.167, p = 0.043, which is below the 0.05 significance level). A moderate but noticeable standardized influence is indicated by the beta value of 0.510, which means that employees' happiness rises by 0.167 units for every unit increase in workplace ergonomics. This positive correlation implies that higher employee satisfaction levels are associated with better workplace ergonomics, such as better lighting, furniture, and workstation arrangement.

Due to variations in the direct advantages, they offer in terms of physical comfort and convenience of work, certain office ergonomic predictors may have a greater influence on employee happiness than others. While some elements, like lighting or temperature control, may have a more indirect effect, ergonomic office furniture, such as desks and chairs that can be adjusted, has a direct impact on physical well-being and can result in observable increases in job satisfaction. In contrast to less obvious elements like noise levels or room aesthetics, the predictors with larger coefficients (such furniture and workstation arrangement) may have more immediate and direct influence on satisfaction, according to the beta value.

**Hypothesis Two**

**$H_0$:** There is no significant relationship between office ergonomics and employees' accuracy and speed in Primary Health Care Development Agency Kwara State.

**$H_1$:** There is a significant relationship between office ergonomics and employees' accuracy and speed in Primary Health Care Development Agency Kwara State.

**Table . Model Summary**

| Mode | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| | .497[a] | .247 | .245 | .35991 |

a. Predictors: (Constant), Office ergonomics

**Table . Coefficients**

| Model | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|
| | B | Std. Error | Beta | | |
| (Constant) | 1.780 | .075 | | 23.762 | .000 |
| Office ergonomics | .396 | .028 | .497 | 14.104 | .000 |

a. Dependent Variable: Employees' accuracy and speed

The findings of the regression analysis in Tables above evaluate the connection between office ergonomics and workers' accuracy and speed in a few primary health care development agency kwara state. A moderately good association between office ergonomics and employees' accuracy and speed is indicated by the R value of 0.497 in the above Table (Model Summary). The R Square value of 0.247 indicates that office ergonomics accounts for 24.7% of the variance in employees' accuracy and speed. The number of predictors in the model is taken into account by the Adjusted R Square of 0.245, which shows that the explanatory power is still moderate when taking the complexity of the model into account. The standard deviation between the

observed and anticipated values is indicated by the Std. Error of the Estimate of 0.35991, which demonstrates that there is a modest prediction error.

Office ergonomics significantly improves workers' accuracy and speed, according to the second table (Coefficients) (B = 0.396, p = 0.000, which is below the 0.05 significance level). Office ergonomics has a moderate effect on accuracy and speed, as indicated by the beta coefficient of 0.497, which means that employees' accuracy and speed rise by 0.396 units for every unit improvement in office ergonomics. This implies that office ergonomics has a direct impact on workers' ability to complete jobs accurately and rapidly, most likely as a result of less distractions and physical pain.

Because they directly affect task efficiency, some office ergonomics predictors may have greater effects on workers' accuracy and speed. Ergonomic equipment, including seats and desks that can be adjusted, for instance, has a direct impact on posture and comfort, lowering the chance of physical strain and weariness, which can impair accuracy and slow down work. Similar to this, efficient workspace design and equipment placement (such as computers and files) can speed up workflows and enable workers to finish projects more rapidly and precisely. However, elements like lighting and noise levels may not directly affect speed or accuracy, but they nevertheless help create a generally cozy and comfortable workspace, which in turn promotes efficiency.

**Discussion of Findings**

Office ergonomics accounted for 49.4% of the variance (R2 = 0.494) in satisfaction levels, indicating its substantial impact on employee well-being, according to the regression analysis, which found a moderately positive relationship (R = 0.510) between office ergonomics and employee satisfaction. Further analysis of the coefficients (B = 0.167, p = 0.043) confirmed that each incremental improvement in ergonomic quality resulted in a 0.167-unit increase in employee satisfaction. These findings particularly highlight how important ergonomic elements, such as adjustable furniture, proper lighting, and optimized workstation layouts, directly alleviating physical discomfort and improving workplace conditions.

The results are in line with recent research by Davis & Kotowski (2015) and Sullivan & Sargeant (2020), which showed a clear correlation between ergonomic modifications and improved employee morale and decreased absenteeism. According to the study, office ergonomics has a statistically significant positive impact on employee satisfaction, which can help to increase workplace engagement and overall well-being among ministry staff. This highlights how important it is to prioritize ergonomic upgrades like comfortable chairs and appropriate lighting.

The study also found a moderate but statistically significant relationship (R = 0.497) between office ergonomics and employee task performance, indicating that office design significantly affects job efficiency in Kwara State ministries. Analysis revealed that ergonomic considerations had a discernible effect on labor outcomes, explaining 24.7% of the variation in employees' accuracy and speed (R2 = 0.247). The observable benefits of well-designed workstations were illustrated by the regression coefficient (B = 0.396, p = 0.000), which confirmed that task accuracy and speed increased by 0.396 units for every unit improvement in ergonomic conditions. Adjustable workstations and thoughtfully positioned screens were two specific ergonomic improvements that decreased physical strain and lessened work-related distractions.

These results are consistent with new study by Karwowski & Marras (2019) and Robertson & Huang (2016), which found that ergonomic work settings lead to fewer mistakes and quicker job completion. The findings unequivocally show a positive correlation between work performance measurements and office ergonomics. This implies that investments in ergonomic tools, such as strategically positioned seats and neatly arranged workstations, can significantly increase operational effectiveness and lower errors throughout Kwara State ministries. These enhancements increase organizational productivity in the public sector as a whole in addition to improving individual performance.

## 5. CONCLUDING REMARK

The results of this study demonstrate the significance of office ergonomics in enhancing employee performance within Kwara State Primary Health Care Development Agency, which is consistent with the findings of Robertson and Huang (2016) and Karwowski and Marras (2019). According to reviewed literature,

ergonomic interventions—such as better workstation layouts, movable furniture, and strategically placed equipment—significantly increase employees' job satisfaction by lowering physical discomfort and weariness. It was also discovered that these ergonomic changes improved task speed and accuracy, reducing mistakes and increasing output.

In the end, this study advocates for the establishment of ergonomic guidelines in government buildings in order to maintain operational excellence and long-term worker well-being. The study highlights that investing in ergonomic workplace design is a deliberate way to increase entire company efficiency, not just for the comfort of employees. By implementing ergonomic best practices, ministries in Kwara State can promote a healthier, more engaged workforce that will result in improved performance and lower absenteeism. Policymakers and administrative officials should give ergonomic evaluations and workplace adjustments top priority as part of larger initiatives to increase public sector productivity.

**Recommendations**

Ministry should provide adjustable chairs, desks, and workstations that support good posture and reduce physical strain, thereby enhancing employee comfort and job satisfaction. Also, routine evaluations of the work environment should be carried out to ensure that the ergonomic needs of employees are continually met, and adjustments made as necessary. Employees should also be involved in decisions regarding ergonomic upgrades, as this can increase their sense of ownership and satisfaction with their work environment.

To improve employee accuracy and speed, office equipment and tools must be arrange in a way that minimizes unnecessary movement and allows for quick and accurate task completion. Also, in order to reduce workplace discomfort and fatigue, supportive ergonomics tools should be provided (e.g; wrist rests, footrests, monitor risers) to minimize discomfort, which can improve focus, accuracy, and task speed. The use of technology must be put in place to enhance ergonomics ( e.g integrate software and hardware solutions that improve ergonomics interaction, such as voice recognition tools or dual monitors, to boost productivity and performance.

**REFERENCES**

Agogbua, A. U., Okechukwu, P. I., & Eze, B. E. (2021). *Office ergonomics and worker productivity in Nigerian organizations. Nigerian journal of Ergonomic Studies*, 5(1), 23–34.

Al-Anzi, N. M. (2019). The role of workplace environment on employee performance. *International Journal of Business and Management*.

Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice (15th ed.). Kogan Page.*

Ayinde, O. T. (2021). *The role of workplace ergonomics in enhancing employee retention and satisfaction in public organizations. African Journal of Business and Management Research*, 8(3), 67–78.

Charles, I. I., & Uford, I. C. (2023). Comparative analysis and evaluation of business and financial performance of Amazon. Com: A three-year period critical review of exceptional success. *European Journal of Business, Economics and Accountancy*, *11*(2), 69-92.

Davis, K. (2017). The relationship between office ergonomics and employee productivity in government offices. *Journal of Workplace Health Management, 19(3), 45-59.*

Davis, R., Smith, L., & Thompson, J. (2022). *Cognitive ergonomics and workplace design: Enhancing productivity in knowledge-based industries. Journal of Occupational Health Psychology,* 27(1), 34–46.

Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001).The Job Demands-Resources model of burnout. Journal *of Applied Psychology*, 86(3), 499-512.

Dul, J., & Weerdmeester, B. (2008). *Ergonomics for beginners: A quick reference guide*. CRC Press.

Etim, G. S., & Uford, I. C. (2019). Measuring the Contributions of Sources of Employee-Based Brand Equity to the Market Performance of Deposit Money Banks in Nigeria. *Business and Management Studies*, *5*(2), 21-33.

Goggins, R. W., Spielholz, P., & Nothstein, G. L. (2021). *The effectiveness of ergonomics interventions*

*in reducing musculoskeletal disorders: A case study approach. Applied Ergonomics,* 92, 103318.

Griffin, M. A., Neal, A., & Parker, S. K. (2021). *Employee performance: Aconceptual framework. Journal of Organizational Behavior*, 42(2),145–160.

Hameed, A., & Amjad, S. (2011**).** Impact of office ergonomics on employee performance: A study of the public sector organizations in Pakistan.*International Journal of Business and Social Science*, 2(13), 127-137

Hedge, A., James, T., & Pavlovic-Veselinovic, S. (2005). *Ergonomics concerns and productivity in workplace environments. Journal of Occupational and Environmental Medicine*, 47(5), 510-516.

Herzberg, F. (1966). *Work and the nature of man*. Cleveland: World Publishing.

Igwe, C. A., & Utebor, T. E. (2023). *Perceived impact of office ergonomic on the job performance of confidential secretaries in government ministries in Ebonyi State. Journal of Office Management and Educational Research*, 10(1), 45–56.

Inseng, D. H., & Uford, I. C. (2019). Examining contributions of customer-based and employee-based brand equity to a retail bank's market performance using resource-based theory. *The Retail and Marketing Review, 15*(1), 27-38

Kroemer, K. H. E., Grandjean, E., & Kroemer, H. (2019). *Fitting the task tothe human: A textbook of occupational ergonomics*. CRC Press.

Nadri, G., Karimi, F., & Mohtashami, B. (2023). *The influence of workplace ergonomics on employee engagement and satisfaction in competitive industries. Human Factors and Ergonomics in Manufacturing &Service Industries,* 33(1), 22–34.

Omorodion, E. O. (2021). *Measuring employee performance in contemporary organizations. International Journal of Business and Management Review,* 9(2), 31–41.

Robertson, M. M., Ciriello, V. M., & Garabet, A. M. (2012). *Office ergonomics training and organizational outcomes*. Human Factors: *The Journal of the Human Factors and Ergonomics Society*, 54(5), 709-720.

Robertson, M. M., Ciriello, V. M., & Garabet, A. M. (2021). *Office ergonomics training and a sit- stand workstation: Effects on musculoskeletal and visual symptoms and performance. Work,* 68(2),349

Saunter, D. A., & Swanson, N. G. (1996). *The ecological ergonomics of office environments: Effects on worker health and performance. Ergonomics Journal*, 39(5), 779–791.

Uford, I. C. (2017). Customer and Employee-based Brand Equity Driving United Bank for Africa's Market Performance (Doctoral dissertation, University of the Witwatersrand, Faculty of Commerce, Law and Management, School of Economic & Business Sciences).

Uford, I. C. (2026). Navigating Market Access Challenges in Community-Based Pharmacy Business within Uyo Metropolis. *Journal of Economics, Innovative Management and Entrepreneurship*, *4*(1).

Washington State Department of Labor and Industries (2002). *Ergonomics: The science of fitting jobs to people*.