

WORKPLACE ERGONOMICS AND ITS INFLUENCE ON THE STAFF PERFORMANCE OF SELECTED HOTELS IN LAGOS STATE

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ABSTRACT

This study examined the impact of workplace ergonomics on the performance of hotel staff in Lagos State, Nigeria. This research investigates the ergonomics awareness among hotel staff, the condition of equipment used, and how these factors influence staff productivity and overall satisfaction. A survey of 400 staff selected purposively from 2 – 5-Star hotels in hotels in Lagos State, with data collected using a self-designed and administered questionnaire, was conducted. Data collected were cleaned and analysed using frequency distribution and correlation analysis of the transformed ordinal data with the aid of SPSS. The findings show that 67.2% of the staff were aware of work-related ergonomics in the hotel, 53.6% rate as good or very good the availability of the equipment and tools used, 64.8% rated as good or very good the conditions of the equipment used and 90.3 % were satisfied with the quality and functionality of equipment, tools and furniture provided. It also shows that there is a weak, negative, and significant relationship between the quality and functionality of service equipment conditions and employees' job satisfaction levels ($r = -0.123$; $p < 0.05$). Lastly, it shows a weak, positive, and significant relationship between ergonomically designed workplace equipment and job satisfaction of hotel staff ($r = 0.276$; $p < 0.05$). The study concluded that ergonomic interventions play a critical role in enhancing employee performance, job satisfaction, and overall well-being. Hence, the hotel management in Lagos needs to prioritise ergonomic solutions to foster a healthier and more productive workforce.

Keywords: Workplace ergonomics, equipment, hotels, quality, satisfaction

1 | Introduction

Workplace ergonomics is the discipline concerned with designing work environments, tools, and tasks to match workers' physical and cognitive capabilities (Amadi and Adedamola, 2025). In the hotel industry, where staff are often engaged in physically demanding roles such as housekeeping, kitchen services, and guest relations, the principles of ergonomics play a critical role in maintaining not only employee health

but also job satisfaction and productivity. Inadequate ergonomic practices lead to physical discomfort, fatigue, and decreased work performance, ultimately affecting the quality of service provided to guests (McCauley, 2020). Ergonomically designed workspaces and equipment can prevent injuries and improve productivity. Studies show that hotel housekeepers face high rates of musculoskeletal pain due to repetitive motions and awkward postures. According to McCauley (2020), poor

ergonomics leads to discomfort and increased risk of injuries, which can result in higher compensation claims and diminished morale. Similarly, research by Zhao *et al.* (2023) suggests that hotels with improved ergonomics experience better employee retention and lower turnover rates due to healthier work conditions.

Ergonomic enhancements, such as adjustable tools, optimised workflows, and supportive workplace designs, have been shown to boost employee satisfaction and productivity while reducing workplace injuries (Gross, 2019). These measures not only improve employee morale but also contribute to better service quality, customer satisfaction, and reduced operational costs in the long term. According to Al-Anzi (2009), 97% of participants in a Management Today Magazine survey from 2003 indicated they saw their workplace as a sign of whether their employer respected them. Their error rate, amount of innovation, collaboration with other employees, absenteeism, and eventually how long they remain in the position are all greatly influenced by how well they engage with the organisation, especially with their immediate surroundings. Employee performance in any organization is influenced by a variety of factors, including the employee's capacity to comprehend his or her clearly defined roles, knowledge and skills required for the job, management's feedback on the employee's performance, suitable working conditions and tools for the position, as well as incentives in place to encourage good performance (Elvia & Rosalio, 2015).

Lagos State, Nigeria, is a thriving hub for the hospitality industry, housing numerous five-star hotels that cater to both local and international guests. Despite the significant growth in this sector, the attention given to workplace ergonomics remains inadequate (Rahman *et al.*, 2017). This

oversight can lead to various challenges for hotel employees, such as physical discomfort, decreased productivity, and job dissatisfaction. The absence of proper ergonomic measures within five-star hotels in Lagos State may contribute to an increased risk of musculoskeletal disorders among staff (Parmar & Dalal, 2017). Hotel employees, including housekeeping staff, front desk personnel, and food service workers, often engage in physically demanding tasks that can strain their bodies if the work environment is not properly designed. These physical strains can result in long-term health issues, absenteeism, and decreased work efficiency, ultimately affecting the quality of service provided to guests. Moreover, the lack of awareness and training regarding ergonomic practices further exacerbates the situation (Hsieh *et al.*, 2016). Many employees may not be familiar with the principles of workplace ergonomics or how to adjust their workstations and tasks to ensure optimal comfort and productivity. Consequently, their performance and well-being may suffer, leading to diminished job satisfaction and potential turnover (Sadeghi Naeini *et al.*, 2018).

1.1 | Statement of the problem

Despite the known benefits of ergonomics, such as improved employee health, increased productivity, and enhanced job satisfaction (OHSE, 2025; Silva *et al.*, 2024), many hotels in Lagos still fail to implement effective ergonomic practices in their work environments. Hotel workers, especially those in housekeeping, kitchen services, and front desk operations, are often provided with poorly designed workspaces, furniture, and tools, which exacerbate physical strain. This lack of ergonomic consideration not only affects the health and well-being of hotel employees but also compromises their performance and may lead to issues such as reduced productivity, absenteeism, and high employee turnover.

The influence of workplace ergonomics on staff performance in the hotel industry has been well-documented in other sectors (Silva et al., 2024); however, there is a limited body of research focused on this issue within the hotel industry in Nigeria, particularly in Lagos. While a few studies highlight the significance of ergonomics in improving staff well-being and performance in the hospitality industry globally (Karmacharya et al., 2025; Adiga, 2023), specific studies on how workplace ergonomics affect hotel employees in Lagos remain sparse. There is a lack of understanding regarding the direct impact of ergonomic challenges on the job performance of hotel workers in this region. Given these gaps, this study seeks to investigate how the ergonomics of the workplace, such as the design of workspaces, availability of ergonomic tools, and employee training on ergonomic practices, affect the performance of hotel staff in Lagos State. By addressing this gap, the research aims to provide valuable insights into how ergonomic improvements can enhance employee productivity, reduce health-related issues, and improve overall service quality within the hotel sector in Lagos.

Hence, this study examined workplace ergonomics and its influence on the staff performance of selected hotels in Lagos State. Specifically, the study examined the awareness of the types of physical equipment used among staff in the selected hotel and assessed the conditions of the equipment used at the selected hotels and how it is related to the employees' satisfaction on the job.

2.0 | Literature Review

2.1 | Concept of Ergonomics

Ergonomics is a scientific concept with common sense, but at the same time, the utilisation and application may not be easy as it needs to be

designed and used by complex people with different perspectives and preferences, making the system more complicated to design based on how it can be accommodated. The demographic combination of a variety of people in terms of gender, qualification, physical abilities, fitness, and inbuilt qualities with different cultural and social values makes ergonomic designs in the workplace cumbersome (Helen, 2018). The workplace may not have required structural design and arrangements, but may potentially be damaged by errors and institutional obstacles. These challenges can lead to questions about the employees' health and safety. Most employees are unaware that the ergonomic impact of their workplace is affecting their mental and physical ability in performing their tasks (Helen, 2018).

2.2 | Types of physical equipment used among staff

For hotel staff, the types of physical equipment used range from personal protective equipment (PPE) to specialised tools designed for housekeeping, kitchen services, front desk operations, and maintenance tasks. The choice and quality of these tools significantly influence the effectiveness of staff performance and overall guest satisfaction (Adiga, 2023). Hotel workers are involved in physically demanding tasks, often requiring specialised equipment tailored to specific roles. Housekeeping staff, for example, rely on vacuum cleaners, cleaning supplies, and carts for transporting linen and cleaning products. Kitchen staff require commercial-grade cooking tools, knives, and ovens, while front desk personnel use computers, telephones, and booking systems to manage guest check-ins and reservations. Maintenance workers, on the other hand, use tools such as drills, hammers, and ladders to ensure the proper functioning of the hotel's facilities.

The ergonomic design, quality, and functionality of this equipment are vital for minimising physical strain and maximising staff performance. Inadequately designed tools or equipment that are not suited to the nature of the work can lead to discomfort, fatigue, and even injuries, which can negatively impact staff productivity and service quality. Bello *et al.* (2024) emphasise that the physical tools and equipment in the hotel industry should be carefully selected to ensure that they are not only functional but also ergonomically designed to reduce physical stress on employees.

Recent research underscores the importance of equipping hotel staff with the right tools for the job. For instance, Smith *et al.* (2023) highlighted that the use of ergonomic cleaning equipment, such as adjustable-height carts and lightweight vacuum cleaners, can reduce the physical strain on housekeeping staff. Similarly, Oluwaseun & Adeyemi (2023) discuss the role of ergonomic kitchen tools in reducing fatigue among chefs and kitchen assistants. When the right tools are provided, employees can perform their tasks more efficiently and safely, leading to improved job satisfaction, reduced absenteeism, and better overall performance.

2.3 | The conditions of the equipment used in hotels

The condition of equipment used in hotels plays a significant role in determining the quality of service provided by hotel staff and ensuring the overall smooth operation of the facility. Properly maintained and high-quality equipment is critical to the efficiency of various hotel departments, including housekeeping, kitchen operations, front desk services, and maintenance. Smith *et al.* (2023) note that hotels with well-maintained equipment tend to experience higher staff productivity, lower turnover rates, and fewer workplace injuries. In contrast, poorly maintained

equipment can lead to operational delays, increased stress, and dissatisfaction among employees, ultimately affecting the guest experience. Oluwaseun & Adeyemi (2023) observed that many hotels in Lagos struggle with maintaining high-quality, up-to-date tools and equipment due to budget constraints and a lack of regular maintenance schedules. These deficiencies not only affect the performance of hotel staff but also negatively impact service delivery, customer satisfaction, and staff morale.

2.4 | Contingency Theory

Contingency theory by Fiedler (1964) posits that the effectiveness of management practices depends on the specific context or situation faced by an organisation (Fiedler, 1964). In hotels, the approach to maintaining safety standards regarding physical equipment may vary depending on factors such as hotel size, location, target market, and available resources. Smaller hotels may have fewer resources for equipment maintenance compared to larger, luxury hotels, and therefore, management must adopt flexible approaches to ensure compliance with safety standards.

Borkowski (2021) suggests that hotel management must assess their unique circumstances and adopt tailored strategies for maintaining equipment safety that align with both regulatory standards and operational needs. For instance, a hotel in an area prone to electrical outages may require more frequent checks on backup generators and power systems, while a luxury hotel may need to focus more on maintaining high-end kitchen appliances and ensuring fire safety systems are up to code.

2.5 | Systems Theory

Systems theory emphasises the interdependence of all parts of an organisation and how they contribute

to achieving overall goals (Bertalanffy, 1968). In the context of hotel management, systems theory suggests that the safety of physical equipment cannot be viewed in isolation but must be understood as part of the hotel's broader operational system. Each department, including maintenance, housekeeping, and management, plays a role in ensuring the proper maintenance of equipment to meet safety standards. According to Sweeney & Wilkins (2022), an effective hotel management system integrates all functions and departments into a cohesive unit. This system's approach highlights that ensuring safety standards are met requires collaboration between different departments (maintenance, operations, housekeeping) and a coordinated effort to ensure that equipment is regularly checked and maintained. Hence, systems theory is applicable in ergonomic design by ensuring that layout, equipment, and workflow support each other harmoniously to minimise errors and fatigue while enhancing employee productivity. Also, in complex systems, the theory informs the design of interfaces that account for the capabilities and limitations of human operators and through feedback mechanisms and adaptive controls, the design becomes responsive and enhances human decision making. Lastly, applying systems theory to ergonomics helps identify root causes of injuries not just as physical strain but as outcomes of system-level failures and supports organisational ergonomics by analysing workflows, communication patterns and team dynamics.

2.6 | Empirical Review

Okumus & Avcı (2021) examined the role of hotel management in ensuring that physical equipment meets safety standards in Turkish hotels. They found that management is directly responsible for organising regular safety checks, maintenance

schedules, and updating safety protocols according to national and international standards. Hotel managers play a crucial role in fostering an environment where safety is prioritised, ensuring that staff are trained to identify hazards related to physical equipment and respond to them appropriately. The study concluded that management's commitment to safety directly impacts the frequency of equipment inspections and maintenance, leading to a reduction in operational risks.

Makhitha & Du Toit (2021) explored how hotel management in South Africa ensures the safety of physical equipment by implementing regular safety audits and maintenance schedules. Their findings revealed that proactive management, including clear safety protocols, frequent inspections, and maintenance of equipment such as elevators, fire systems, and kitchen appliances, significantly reduces the risk of accidents. Hotel managers were found to play a critical role in ensuring compliance with safety standards, with regular training provided for maintenance staff to enhance their awareness of safety protocols. The study concluded that effective management practices not only ensure safety but also improve guest satisfaction by providing a secure and well-maintained environment.

Sims & Moore (2019) explored the impact of safety culture on equipment maintenance in the hotel industry. Their findings demonstrated that hotel management's leadership style directly affects how safety standards are upheld. Hotels with a strong safety standard, where management leads by example and prioritises safety in all operational processes, were found to have fewer instances of equipment failures and safety violations. The study emphasised that leadership commitment to safety is essential for embedding a safety-first mentality among all hotel staff, which

contributes to the proper maintenance and use of physical equipment. The authors also found that training programs for employees, developed and supported by management, significantly enhance the hotel's safety culture.

3.0 | Methodology

The research adopts a descriptive survey design to explore workplace ergonomics and its influence on the staff performance of selected hotels in Lagos State. A descriptive survey is suitable as it allows for the collection of quantitative and qualitative data, providing a detailed understanding of management practices, equipment safety measures, and compliance with safety regulations in hotels. The study population consists of hotel managers, maintenance staff, and operational staff in some selected hotels in Lagos Metropolis, Lagos State. A stratified random sampling technique was used to select participants from the identified hotels in Eti-Osa, Badagry, Ikorodu, Ikeja, and Epe Local Governments of Lagos State. This technique ensures that the sample of 400 respondents selected from these 2 5 -5-star hotels is representative of the population across different categories (e.g., hotel managers, maintenance staff, and operational staff). The data collected were analysed using frequency distributions and correlation analysis, after the ordinal data were transformed, with the aid of the Statistical Package for Social Sciences (SPSS 27).

4.0 | Results

4.1 | Objective one: Awareness of the types of physical equipment used among staff in the selected hotel

Table 1 shows that 67.2% of the hotel staff are aware of work-related ergonomics. This suggests that hotel management and training programs had a positive impact on spreading awareness about the

importance of ergonomics. However, 32.8% of them indicated a lack of awareness, which suggests that a notable proportion of employees are still uninformed or not sufficiently trained in ergonomics. While many hotel employees are aware of work-related ergonomics, the significant proportion of employees who are not aware indicates that there is a need for continued efforts in educating staff. Bridging this awareness gap is essential to ensuring a healthier, more productive workforce.

Table 1: Awareness of work-related ergonomics in the hotel

Awareness	Frequency	Percent
No	131	32.8
Yes	269	67.2
Total	400	100.0

Source: Researchers' Field Survey (2024)

Table 2 finding shows that 27.8% rated the availability of equipment and tools as "Very good", which indicates that a significant proportion of respondents feel that they have access to high-quality equipment and tools that meet their needs. Table 2 also shows that 25.8% rated the equipment and tools as "Good", which implies that many employees feel that the tools they use are of decent quality and sufficiently meet their job requirements. While most hotel employees feel that the availability of tools and equipment is either "Very good" or "Good", there remains a significant proportion of employees (34.5%) who rate the availability as "Fair" or "Poor", suggesting areas where improvements can be made. Addressing these concerns through strategic investments in equipment, regular maintenance, and employee training will likely improve overall work performance, safety, and job satisfaction in the hotel industry.

Table 2: The availability of the equipment and tools used

Rating of Equipment	Frequency	Percent
Very good	111	27.8
Good	103	25.8
Fair	72	18.0
Poor	58	14.5
Non-response	56	14.0
Total	400	100.0

Source: Researchers' Field Survey (2024)

4.2 | Objective two: Assess the conditions of the equipment used at the selected hotels

Table 3 shows that hotel employees rate the condition of their equipment as "Good" or "Very good"; there is still a notable proportion of employees (approximately 33%) who report dissatisfaction with the equipment, rating it as "Fair", "Poor", or "Very poor". These findings suggest that while many employees benefit from functional and well-maintained tools, there are areas that require attention. By investing in equipment upgrades, regular maintenance, and enhancing safety protocols, hotel management can improve work efficiency, employee satisfaction, and reduce the risk of workplace injuries. Continued monitoring and employee feedback will be essential to ensure that the conditions of the equipment continue to meet the evolving needs of hotel staff.

Table 3 | The conditions of the equipment used at the selected hotels

Rating the condition of equipment	Frequency	Percent
Very good	84	21.0
Good	175	43.8
Fair	97	24.3
Poor	26	6.5
Very poor	11	2.8
Non-response	7	1.8
Total	400	100.0

Source: Researchers' Field Survey (2024)

Table 4 shows that 90.3 % of the hotel employees reported being satisfied or very satisfied with the quality and functionality of the equipment, tools, and furniture provided. However, there is a small number of employees who are dissatisfied with the resources available to them. Addressing these concerns through better maintenance, targeted upgrades, and investments in ergonomic solutions will enhance overall employee satisfaction, reduce the risk of physical strain, and improve productivity. Continuing to engage employees in the process of improving their working conditions will help ensure that the equipment provided meets their needs and supports their well-being.

Table 4 | Quality and functionality of equipment, tools, and furniture provided

Rating the Quality and functionality of equipment	Frequency	Percent
Satisfied	238	59.5
Very satisfied	123	30.8
Dissatisfied	25	6.3
Non- response	14	3.5
Total	400	100.0

Source: Researchers' Field Survey (2024)

4.3 | Test of Hypothesis:

H₀: There is no significant relationship between the quality and functionality of service equipment conditions in hotels and employees' satisfaction levels.

Table 5 shows that the correlation coefficient (*r*) of the relationship between the quality and functionality of service equipment conditions and employees' job satisfaction levels is -0.123. The result established that a weak, negative, and significant relationship exists between the quality and functionality of service equipment conditions

and employees' satisfaction levels ($p < 0.05$). The stated null hypothesis was rejected. Hence, a weak negative relationship exists between the quality and functionality of service equipment conditions and employees' satisfaction levels. This implies

that the dissatisfaction of employees with the quality and functionality of service equipment conditions in hotels significantly reduces their satisfaction levels.

Table 5 | Pearson test of the relationship between the quality and functionality of service equipment conditions and employees' satisfaction levels.

	The quality and functionality of service equipment conditions	Employees' job satisfaction levels
The quality and functionality of service equipment conditions	1.000	-0.123* (0.017)
Employees' job satisfaction levels		1.000

**p < 0.05*

H_0^2 : There is no significant relationship between ergonomically designed workplace equipment and job satisfaction of hotel staff

workplace equipment and job satisfaction of hotel staff is ($r = 0.276$). The stated null hypothesis was rejected. Hence, a weak positive relationship exists between ergonomically designed workplace equipment and job satisfaction of hotel staff. This implies that improving the ergonomically designed workplace equipment will raise the job satisfaction of hotel staff.

Table 6 revealed a weak positive and significant relationship between ergonomically designed workplace equipment and job satisfaction of hotel staff ($p < 0.05$). The correlation coefficient (r) of the relationship between ergonomically designed

Table 6 | Correlation coefficient of the relationship between ergonomically designed workplace equipment and job satisfaction of hotel staff

	Ergonomically designed workplace	Job satisfaction of hotel staff
Ergonomically designed workplace	1.000	0.276** (<0.001)
Job satisfaction of hotel staff		1.000

***p < 0.01*

4.4 | Discussion of Findings

The findings of this study underline the significant role that workplace ergonomics plays in

influencing staff performance in hotels in Lagos State. While awareness of ergonomics is relatively high among staff, there are still gaps in training and the condition of equipment, which negatively

affect employee well-being and performance. The implementation of ergonomic practices and the provision of better tools and training are essential to enhance the productivity, health, and job satisfaction of hotel employees.

To maximise the potential of their workforce, hotel management in Lagos should prioritise investing in ergonomic solutions, ensuring that both the physical and cognitive needs of employees are met. By addressing the ergonomic challenges faced by hotel staff, hotels can foster a more productive and healthy work environment, leading to improved service quality, reduced turnover, and higher guest satisfaction.

5.0 | Conclusion

Conclusively, the study underscores the importance of adopting workplace ergonomics in the hotel industry in Lagos State to improve employee well-being and performance. Hotels that recognise and address ergonomic needs stand to benefit from a healthier and more productive workforce, which ultimately contributes to enhanced service delivery and a competitive edge in the hospitality sector. Therefore, hotel management must commit to integrating ergonomic practices into their operational

strategies, ensuring that both the health of their staff and the quality of service provided to guests are prioritised. While most hotel staff in Lagos are aware of ergonomic principles, the study revealed significant gaps in the practical application of these principles in many hotels. Factors such as outdated equipment, poor maintenance, and lack of ergonomic training hinder the potential benefits of ergonomics in enhancing employee performance. Hotels that have invested in ergonomic practices and well-maintained equipment have observed higher staff satisfaction, reduced physical strain, and improved overall performance.

6.0 | Recommendations

Hotels should invest in ergonomically designed tools and equipment to reduce physical strain on staff and enhance their performance. Also, Hotels should provide continuous training for employees to raise awareness and encourage the adoption of ergonomic practices. In addition, regular checks and maintenance of equipment and workspaces should be implemented to ensure that tools are functional and safe for use. Lastly, hotel management should recognise the importance of ergonomics and allocate resources toward creating ergonomically optimised work environments.

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