

International Journal of Social Science Exceptional Research

Investigating the effect of work environment (Hygiene) factors on employee motivation in the public sector: Evidence from ministry of home affairs in Lusaka

Esaya Kunda

Directorate of Distance Education and Open Learning, The Copperbelt University Kitwe, Zambia

* Corresponding Author: **Esaya Kunda**

Article Info

ISSN (online): 2583-8261

Volume: 02

Issue: 06

November-December 2023

Received: 24-09-2023;

Accepted: 28-10-2023

Page No: 184-194

Abstract

The success or failure of any organization depends on its employees and how well they're motivated towards their work. Motivation plays a fundamental role in enhancing employee productivity and performance. Employee motivation is directly linked to employee commitment, productivity and business profits. An organization should know about their employees and their corporate needs. Every employee has his/her own motivational factors that motivate them to perform their work effectively and efficiently. This study focused on the Impact of the Modern Work Environment on the Performance of Employees in the Public Sector: Case Study of the Ministry of Home Affairs and Internal Security in Lusaka Town. A simple random sample procedure was used to choose the One Hundred and Ninety (190) respondents for the study, of who Ninety-five (95) were to be senior staff and another Ninety-five (95) junior employees. This study used a descriptive research design as well as the use of a structured interviewing guide to acquire data.

The study's findings showed if the workplace environment had an effect on employees. The study was anticipated to show if employees' performance would increase if management resolves the issues discovered throughout the investigation.

Keywords: Performance, Organization, Employee, Motivation

Introduction

The environment is the immediate surrounding of man which he manipulates for his existence. Unjust manipulation presents hazards which make the environment dangerous and hinders individuals' rate of productivity. Henceforth, the workplace means the environment in which the worker carries out his work while a workplace which is effective is an environment where results can be achieved as expected by management (Mike, 2010; Shikdar, 2002) ^[37]. Physical environment affects how organization's employees interact, are led and perform tasks. Physical environment as an aspect of the work environment have directly affected the human sense and subtly changed interpersonal interactions and productivity. This is so for the characteristics of a room or meeting place for a group has consequences pertaining productivity and the level of satisfaction. The workplace Environment is critical in keeping the employee satisfied in the business world today.

According to Kohun, 2002, it is described that the workplace environment is the interrelationships between the employees as well as the workplace. According to Heath (2006), the exact position as well as the local surrounds, behavioral processes, regulations, rules, culture, assets, working relationships, and work location are all included in this environment, and all have an impact on how employees carry out their jobs. Employee performance was impacted by working environment quality, which in turn affects an organization's competitiveness.

In this regard, the aspects of a job that fulfill fundamental requirements, such as safety, payment, equity, and favorable working conditions, were referred to as "hygiene factors." And when these requirements are addressed, employees have a greater sense of comfort and satisfaction in the positions that they play (Mubex, 2010) ^[38]. It is necessary to investigate the hygiene aspects to put Herzberg's theory into practice in the workplace.

As was said before, the presence of hygienic elements is not a determinant in the degree to which an individual is satisfied with their place of employment, nonetheless, these characteristics must be present to avert workplace unhappiness, and they can be referred to as extrinsic requirements more or less. Since fostering a work environment that supports employee well-being was thought to increase organizational productivity and efficiency, employees often have expectations and seek an atmosphere at work that allows them to perform their duties as efficiently as possible. Delivered properly, this may boost organization efficiency (Smith, 2011) ^[54].

Implementing rules and programs is vital to institutionalize good work environment applications. This revealed that other workplace factors may affect worker performance and should be examined. It was unclear how physical, psychological, and work-life balance affect ministry of home affairs productivity. In the public sector, studies had focused solely on financial results, neglecting to consider the working environment and its hygiene factors to reduce employees' dissatisfaction with their work, especially from the employees' perspective (Global workforce study, 2012) ^[23]. Thus, proper investigation required thought generation. Because Lusaka's ministry of home affairs is crucial to the city's economic and internal safety, it was necessary to understand how hygiene factors in the workplace affect employee performance. Extrinsic aspects of salary, medical, bonus, and accommodation away from intrinsic aspects of responsibilities, team planning, development program, and achievement in influencing motivation with consideration of dependent variables of work content, payment, promotion, recognition, working condition, benefit, personal, leadership, and internal and external environmental elements all affect how employees perform their duties. This article investigated how these characteristics affected employee motivation as little was known about the case study.

2. Background

Making the workplace appealing, pleasant, satisfying, and inspiring for employees was a key component of efficient working environment management. This instilled a sense of accomplishment and purpose in the workers' job (Humphries, 2005) ^[25]. Employees would and are always content when they feel their immediate surroundings; both physical and emotional jurisdictions are in tandem with their responsibilities (Farh, 2012) ^[21]. The extent employees connect with their organization's immediate workplace environment determines their error rate levels, quality and creativeness, collaboration with other staff members, disengagement, and, ultimately, their detainment (Leblebici, 2012) ^[34].

Working conditions, job congruity, and support networks from supervisors were psychological elements whereas the physical work environment contextualizes its office structure and design. The aforementioned element of physical environment usually influences employee's behaviors, attitudes, satisfaction, performance and productivity. Along with our human resources policies, policies cover the working conditions of employees as determined by industrial instruments and agreements negotiated with workers and unions. These were hygiene factors and improved physical working conditions that would increase employee performance and, eventually, increase production

(Challenger, 2000) ^[10]. A respectful work environment that supports employee satisfaction and fosters a high-performance culture that encourages innovation and creativity is conducive to corporate success (Kohun, 2002). This was an important factor to consider given the competitive job environment nowadays. It was more probable that a happy work atmosphere would lead to lower employee turnover, fewer fraud cases, better safety procedures, easier recruitment and retention of skilled personnel, and greater employee welfare (Cunnen, 2006). And as performance of employees was crucial for the success and outcomes of the firm this paper looked to address just how influential hygiene factors are on employee motivation. Although there were many elements that affect employee performance resulting from motivation, the working environment stood out as one of the most important ones. It was the primary multi-faceted aspect meant to achieve results and was closely related to the organization's planned objectives (Sabir *et al.* 2012) ^[49]. A comfortable work environment ensures employees' well-being and allowed them to give their responsibilities their best with the potential for improved performance (Taiwo, 2010) ^[60].

For example, research had shown that closed office plan, even though employees had separate offices of their own or few people are in each office which is closed permits staff to have a larger amount of privacy than an open plan office layout. They had an opportunity to work in peace and tranquility, which are hygiene or extrinsic factors hence keeping them absorbed on tasks being done and reduces on the distractions from fellow employees. Further, it gave the employees a thinking frame or be creative without much interruption (Mubex, 2010) ^[38]. In the open office plan, noise existence was stressful and demotivating, paused a high level of distraction and disturbance coupled with low privacy level (Evans & Johnson, 2000) ^[18]. With technological development, innovative communication methods, virtual reality; e -market improvement and alternative work patterns, workplace continue to change rapidly (Challenger, 2000) ^[10]. To accommodate these rapid changes while maintaining or improving outcomes, organisations had increasingly turned to some version of environment such as office space (Terricone and Luca, 2002) ^[61]. This kind of work environment embraced new styles of working and flexible workplaces which embraced interpersonal access and ease of communication and differentiates fully enclosed private offices. This change to open plan office had expanded the employee's productivity compared to closed office spaces (Becker, 2002) ^[6].

On the other hand, effective workplace communication was a key to cultivation of success and professionalism (Canadian Centre for Communication, 2003). An organization which communicates in every part of its workplace in a productive manner is likely to avoid problems with finishing daily procedures and less likely to have problems with improper occurrences and will hence generate stronger morale and a better attitude towards work. This appealed to hygiene factors of interpersonal relations and when employees communicate effectively with each other, productivity would increase because effective communication means less complaints and more work getting done (Quilan, 2001) ^[45]. It removes confusion and free up wasted time that would have been otherwise spent on explanations or arguments (Fleming & Larder, 1999) ^[22]. It made a workplace more enjoyable, less

anxiety among co-workers which in turn means positive attitude towards work and increased productivity (Makin, 2006; Taylerson, 2012) ^[35].

Given the above context, to increase productivity of an organization there was need to enhance performance of the human resources through the work environment and in doing so, this study concentrated on addressing extrinsic factors of hygiene factors, namely, salary, medical, bonus and accommodation elements away from intrinsic aspects of responsibilities, team planning, development program and achievement in influencing motivation with consideration of dependent variables of work content, payment, promotion, recognition, working condition, benefit, personal, leadership and their influence at play on the Ministry of Home Affairs and Internal Security.

In context of our case study, the Ministry of Home Affairs and Internal Security was a government wing which oversees maintaining law and order in the country of Zambia via the running of police stations and was also in charge of issuing National Registration Cards (NRCs) to both local citizens and immigrants and running of Correctional Facilities (Prisons). It used to be called the Ministry of Home Affairs until it was changed in August 2021 into the Ministry of Home Affairs and Internal Security. The Zambia Police Service is one of the wings under the Ministry of Home Affairs and Internal Security and its main objective is to maintain law, peace, and order in the country. Its mission is to Detect and Prevent crime in a firmly and fairly manner to create a safe and peaceful environment for the development of economic and social vices. It ran more than 500 Police stations country wide and had employed more than 3,000 law enforcers. Some of the offices are were far-fetched areas and therefore were in dilapidated states and lack essential modern working tools like Computers and Printers. Transport for carrying out investigations and preventing crime was another challenge they face. Further, latest technology in the form of electronic gadgets used to detect offensive weapons and car speed detectors were some of the equipment missing in these police posts.

All in all, this gave a conducive study focus to prove the study area and generate reputable results for future use and lessons.

3. Literature Review

The success or failure of any organization depends on its employees and how well they're motivated towards their work. Motivation plays a fundamental role in enhancing employee productivity and performance. Employee motivation is directly linked to employee commitment, productivity and business profits. An organization should know about their employees and their corporate needs. Every employee has his/her own motivational factors that motivate them to perform their work effectively and efficiently.

There are number of views of literary personalities relating to motivation and motivational theories. Content theories give us a lead to know about people's needs and the things which are necessary for motivation work.

Maslow's-Hierarchy of Needs Theory

Maslow's full Name Abraham Maslow; says that five universal needs motivate a person. He arrange them as:

Physiological or Basic needs

According to Anyim (2012) physiological or basic needs are

the basic need of a person. It includes physiological or basic needs as driving force. This is also called felt need. This need causes physiological tension which is shown by any body's behavior. This can be reduced by eating something.

Chintaloo and Mahadeo (2013) ^[12] also explain physiological needs. According to them physiological needs basically is satisfied as the basic need of humans. Physiological needs or basic needs are also called biological needs. Maslow said when a person fulfills the basic, physiological or biological needs, he/she moves up to the next level. For example: Food, shelter, clothes, sleeping and breathing etc.

Safety needs

Safety needs are the needs for shelter and protection. In this need a person needs security, stability and dependency. In this, a human needs freedom from anxiety law and order and structure. These needs are also called security needs. For examples the employee's or the worker's in a private organization demand that the organization or company must be able to provide their job security, health security and promote safety standards in a work place. And nowadays private organizations also provide and promote safety and health plans, and emergency and accident cover benefits.

Belongings needs

These needs are also known as social needs. It includes love and a sense of belonging. Usually man needs love and care. These needs can be fulfilled by interaction with coworkers and colleagues; for examples the feelings of friendship, feelings of love, caring of family or relative etc.

At work, having a good relation with fellow workers or colleagues, promotes team work and help to achieve the organizational goals.

Esteem needs

Esteem needs are also known as egoistic needs. In this a man needs self-respect and the esteem of others. Man needs reputation, prestige, status, fame, glory, dominance and recognition etc.

Esteem needs are difficult to satisfy in some industries. In an organization a manager should respectfully treat their employees. And the workers should also respect the policies or the laws of the organization. The worker's must also respect each other.

Self-actualization needs

This is the highest need. A man wants self-realization and self-development and desire to be able to do something. Morality, acceptance of facts, lack of prejudice, creativity, spontaneity and problem solving are all examples of self - actualization needs.

Herzberg's Two-Factor Theory

This is called motivation hygiene theory. He says people have two sets of needs.

- Their need to avoid pain as animals
- Their need to grow psyche of human

He derived this theory by interviewing a person

- What happens when a person thinks well about job?
- What happens when a person thinks negative about a job?

There are two factors which result from this investigation.

Satisfiers

Five factors came out strong: job gratification, acquirement, appreciation, restraint and improvement. The last three issues were found to be most significant for changes in approach.

Dissatisfies

Company policy, supervision, salary, administrative policies, and working conditions cause dissatisfaction. Satisfying factors are also called intrinsic factors and dissatisfying factors are called extrinsic factors. These are two different things. Elimination of these dissatisfactory factors brings peace but not motivation.

Alderfer's Three-Party Hierarchy of Needs:

Alderfer theory is closely related to Marlow's theory. His theory name is ERG.

E means existence needs. R means relatedness needs G means growth needs

Maslow's vs. Alderfer's Philosophy

- Substances: Maslow's philosophy was created on five needs whereas Alderfer's theory was based on three needs.
- Course terms: Maslow spoke about the contentment advancement, Alderfer talked about both fulfillment and prevention relapse.
- Maslow needs can be fulfilled one by one but

Alderfer says these can be fulfilled simultaneously.

Alderfer says that a person fulfills lower order needs and then his longer needs. He also says that if higher order need are not satisfied lower level become more desirable.

Factors of Employee Motivation

According to Maurer (2001) rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement (June *et al.*, 2006). Kallimullah Khan conducted a study in which he examined the relationship between rewards and employee motivation in commercial banks in Parkistan. The study focused on four types of rewards of which one was recognition which he tested through Pearson correlation. The results showed that recognition correlates significantly (0.65) with employee work motivation (Kallimullah *et al.*, 2010). An empirical study was conducted in Pakistan to measure the impact of reward and recognition on job satisfaction and motivation. Two hundred and twenty questionnaires were distributed and filled by employees of different sectors. The result showed that there exists significant ($r=0.13$, $p<0.05$) relationship between recognition and employee work motivation (Rizwan *et al.*, 2001).

An empirical study was conducted by Reena Ali to examine the impact of reward and recognition programs on employee motivation and satisfaction. A questionnaire was distributed to 80 employees of Unilever and data was analyzed through SPSS version 16. The results showed that there is a statistically significant ($r=0.92$, $p<0.01$) direct and positive relation between recognition and employee work motivation (Reena *et al.*, 2009).

Bergum and Lehr's (2004) study, which investigated the

influence of monetary incentives and its removal on performance, showed that the subjects in the experimental group who receives individual incentives performed better than those in the control group. Daniel and Caryh (1995) study was designed to explore the ability of the investment model to predict job satisfaction and job commitment. The result showed that job satisfaction was best predicted by the rewards and cost value of the job and job commitment on the other hand, was best predicted by a combination of rewards, cost values and investment size. Akerele (2001) ^[3] observes that poor remuneration is related to profits made by an organization. Wage differential between high and low income earners was related to the low morale, lack of commitment and low productivity. Nwachukwu (2004) blamed the productivity of Nigerian workers on several factors, among them is employers' failure to provide adequate compensation for hard work and indiscipline of the privileged class that arrogantly displays their wealth, which is very demoralizing to working class and consequently reduced their productivity. Judging from all these empirical studies and findings, one may generally conclude that a good remuneration package, which ties financial rewards to individual performance, can be expected to result in higher productivity.

Another study carried out, which is of importance to this research, is that of Wood (1974). He investigated the correlation between various workers attitudes and job motivation and job performance using 290 skilled and semi-skilled male and female paper workers. The study reveals that highly involved employees who were among intrinsically oriented towards their jobs did not manifest satisfaction commensurate with company evaluation of performance. They depended more on intrinsic rewards as compared to those who were more extrinsic in orientation. DeCenzo and Robbins (1996) those enterprises realized that the actions of motivating their employees are crucial in order to achieve the organizations' goals. The motivated employees relate to the manners of self-satisfaction, self-fulfillment and commitment that are expected to produce better quality of work and oblige to the organizations' policies which will extensively materialise efficiencies and competitive advantage. Motivation increases the job involvement by making the work more meaningful and interesting as well as the fact that it keeps the employees more productive and improves their subsequent job performance (Kamery, 2004; Ekerman, 2006).

The employee motivation is obviously important. In fact, it is one of the most important and essential factors for the achievement of employees, and ultimately the organizational targets and goals (Berman *et al.*, 2010). Ololube (2006) asserts that motivation to work, whether intrinsic or extrinsic are very essential in the lives of workers because they form the fundamental reason for working in life. It represents the complex forces and needs which provide the energy for an individual to perform a particular task (Shulze & Steyn, 2003). Moreover, employee motivation serves as an essential component of business operations whereby high motivation coincides with job satisfaction, a sense of pride in one's work, a lifelong commitment to organization which enhances performance and productivity (Linz *et al.*, 2006). Likewise, for Islamic organizations, this factor is useful to examine the employees' performance, although the findings may be equivocal.

Among financial, economic and human resources, the latest are more essential and have the capability to end a company with competitive edge as compared to others (Rizwan *et al*, 2010). Employee Performance fundamentally depend on many factors like performance appraisals, employee motivation, Employee satisfaction, compensation, Training and development, job security, Organizational structure and other, but the area of study is focused only on employee motivation as this factor highly influence the performance of employees.

Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare *et al*, 2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Rutherford (1990) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (Kalimullah *et al*, 2010).

Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them.

Motivation, according to Bulkus & Green (2009), motivation is derived from the word “motivate”, which means to move, push or influence, to proceed for fulfilling a want. Bartol and Martin (2008) describe motivation as a power that strengths behavior, gives route to behavior, and triggers the tendency to continue (Farland *et al*, 2011). This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their determinations. In view of Bedian (2003), it is an internal drives to satisfy an unsatisfied need and the will to accomplish. Also motivation is a progression of moving and supporting goal-directed behavior (chowdhury, M.S, 2006). It is an internal strength that drives individual to pull off personal organizational goals (Reena *et al*, 2009). Motivation is a set of courses concerned with a kid of strength that boosts performance and directs towards accomplishing some definite targets (Kalimulla *et al*, 2010).

Employee motivation: Among financial, economic and human resources, the latest are more essential and have the capability to endow a company with competitive edge as compared to others (Rizwan *et al*, 2010). Employee performance fundamentally depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security, organizational structure and others, but the area of study is focused only on employee motivation as this factor highly influence the performance of employees. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare *et al*, 2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve; therefore he/she directs his/her efforts in that direction. Rutherford (1990) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved conditions of service to do their job. Getting employees to do their best work even in strenuous circumstances, is one of the

employers' most greasy challenges and this can be made possible through motivating employees.

Literature reviews that organizational performance is a dependent variable while the independent variable is employee motivation. An independent variable; organizational performance includes three major dimensions: job productivity, job quality and job accomplishment.

The Hawthorne Effect

In the 1920s, a number of studies which marked a change in the motivational and managerial theory direction was done by Elton Mayo on the employees at the Hawthorne plant of Western Electric Company based in Illinois. Hawthorne, after setting the individual in a social context argued that workers performance is influenced by the work surroundings as well as coworkers as much as the employee's skills and abilities, highlighting importance of hygiene factors (Lis *et al*, 2022). The study focused on the effects of conditions which are physical on productivity and if employees were more responsive and worked more effectively under specific environmental conditions like improved lighting.

The outcome was that employees were more responsive to social factors such as their managers and co employees. Furthermore, the results showed that the productivity of employees improved when the lights were dimmed. Productivity increased whilst absenteeism plummeted as well (Riyanto *et al*, 2017).

According to Lazarus and Cohen (1977), workplace stressors were in three categories namely, 1) cataclysmic phenomenon or sudden events which affect people a lot of people for instance natural disasters; 2) Powerful events which affect less people such as family crises, and 3) daily hassles or repetitive problems of our daily lives such as work frustration and commuting. This concept of ‘daily hassles’ need to be distinguished from other major life events, as ‘daily hassles’ alone closer to the person's daily experience (Kanner, Coyne, Schaefer, & Lazarus, 1981). The stress gotten via daily hassles is made by constant, recurring conditions which may annoy individuals on a regular basis. Henceforth, the concept of daily hassles stress is essential in the physical environment study of people's behavior by specifically referring to behavior which is related to job performance.

The daily hassles study in the working environment has resulted in the discovery of the five influencing factors mainly noise, air, temperature, light, space and color. McCoy and Evans (2005) ^[36] characterized how physical environment could interfere with the attainment of work objectives. Noise, temperature, air, light, space in the work environment and color affect an individual's performance negatively when exposed for a long time and or when the intensity is high. The environmental stressor can also influence physiological actions, negate affection, impede motivation and limit social interaction.

In addition, a discrepancy between the demands which are placed on workers and the environment in which they meet the same demands is stress generating. Vischer (2007) claimed that the sustained impact of adverse environment elements may also cause a delayed reaction, affecting performance immediately after the eradication of the stressor elements in the working environment.

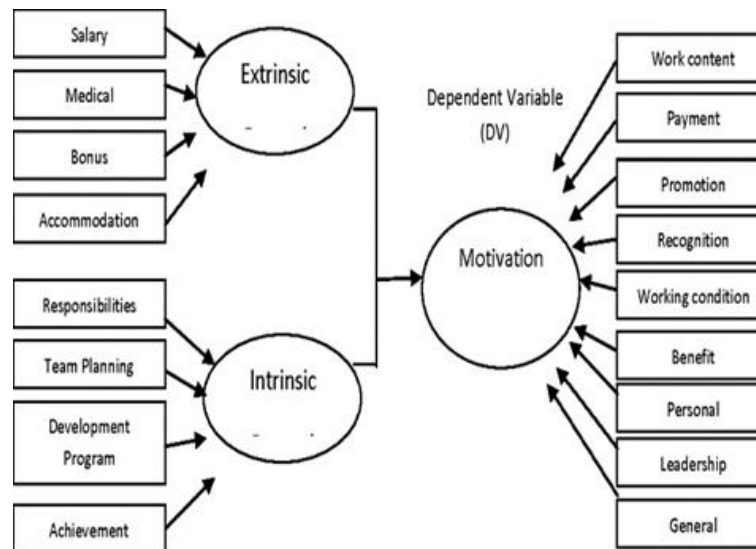


Fig 1: Conceptual Framework

Maslow's (1954) famous theory of Hierarchy of needs drew attention to different types of motivation. This theory distinguishes between higher order and lower order needs. This distinction was dramatically sharpened by Herzberg (1966), whose theory of work motivation is most widely known, applied and discussed. His theory is also called the Two-factor theory of motivation, as he discusses two main classes of the deficit and development needs. The study led him to two sets of factors: one set of needs that caused dissatisfaction if they were not met; and the other set, which provided positive satisfaction to the people. Herzberg proposed a two factor theory. He further classified the various needs into, what he called the hygiene factors (those which may prevent dissatisfaction) and motivators (factors which may provide satisfaction).

4. Discussion and Conclusion

To investigate how hygiene factors of salary, medical, bonus and accommodation affected its employees' performance in Lusaka city, the questionnaire was used. Eighty percent of the 190 respondents gave feedback of salary in terms of amount and availability or delay in payment as key on their motivation to perform. Medical, bonuses and accommodation were considered the same as well. This is because employees

feel work must be an exchange of service for good and standard conditions, this shows the appreciation that an employer has for its employees. The respondents argued that if not for a gain in terms of a salary and basic and accompanying benefits, then why one would perform more than being awarded.

However, the remaining Twenty percent responded in terms of responsibilities, as they are entrusted with the mandate to serve and the current benefits go with their current responsibility. The more they are responsible for, the more benefits or rewards that they will be entitled to.

This applied to middle managers as well even with their pivotal role between upper and lower management, middle managers are often seen as being especially concerned with issues of rule and schedule-following, as well as the amount to which employees are conscientious, well-organized, self-disciplined, and goal-oriented. They looked to have a strong work ethic and a lot of self-discipline, which may or may not be an attempt to instill such qualities in their subordinates (Costa & McCrae, 1992).

With further inquiry, it also seemed apparent that some responses here aligned to a basis of appearing responsible as compared to a complaining employee.

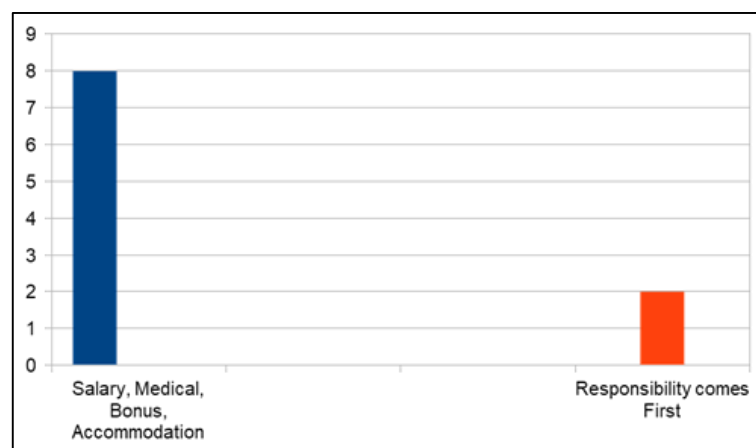


Fig 2: Salary, Medical, Bonus and Accommodation influence on performance

This indicated that as much as employees enjoy their work with responsibility coming first, they need a good and comfortable income to attend to their various needs and personal life. The aspect of medical is essential as it gives a sense of focus on the employee's health to continue to perform their tasks in good and sound health. On the basis of bonus, employees or respondents indicated an interest in bonuses appreciating hard or extra work performed by the employees which in their context indicates an employer's interest in allocated reward for sacrifice to the cause of an organization at the expense of personal life or sustainability. All respondents agreed that intellectual curiosity, along with a propensity to try new things and think outside the box, were characteristics shared by all. Those who are receptive to new information tend to be imaginative, self-reliant, out-of-the-box thinkers who are also inquisitive, adaptable, insightful, and flexible. All that makes up an individual's life, from the superficial to the profound and as this helps improve performance, it should be rewarded as employees can choose to not burden themselves and only give that which is equal to reward and benefit (McCrae & Costa, 1997).

To examine how psycho social relationships of salary at work affected workers' work content, promotion, and leadership.

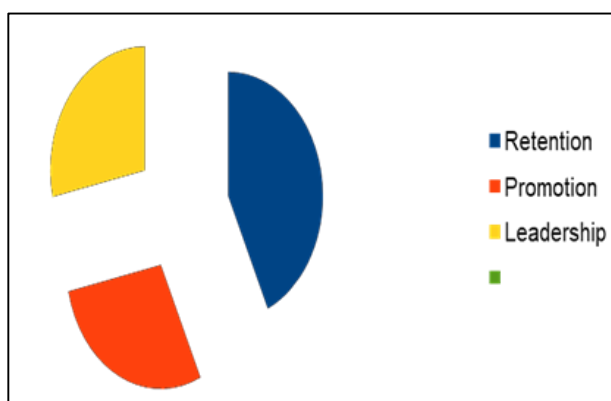


Fig 3: Salary affects employee retention, promotion and leadership

In consideration of the three variables, all respondents stated that salaries have an effect on retention, as the most as it

determines an employee's choice to continue or resign. This is based on their ability to survive and live comfortable lives in relation to their responsibilities. This hangs on the thought of an employee choosing a job that supports their livelihood. In context of promotion, respondents attached the salary to a job change due to the responsibility that comes alongside the promotion. It is seen as a hand to hand progression. Since no promotion can be considered if the salary does not go along side it. The same goes for leadership, all respondents stated that leadership in management are not at the same salary as their subordinates as salary scales goes as the structure of the company goes.

This exemplified the kind of actions often seen the amount of work individuals are willing to put in to beginning and sustaining a desired habit is a predictor of their self-efficacy to complete demanding or tough activities. It means that pleasure and pain motivate an immediate reaction, whereas hope and fear motivate a delayed one and are the expectation of a future good result (hope) or bad one (fear). Managers' perceived ability to successfully carry out a goal behavior was calculated from their replies. Maybe financial stability allows the individual to continue the activity. Money may buy you time in certain situations. Physically demanding tasks or desired behaviors may be too complicated for the average person to do. Actions that make the user socially deviant are examples of brain cycles, target behaviors that involve significant cognitive resources and may not be straightforward, and hence undesirable for behavior modification or social deviance. Overall, they serve as cues that call to mind the need to act in a certain way. The salary is a huge determinant in this. To ascertain how organizational culture affected workers' extrinsic aspects of salary, in consideration of work life balance factors of working conditions and benefits.

With regard to work culture, the context of salary aspects was met with mixed response. However, the aspect of corruption came up as most police officers are seen as corrupt. Nonetheless, the culture that most stated was that of hard work and earned salary. The norm that was stated was that of service and access to affordable loans that help the officers survive. Including the twenty percent early Napsa Retirement Partial withdrawal that is also enjoyed by them.

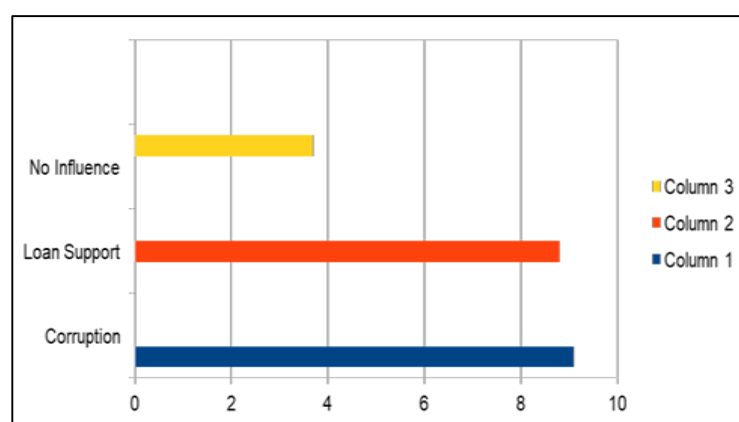


Fig 3: Work Culture influence on Salary

Seventy-five percent of participants cited such events as promotions, performance reviews, or work awards as encouraging positive character traits and actions in their work

culture. This has been done virtually, via alerts, texts, or advertisements, or physically, through training for planned behavior. The word "triggers" might be used here.

Table 1: Extrinsic Motivational Factors

Sr.No	Intrinsic Motivational Factors	Extrinsic Motivational Factors
1	Career Advancement Opportunity	Security
2	Interesting work	Sound Company Policy
3	Respect & Recognition	Comfortable Working Conditions
4	Responsibility & Independence	Adequate Earnings
5	Achievement	Fringe Benefits
6	Competent Supervisor	Restricted Hours of Work
7	Equitable Pay	Sympathetic & Considerate Supervisor

Two Intrinsic Factors (i.e. Career Advancement & Interesting Work) and Three Extrinsic Factors (Security, Adequate Earnings & Fringe Benefits) have significant factor loading. These are general motivational factors. Equitable Pay and Sympathetic Supervisor has a low loading on the respective factors implying a low impact / influence on Motivation.

Hypothesis Testing

This section deals essentially with the statistical testing of the hypotheses formulated for this study and also interpreting the result making use of Pearson Moment Correlation Coefficient. The three research hypotheses that are aimed to be focused by this study are as follows:

a) Aspects of the hygiene or extrinsic factors in the workplace have no discernible impact on employees' performance in Police Division.

In order to test this hypothesis, the Pearson product moment correlation was used. From the calculations and indications $r > t_v$ (ie $0.42 > 0.197$), the result is significant. Therefore, the hypothesis is accepted. Hence, there exists a positive relationship between extrinsic motivation and workers performance. That is when there is an increase in extrinsic motivation like salary, allowances etc. given to workers, there is also a corresponding increase in workers performance.

b) Aspects of relationships concerning salary, medical, bonus and accommodation in psychosocial workplace have no discernible impact on employees' work content, promotion, and leadership.

The Pearson product moment correlation was also used in testing this hypothesis. Since r (0.152) is less than the t_v (0.197), there exists no significant relationship between intrinsic motivation and workers performance. That is the value that workers place on intrinsic motivation like praise, recommendation that they receive from their employees is very minimal and this does not increase their performances.

c) The extent employees of Home Affairs (Police Division) connect with their organization's immediate workplace environment culture will determine their quality and creativeness, collaboration with other staff members. The third hypothesis which states that, if employees at Home Affairs (Police Division) connect with their organization's immediate workplace environment culture will determine their quality and creativeness, collaboration with other staff members. There is a significant relationship between extrinsic motivation and workers performance. This shows

that extrinsic motivation given to workers in an organization has a significant influence on workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The findings also agrees with the work of Berjum *et al* (2004) which showed that subjects who received individual incentives performed better than those who did not receive. And workers exhibited productive work behaviour when rewards were made contingent upon performance.

Respondents framed their answers in terms of duties, noting that they have been given the responsibility to serve and that their current perks are contingent on doing so. If they take on more responsibility, they should get a greater reward. Despite their positions being between upper and lower management, middle managers are often viewed as being particularly concerned with issues such as rule and schedule following, as well as the degree to which employees are diligent, well-organized, self-disciplined, and focused on achieving their goals. They seemed to have high levels of self-discipline and work ethic, which may or may not have been intentional (Costa & McCrae, 1992).

To meet their demands and live comfortably, they need a substantial salary. Medical is important because it keeps employees healthy so they can work. Employees or respondents indicated an interest in bonuses appreciating hard or extra work, which indicates an employer's interest in rewarding sacrifice to the cause of an organization at the expense of personal life or sustainability.

All respondents shared intellectual curiosity, a willingness to experiment, and a creative mindset. Receptive people are creative, independent, inquisitive, adaptive, perceptive, and flexible. All of a person's life, from superficial to profound, helps improve it.

Further questioning revealed that some of the responses here were consistent with a strategy of coming off as responsible, rather than as a complaining worker.

The first hypothesis which states that, aspects of the hygiene or extrinsic factors in the workplace have no discernible impact on employees' performance in Police Division was accepted. This shows that extrinsic motivation given to workers in an organization has a significant influence on workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The findings also agrees with the work of Berjum *et al* (2004) which

showed that subjects who received individual incentives performed better than those who did not receive. And workers exhibited productive work behaviour when rewards were made contingent upon performance. The work of Akerele (2001) ^[3] can also be said to have corroborated the findings of this work. He observed that poor remuneration in relation to profits made by organization, wage differentials between high and low income earners among other things contributed to low morale, lack of commitment and low productivity.

The second hypothesis which states that — Aspects of relationships concerning salary, medical, bonus and accommodation in psychosocial workplace have no discernible impact on employees' work content, promotion, and leadership. These finding suggests that there is no significant relationship between intrinsic motivations such as praises, recommendation etc. receive by workers and their performance. The findings of this study have a contrary view to the finding of Deci (2010). He emphasized the importance of intrinsic reward in influencing workers performance. He believed that workers do not like to feel that they are performing their task for money. However, this study has been able to refute this fact and demonstrate the importance of extrinsic rewards like money as a viable predictor of performance. The findings of Egwurudi (2008) ^[17] has also supported this research work, because his hypothesis that low income workers will be intrinsically motivated was not confirmed and the expectation that higher in come workers will place greater value on intrinsic reward than low income workers was also not confirmed.

This shows clearly the extent of value placed on extrinsic motivation. Based on the foregoing, it can be said that it is pertinent for employers of labour to know the kind of rewards that they can use to influence their employees to perform well on a job. In other words the relevance of motivational factors depends not only on its ability to meet the needs of the employees, but also that of the organization as well.

5. Conclusion

Due to responsibility, respondents linked compensation to advancement. As a hand-to-hand progression. Since promotion without salary is not considered. All respondents agreed that management leaders earn more than their employees due to business wage structures.

This showed that the effort people put into starting and maintaining a habit predicts their self-efficacy to finish difficult tasks.

It indicates that pleasure and pain cause an instant response, whereas hope and fear cause a delayed reaction in anticipation of a good or terrible outcome. Managers' responses determined their target behavior achievement. Financial stability may enable the person to continue. Money can buy time. The normal individual may struggle with physically demanding activities or desirable habits. Brain cycles, which require a lot of cognitive resources and may be difficult, are bad for behavior change and social deviance. They remind them of how to behave and hence a Salary is crucial.

The importance of reward in the day-to-day performance of workers duties cannot be overemphasize, especially when it comes to being rewarded for a job done. It is a well-known fact that human performance of any sort is improved by increase in motivation. Going by the findings of this study, it

can be easily inferred that workers reward package matters a lot and should be a concern of both the employers and employees. The results obtained from the hypotheses showed that workers place great value on the different rewards given to them by their employers. Hence, when these rewards are not given, workers tend to express their displeasure through poor performance and non-commitment to their job. It is therefore imperative for the organization to consider the needs and feelings of its work force and not just overlook them in order to safe guard industrial harmony, because a happy worker they say is a productive worker Having stressed the importance of a good remuneration policy on the performance of workers and the different kinds of reward that can influence workers to perform better on a job, this study can therefore be seen a call for employers sense of commitment to put in place appropriate incentive plan that will encourage workers to be more purposeful and improve their performance.

There is need for further study and generation of more study for more information as this concept and study is important. Employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. The findings of this study can be handy tool which could be used to provide solutions to individual conflict that has resulted from poor reward system. It is very pertinent at this juncture to suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organizations. It is important for further studies to be carried out in order to do justice to all the factors that influence workers performance. With the limitations identified above, the ability to generalize the result of this study is restricted.

6. References

1. Ada MS, Ada JS. Inequity in social exchange. In: *Advances in Experimental Social Psychology*. New York: Academic Press; 1999, 264-300.
2. Adeyemo DA. Relative influences of gender and working experience on job satisfaction of primary school teachers. *The Primary Educators*. 2001; 1(1):86-89.
3. Akerele A. Role of labour in productivity. *Nigeria Journal of Industrial Relation*. 2001; 5:50-58.
4. Assam AP. Motivation and Job Satisfaction. Unpublished MSc Dissertation, University of Lagos, Nigeria, 2002.
5. Banjoko SA. Human resources management. Lagos: Saban Publishers, 2010.
6. Becker F. Improving organizational performance by exploiting workplace flexibility, 2002.
7. Bergum B, Lehr J. Monetary incentives and vigilance. *Journal of Experimental Psychology*. 1984; (7):197-198.
8. Brenner P. Workers' physical surrounding. Impact bottom line accounting: SmartsPros.com, 2004.
9. Canadian Centre for Communication. Effectiveness of participative communication, 2003.
10. Challenger JA. 24 Trends reshaping the workplace. *The Futurist*, 2000, 35-41.
11. Chapins A. Workplace and the performance of workers. Reston: USA, 1995.
12. Chintaloo S, Mahadeo J. Effect of Motivation on Employees' Work Performance at Ireland Blyth Limited: Proceedings of 8th Annual London Business Research

- Conference. Imperial College, London, UK. ISBN: 978-1-922069-28-3; 2013.
13. Creswell JW. *Research Design: A qualitative, quantitative and mixed method approaches*. London: Sage Publication Inc., 2005.
 14. Cummings LL, Schwab DP. *Performance in organizations: determinants and appraisal*. Glenview: Scott, Foresman and Company, 1973.
 15. Cunneen P. *How to improve performance management*. People Management. 2006; 12(1):42.
 16. Daniel, Caryl. Exchange variables as predictors of job commitment and turnover: The impact of rewards cost alternation and investments. *Journal of Organizational Behavior and Human Performance*. 1998; 27:78-95.
 17. Egwurudi PC. *Job Satisfaction: Effects on Job Characteristics*. Unpublished MSc Dissertation, University of Lagos, Nigeria, 2008.
 18. Evans GW, Johnson D. Stress and open-office noise. *Journal of Applied Psychology*, 2000.
 19. Evans MG. Organizational behavior: The central role of motivation. *Journal of Management*. 2006; 12(2):203.
 20. Eze N. Sources of Motivation among Nigerian Managers. *Journal of Social Psychology*. 2009; 125:341-345.
 21. Farh CC, Seo Tesluk. Emotional Intelligence, Teamwork Effectiveness, & Job Performance: The Moderating Role of Job Context. *Journal of Applied Psychology*, 2012.
 22. Fleming M, Larder R. When is a risk not a risk? *Professional Safety*. 1999; 69(3):30.
 23. Global Workforce Study. *Engagement at Risk: Driving Strong Performance in a Volatile Global Environment*. Towerswatson.com/sustainable-employee-engagement, 2012.
 24. Heath B. Effect of perceived work environment on employees' job behavior and organizational effectiveness. *Journal of Applied Psychology*, Banarashindu University, Varanasi, 2006. Available from: <http://www.mubex.com/sme/closed-vs-open-plan-officers.htm>.
 25. Humphries M. Quantifying occupant comfort: Are combined indices of the indoor environment practicable? *Building Research and Information*. 2005; 33(4):317-325.
 26. Idris I, Adi KR, Soetjipto BE, Supriyanto AS. The mediating role of job satisfaction on compensation, work environment, and employee performance: Evidence from Indonesia. *Entrepreneurship and Sustainability Issues*. 2020; 8(2):735.
 27. Iis EY, Wahyuddin W, Thoyib A, Ilham RN, Sinta I. The Effect of Career Development And Work Environment On Employee Performance With Work Motivation As Intervening Variable At The Office Of Agriculture And Livestock In Aceh. *International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration (IJBAS)*. 2022; 2(2):227-236.
 28. Jibowo AA. Effect of motivators and hygiene factors on job performance among extension workers in the former Western State of Nigeria. *The Quarterly Journal of Administration*. 2007; 12(1):45-54.
 29. Kanner AD, Coyne JC, Schaefer C, Lazarus RS. Comparison of two modes of stress measurement: Daily hassles and uplifts versus major life events. *Journal of Behavioral Medicine*. 1981; 4(1):1-39.
 30. Kim KK, Park HJ, Kim JH. Identification of Herzberg's motivators and hygiene factors for mobile shopping service system based on topic modeling of user reviews. *Informatics and Service Science*. 2022; 9(1):156-176.
 31. Kohun S. *Business environment*. Ibadan: University Press, 1992.
 32. Latham M. *Constructing the team: Final report of the Government/industry review of procurement and contractual arrangements in the UK construction industry*. London: HMSO, 1994.
 33. Lazarus RS, Cohen JB. Environmental stress. In: *Human behavior and environment*. Boston, MA: Springer, 1977, 89-127.
 34. Leblebici D. Impact of Workplace Quality on Employee's Productivity. *Journal of Business, Economics and Finance*. 2012; 1(1):38-40.
 35. Makin AM. A new conceptual framework to improve the application of management. *International Journal of Systematic Occupational Health and Safety Management*. 2006; 24(10):175-178.
 36. McCoy JM, Evans GW. Physical work environment. *Handbook of work stress*, 2005, 219-245.
 37. Mike A. *Visual workplace: How you see performance in the planet and in the office*, 2010.
 38. Mubex.C.M. Closed offices versus open plan layout. Retrieved April 1, 2010.
 39. Muogbo: The Influence of Motivation on Employees' Performance Newfoundland and Labrador Statistics Agency (NLSA). Work, 2008.
 40. Noble A. Building health promotional work setting identifying the relationship work characteristics and occupational stress. *Promotional international journal*. 2009; 18(4):351-359.
 41. Nwachukwu CC. Effective leadership and productivity: Evidence from a national survey of industrial organization. *African Journal for the Study of Social Issues*. 2004; 1:38-46.
 42. O'Neill MJ. *Measuring Workplace Performance*. New York: Taylor and Francis, 2007.
 43. Opperman CS. Tropical business issues. *Partner Price Water House Coopers*. *International Business Review*, 2002.
 44. Price PC, Jhangiani RS, Chiang ICA. Reliability and validity of measurement. *Research methods in psychology*. 2015; 85(5):779-783.
 45. Quilan M. Precarious employment: Work re-organization and the factoring of OHS, 2001.
 46. Riyanto S, Sutrisno A, Ali H. The impact of working motivation and working environment on employee's performance in Indonesia stock exchange. *International Review of Management and Marketing*. 2017; 7(3):342-348.
 47. Ruggiano N, Perry TE. Conducting secondary analysis of qualitative data: Should we, can we, and how? *Qualitative Social Work*. 2019; 18(1):81-97.
 48. Rukhmani K, Ramesh M, Jayakrishnan J. Effect of Leadership Styles on Organizational Effectiveness. *European Journal of Social Sciences*. 2010; 15(3):365-369.
 49. Sabir MS, Iqbal JJ, Rehman K, Shah KA, Yameen M. Impact of corporate ethical values on ethical leadership and employee Performance. *International Journal of Business and Social Science*. 2012; 3:163-171.

50. Santos J, Pham A, Stasinopoulos P, Giustozzi F. Recycling waste plastics in roads: A life-cycle assessment study using primary data. *Science of the total environment*. 2021; 751:141842.
51. Sekaran URB. *Research methods for business*. University Businessman, 2010.
52. Shikdar AA. Identification of ergonomic issues that affect workers in oil rigs in.
53. Sinha ES. *The skills and career Path of an effective project manager*, 2001.
54. Smith DG. *Work environment more important to employees*. Retrieved November, 2011.
55. Stup R. *Control the factors that influence employee success*. Managing the Hispanic workforce Conference. Cornell University and Pennsylvania State University, 2003.
56. Sumra S. *Working conditions of Teachers in Tanzania: a research report*. Dar es Salaam: Hakielimu, 2005.
57. Sundstrom E, Town JP, Rice RW, Osborn DP, Brill M. Office noise, satisfaction, performance, environment, and behavior. *Academic journal*. 1994; 26(2):195-222.
58. Sundstrom E, Town JP, Rice RW, Osborn DP, Brill M. Office noise.
59. Taiwo AS. The influence of work environment on workers' productivity: a case of selected oil and gas industry in Lagos, Nigeria. *African Journal of Business Management*. 2009; 4:299-307.
60. Taiwo AS. *The Influence of Environment on Workers' Productivity: A Case study of Selected Oil and Gas Industry in Lagos, Nigeria*; March, 2010.
61. Terricone P, Luca I. *Employees, teamwork and social interdependence: A*, 2002.
62. University of Zambia. *The Public Service Reform Programme and Public Service Capacity building programme impact assessment report*. Department of political and administrative studies. 15th April 2005; 2005.
63. Vischer J. *Space meets status: Designing workplace performance*. Routledge, 2007.