

**Work Environment, Reward System and Job Satisfaction of Secretaries in Public  
Polytechnics, Oyo State, Nigeria**

**Omolayo Comfort KAYEWUMI  
LCU/PG/003854**

**Being a MSc Thesis Presentation to the Department of Information Management,  
Faculty of Communication & Information Sciences,  
Lead City University, Ibadan, Oyo State, Nigeria**

**In Partial Fulfilment of the Requirement for the Award of Master of Science  
Degree (MSc) in Office and Information Management**

**2024**

### **Certification**

This is to certify that **Omolayo Comfort KAYEWUMI** with Matriculation Number LCU/PG/003854, carried out this thesis titled “Work Environment, Reward System and Job Satisfaction of Secretaries in Public Polytechnics, Oyo State” in the Department of Information Management, Faculty of Communication and Information Science, Lead City University, Ibadan, Nigeria and that the work has not been previously submitted.

.....

**Dr. O. A. OLOGBOSERE**  
**(Supervisor)**

.....

Date

.....

**Dr. S. V. ADEYEYE**  
**(Head of Department)**

.....

Date

## **Dedication**

This thesis is dedicated to God Almighty for His sufficient grace over my life.

## **Acknowledgments**

I acknowledge the God Almighty and the giver of life for his sufficient grace. My appreciation goes to the management and staff of Lead City University, Ibadan for providing the needed support and conducive environment during the course of my study and in conducting this research. I am also grateful to staff and management of all the polytechnics and libraries that provided data for this study.

I am very grateful to my supervisor, Dr. O. A. Ologbosere for her thorough review of the manuscript and her constructive criticisms that greatly contributed to the quality of the final work. I appreciate the Provost, Lead City Postgraduate College, Prof. Afolakemi Oredein and all staff of the Postgraduate College. I appreciate the Dean, Faculty of Information and Communication Sciences, Prof. L. A. Abioye and all staff of the Faculty. Special thanks to the Head of the department of Information Management, Dr. Sophia V. Adeyeye for her guidance and support. My appreciation also goes to the PG Coordinator, Dr. O. O. Ajibare and other Lecturers in the department of Information Management; Professor E. A Erwat, Dr. T. E. Adenekan, Dr. O. D. Bakare-Fatungase, Mr. P. B. Olusola, Dr. S. O. Tunmibi, Dr. K. O. Lateef, Dr. F. B. Oguntoye, Dr. K. O. Popoola, Dr. I. A. Adeniran, Dr. O. B. Olomola, Mrs. N. J. Osuagwu, Mrs. R. O. Akinpelu, Mrs. V. O. Ahamze and Mr. A. A. Adeyemi and the departmental administrator, Mrs. T.F. Akinyoola. I cannot thank you all enough. A million and heartfelt thanks to my husband, family members, wonderful friends and to all our course mates who have contributed in one way or the other, may God richly bless you all, Amen.

Even though the above-mentioned institutions and persons have assisted in the process of this research work, I alone stand responsible for the errors, if any, found in the work.

## **Abstract**

Secretaries are pivotal to the smooth running of organisations and their job satisfaction could offer significant benefits to the organisation. Despite this, few studies have examined factors determining the job satisfaction of secretaries. In line with this, the study examines the influence of work environment and reward system on job satisfaction of secretaries in public polytechnics, Oyo State Nigeria. The population of the study included two hundred and thirty secretaries (230) across three public-funded universities in Oyo State. The survey research method was adopted with a total enumeration of the sample. The research instrument was a structured questionnaire adapted from theories and previous studies. Data analysis was conducted using descriptive and inferential statistics. The results showed a moderate level of job satisfaction among the respondents. It was also found that, while the work environment is perceived as highly positive, the reward system was rated low by the respondents. In addition, the test of hypothesis revealed that work environment has a significant influence on job satisfaction among the respondents while reward systems have no significant influence. Nevertheless, the combination of work environment and reward system has a significant influence on job satisfaction. The study concluded that while secretaries can compensate cope with less-than-ideal reward system, an unconducive physical working environment would lead to job dissatisfaction. It was therefore recommended that management of public polytechnics should review and improve the salary structure and benefits packages. Competitive remuneration, aligned with industry standards, will help increase satisfaction and reduce turnover rates

**Keywords:** Human Resources, Job Satisfaction, Reward Systems, Work Environment, Organisational Performance,

**Word Count: 246**

## Table of Contents

<b>Content</b>	<b>Page</b>
Title Page	i
Certification	ii
Dedication	iii
Acknowledgment	iv
Abstract	v
Table of Contents	vi
List of Tables	ix
List of Figure	x
<b>Chapter One: Introduction</b>	
1.1 Background to the Study	1
1.2 Statement of the Problem	9
1.3 Aim and Objectives of the Study	10
1.4 Research Questions	10
1.5 Hypotheses	11
1.6 Significance of the Study	11
1.7 Scope of the Study	14
1.8 Limitation of the Study	14
1.9 Operational Definition of Terms	14
Endnotes	17
<b>Chapter Two Literature Review</b>	
2.1 Conceptual Review	20

2.1.1	Job Satisfaction	20
2.1.2	Work Environment	29
2.1.3	Reward Systems	45
2.2	Theoretical Framework	55
2.2.1	Herzberg’s Two Factor Theory	55
2.2.2	Person-Environment Fit Theory	57
2.2.3	The Towers Perrin Model of Total Reward	59
2.3	Review of Empirical Studies	62
2.3.1	Work Environment and Job Satisfaction	62
2.3.2	Reward System and Job Satisfaction	70
2.3.3	Work Environment, Reward System and Job Satisfaction	81
2.4	Conceptual Model	86
2.5	Summary of Literature Reviewed	87
	Endnotes	90
 <b>Chapter Three: Methodology</b>		
3.1	Research Design	104
3.2	Population of the Study	104
3.3	Sample and Sampling Techniques	105
3.4	Description of the Research Instrument	105
3.5	Validity of the Research Instrument	106
3.6	Reliability of Research Instrument	106
3.7	Method of Data Analysis	107
	Endnotes	108

## **Chapter Four Results and Discussion of Findings**

4.1	Demographic Data Presentation	109
4.2	Research Questions	112
4.3	Presentation of Hypotheses	123
4.4	Discussion of Findings	130
	Endnotes	144

## **Chapter Five: Conclusion**

5.1	Summary of Findings	148
5.2	Conclusion	149
5.3	Recommendations	150
5.4	Contribution to Knowledge	151
5.5	Suggested Areas for Further Studies	152
	Bibliography	153
	Appendix	166
	Bio-data	170
	The University Compliance Certification	172

## List of Tables

<b>Table</b>	<b>Title</b>	<b>Page</b>
4.1	Demographic Analysis	109
4.2	Level of Job Satisfaction Among Secretaries in Public Polytechnics, Oyo State	112
4.3	Prevalent Work Environment of Secretaries in Public Polytechnics, Oyo State	115
4.4	Prevalent Reward Systems for Secretaries in Public Polytechnics, Oyo State	119
4.5	Influence of Work Environment on Job Satisfaction Among Secretaries in Public Polytechnics, Oyo State	123
4.6	Influence of Reward Systems on Job Satisfaction Among Secretaries in Public Polytechnics, Oyo State	125
4.7	Combined Influence of Work Environment and Reward System on Job Satisfaction Among Secretaries in Public Polytechnics, Oyo State	127

## List of Figures

<b>Figure</b>	<b>Title</b>	<b>Page</b>
2.1	The Towers Perrin Model of Total Rewards	62
2.2:	Conceptual Model on the Influence of Work environment, and Reward System on Job satisfaction of Secretaries in Public Polytechnic, Oyo State	86

## **Chapter One**

### **Introduction**

#### **1.1 Background to the Study**

Organisations all over the world are aware of the importance of ensuring job satisfaction among their employees but there are other factors involved in employees job satisfaction such as leadership and management style, a sense of autonomy, a reasonable workload, recognition and rewards, career growth opportunities and many more. Job satisfaction transcends mere contentment with work tasks; it encapsulates various dimensions that collectively contribute to their overall well-being and work experience.

Scholars have described job satisfaction as the positive feelings regarding one's employment. Job satisfaction varies globally among workers, with a notable majority expressing satisfaction, particularly in the United States. The reports from various studies indicate significant disparities in job satisfaction levels between countries. Scandinavia reports the highest job satisfaction rates in Europe, whereas Eastern Europe shows the lowest. Despite various aspects of job satisfaction such as pay and supervision having differential impacts on its antecedents and outcomes, research predominantly focuses on a broad, global level of job satisfaction rather than its specific facets<sup>1</sup>.

The impact of job satisfaction on the efficiency of secretaries within public polytechnics is profound. Satisfied secretaries tend to demonstrate higher levels of engagement, motivation, and initiative in their tasks. They collaborate effectively with colleagues and stakeholders, ensuring smooth administrative operations. This dedication results in tangible benefits like enhanced communication, streamlined processes, and improved organizational effectiveness. The job satisfaction of secretaries in public polytechnics in

Oyo State is crucial for institutional development. Secretaries are pivotal in achieving organizational objectives, relying not only on qualifications and competence but also on effective human resource management. Their administrative roles serve as the foundation of polytechnics and significantly contribute to their objectives. Job satisfaction greatly influences employee performance. A satisfied employee exhibits dedication to their work, executes tasks more effectively, and demonstrates care for both colleagues and themselves, fostering a sense of security within the organization.

Job satisfaction is also conceptualized as employees' emotional condition about their work, taking into account their expectations and actual results. According to experts, an individual might state they are content with their employment if they have certain psychological, physiological, and environmental factors in place. By this, it meant that a worker's level of satisfaction stems from how his or her experiences at work relate to his or her personal needs and ideals<sup>2</sup>. All the psychological, physiological, and environmental factors related to job satisfaction have been grouped under two main metrics; hygiene and motivation factors<sup>3</sup>.

Hygiene factors are elements of the job that do not lead to higher job satisfaction but, if absent or inadequate, can cause dissatisfaction among employees. These includes aspects like co-worker relationships, organisational policies and rules, as well as supervisory quality. Job satisfaction for secretaries is influenced by several factors, including positive co-worker relationships, supportive organizational policies, and high-quality supervision. Strong relationships with colleagues facilitate smooth communication and collaboration, making the work environment more pleasant and productive. Organizational policies that prioritize the provision of modern tools and adequate training show a commitment to

employee success and efficiency, making secretaries feel valued and capable in their roles. Additionally, effective supervision that provides necessary support and resources fosters a sense of trust and professional growth, contributing to a more satisfying and rewarding work experience for secretaries. In the context of secretaries, hygiene factors play a crucial role in preventing job dissatisfaction<sup>4</sup>.

Motivational factors are those that significantly enhance job satisfaction and drive employees to perform at their best. A sense of achievement, having a significant responsibility, and opportunity for advancement are motivational factors. Recognition can come in the form of verbal praise, awards, or public acknowledgment by their principals. Providing secretarial staff with meaningful responsibilities and autonomy in their roles enhances their sense of importance and value within the organization<sup>5</sup>.

In the same vein providing secretaries with career development opportunities, such as training programs, workshops, and clear career progression paths, also motivates secretarial staff to improve their skills and strive for higher positions. Ensuring that the work performed by secretaries is engaging, meaningful, and aligned with their personal values can lead to higher job satisfaction and motivation. Addressing both hygiene and motivational factors ensures a work environment where secretarial staff feel both satisfied and motivated, leading to improved job performance and organizational efficiency<sup>6</sup>.

Job satisfaction and secretaries' performance are closely related, they are crucial to any organization's success. Both the organisation and employees have serious concerns about the issue of job happiness. Secretaries are seen as the means via which organisational objectives are accomplished because of their significant roles inside organisations. An organisation cannot smoothly and efficiently run without secretaries. The degree of job

satisfaction that a secretary experience determines how well they function<sup>7</sup>. According to the author, secretaries who are unsatisfied with their jobs have low morale, which has an impact on their loyalty, commitment to their jobs, and performance. Several factors determine whether an employee is satisfied or unsatisfied in their job; this study will consider work environment and reward system.

Work environment is the psychological and physiological condition in which employees perform their daily tasks. It is a combination of various components such as the physical workplace, organisational culture, interpersonal relationships, and other things that might be considered as trivial but which have significant impact on employee job satisfaction. Work Environment, therefore refers to the overall setting in which secretaries in public polytechnics in Oyo State operate. This includes physical conditions, resources, interpersonal relationships, and organizational culture that influence their ability to perform their duties effectively. Theorists have grouped all of these factors into two metrics namely; physiological and psychological work environment<sup>8</sup>.

The physiological work environment encompasses the physical aspects of the workplace that impact the comfort, health, and overall well-being of secretarial staff. This includes factors such as office layout, lighting, temperature, noise levels, and ergonomic furniture. A well-designed physiological environment is crucial for ensuring that employees can perform their duties without physical strain or discomfort<sup>9</sup>. It was noted that organisations are now designing their office environment to suit office employees' circumstances like the physically challenged employees. In addition to minimising or eliminating industrial dangers, jobs are made to take into account the health of office workers, such as the need to avoid sitting for extended periods of time.

The goal of all of these is to achieve work environment-employee-job fit. In the same vein, experts claimed that favourable office environment aspects are necessary to motivate confidential secretaries to perform successfully in the organisations<sup>10</sup>. Given that a significant portion of secretaries' time are spent at work, particularly at the office, it follows that the workplace needs to be maintained with the same care as any other human environment. The office environment need to be taken care of, because it involves a lot of continuous movements, activities and events which increase serious health issue, welfare and overall office workers' job performance<sup>11</sup>.

Sedentary tasks such as keyboarding among typist, secretaries and computer users have been noted as a major factor in the development of carpal tunnel syndrome, a condition which causes pains in fingers and wrists. In addition, sitting in office environment while working for a very long period of time in office environment has been noted to cause lower back disorder and several cases of cardiovascular diseases. All of these can be rectified by paying attention to the physiological work environment<sup>12</sup>.

For instance, proper lighting reduces eye strain and enhances concentration, while ergonomic chairs and desks prevent musculoskeletal problems that can arise from prolonged periods of sitting. Additionally, maintaining an optimal temperature and reducing noise pollution contribute to a more comfortable and less distracting work environment. By investing in a conducive physiological environment, public polytechnics can enhance the productivity and satisfaction of their secretarial staff, thereby reducing absenteeism and increasing overall efficiency<sup>13</sup>.

The psychological work environment pertains to the mental and emotional climate of the workplace. It involves factors such as job security, stress levels, support from colleagues

and superiors, opportunities for personal and professional growth, and the overall organizational culture. Secretaries are engaged in labour-intensive professions that need sustained emotional or cognitive effort; as a result, there are physiological and psychological costs<sup>14</sup>. Job expectations (such as irregular work hours, time constraints, and handling numerous guests at once) are not always bad, but if they persist for a long period of time, they might become stressor. The term "job demand" also encompasses organisational, social, or psychological components of the work that necessitate consistent effort and, consequently, come with associated costs<sup>15</sup>. High work pressure and emotionally taxing client contacts are two examples.

A positive psychological environment fosters a sense of belonging and purpose among secretarial staff, leading to higher levels of job satisfaction and commitment<sup>16</sup>. For example, supportive leadership and a collaborative team atmosphere can significantly reduce work-related stress and anxiety, enabling secretaries to perform their duties more effectively. Additionally, providing opportunities for career development and recognizing employees' efforts and achievements contribute to their sense of fulfilment and motivation. An inclusive and respectful organizational culture that values diversity and promotes work-life balance further enhances the psychological well-being of employees. Even when the work environment has been made conducive in all ramifications, job satisfaction may not be possible without proper reward system.

A reward system is a tool used to incentivize workers and recognise their achievements, but it needs to be implemented promptly and be linked to productive work. It serves as a key conduit for information between the organisation and its individual employees. Workers receive both material and intangible rewards in exchange for their work,

including bonuses, wage increases, company cars, paid time off, and more<sup>17</sup>. Reward System is the mechanisms and strategies used by public polytechnics to recognize and compensate secretarial staff. This encompasses both financial rewards, such as salary and benefits, and non-financial rewards, like recognition and professional development opportunities.

Salary is a fundamental component of the reward system for secretaries in public polytechnics. It represents the basic financial remuneration that employees receive for their services. A competitive salary is crucial for attracting and retaining skilled secretarial staff. When secretaries feel that their salary is commensurate with their workload, skills, and contributions, they are more likely to be motivated and satisfied with their job. In contrast, inadequate salary can lead to dissatisfaction, lower productivity, and higher turnover rates. Therefore, public polytechnics must ensure that their salary structures are regularly reviewed and adjusted to reflect the cost of living, inflation, and industry standards. By offering a fair and competitive salary, institutions can enhance the financial stability and morale of their secretarial staff<sup>18</sup>.

Benefits are additional forms of compensation provided to employees beyond their regular salary. For secretaries in public polytechnics, benefits might include health insurance, retirement plans, paid leave, and professional development opportunities. These benefits play a critical role in the overall job satisfaction and well-being of employees. Health insurance, for instance, provides peace of mind by covering medical expenses, while retirement plans ensure financial security in the future. Paid leave, including vacation and sick leave, allows employees to rest and recover, thereby maintaining their productivity and mental health. Professional development opportunities

enable secretaries to enhance their skills and advance their careers. By offering a comprehensive benefits package, public polytechnics can demonstrate their commitment to the welfare and growth of their secretarial staff.

Recognition involves acknowledging and appreciating the efforts and achievements of employees. For secretaries, recognition can take various forms, such as verbal praise, certificates of achievement, awards, and public acknowledgments during staff meetings. Recognizing the hard work and contributions of secretaries fosters a positive work environment and boosts their morale and motivation. It reinforces the value of their role within the organization and encourages them to maintain high standards of performance. Regular recognition also helps build a culture of appreciation and respect, where employees feel valued and supported. Public polytechnics can implement formal recognition programs to systematically highlight the accomplishments of their secretarial staff, thereby enhancing job satisfaction and loyalty.

Achievement refers to the sense of accomplishment that employees experience when they successfully complete tasks and meet their goals. For secretaries, achieving milestones such as efficiently managing office operations, successfully organizing events, or mastering new software tools can provide immense satisfaction and motivation. Providing opportunities for secretaries to set and pursue professional goals, such as further education or specialized training, enhances their sense of achievement. Recognizing these achievements through rewards and career advancement opportunities further reinforces their importance. By fostering an environment where secretaries can achieve and be recognized for their successes, public polytechnics can enhance employee engagement, job satisfaction, and overall performance.

Job satisfaction has been recognized as a product of hygiene and motivations. However, it is important to take holistic approach to factors that may render hygiene and motivation factors ineffective among secretaries. The first place to start is to consider the work environment of secretaries. The furniture in their offices, lightening and other equipment should be in good order. In the same vein, a friendly work environment characterised by friendly principals and coworkers is very important. Furthermore, a just and fair reward system comprising living salary, benefits, recognition, and achievement are critical components of a comprehensive reward system for secretaries in public polytechnics. In line with these, the study examines the influence of work environment and reward system on job satisfaction of secretaries in public polytechnic, Oyo State

## **1.2 Statement of the Problem**

Secretaries are essential to the smooth running of operations in polytechnics in Oyo state and they are able to contribute their best when they are satisfied with their work. However, job satisfaction of secretaries is often overlooked which may result many secretaries expressing dissatisfaction with their jobs. This dissatisfaction can often be seen in slowing down the pace of work, truancy, increased absenteeism, negative attitude, decreased productivity, reduced initiative, indifferences to feedback, misplacement of important document, and general atmosphere of disorganisation<sup>8</sup>. This has made it imperative to examine factors that may affect job satisfaction. Researchers have examined various factors affecting secretaries' job satisfaction such as leadership style, emotional intelligence and professional development among others<sup>11</sup>. While there have also been some attentions paid to variables such reward system and work environment, no study has examined the combination of work environment and reward system as

factors in job satisfaction among secretaries in polytechnics. In view of this gap in literature, this study examined the influence of work environment and reward system on job satisfaction of secretaries in public polytechnics, Oyo State, Nigeria.

### **1.3 Aim and Objective of the Study**

The aim of the study was to examine the influence of work environment and reward system on job satisfaction of secretaries in public polytechnics, Oyo State Nigeria. The specific objectives were to;

- i. identify the level of job satisfaction among secretaries in public polytechnics, Oyo State
- ii. identify the prevalent work environment of secretaries in public polytechnics, Oyo State
- iii. identify the prevalent reward system of secretaries in public polytechnics, Oyo State
- iv. ascertain the influence of work environment on job satisfaction among secretaries in public polytechnics, Oyo State
- v. determine the influence of reward systems on job satisfaction among secretaries in public polytechnics, Oyo State
- vi. ascertain the combined influence of work environment and reward system on job satisfaction among secretaries in public polytechnics, Oyo State

## **1.4 Research Questions**

The following research questions were answered at the end of the study;

1. What is the level of job satisfaction among secretaries in public polytechnics, Oyo State?
2. What is the prevalent work environment of secretaries in public polytechnics, Oyo State?
3. What is the prevalent reward systems for secretaries in public polytechnics, Oyo State?

## **1.5 Hypotheses**

The following hypotheses were tested at 0.05 level of significance;

- H<sub>01</sub> There will be no significant influence of work environment on job satisfaction among secretaries in public polytechnics, Oyo State
- H<sub>02</sub> There will be no significant influence of reward systems on job satisfaction among secretaries in public polytechnics, Oyo State
- H<sub>03</sub> There will be no significant combined influence of work environment and reward system on job satisfaction among secretaries in public polytechnics, Oyo State

## **1.6 Significance of the Study**

This study is significant because its findings have the potential to benefit a wide range of stakeholders, such as secretaries, employers of labour, prospective researchers and the general public. By addressing the relationship between work environment, reward system,

and job satisfaction, the research provides actionable insights that can enhance the effectiveness and well-being of secretarial staff in public polytechnics in Oyo State.

The primary beneficiaries of this study are the secretaries working in public polytechnics in Oyo State. By examining the relationship between work environment, reward system, and job satisfaction, the study offers valuable insights into the factors that influence their job satisfaction and overall well-being. Secretaries can leverage this information to advocate for a better work environment and more equitable reward systems, ultimately enhancing their job satisfaction and productivity. Understanding these dynamics empowers them to seek improvements and better navigate their work settings, leading to a more fulfilling professional experience.

Administrators and managers within public polytechnics will greatly benefit from the findings of this study. The research provides them with a clearer understanding of how the work environment and reward systems impact the job satisfaction of their secretarial staff. With this knowledge, administrators can implement strategies to create a more supportive and motivating work environment. This might include revising reward systems to ensure fairness and adequacy, improving working conditions, and fostering a culture of recognition and appreciation. These changes can enhance the morale and efficiency of secretarial staff, leading to improved administrative operations and better service delivery within the polytechnics.

Human resource (HR) departments in public polytechnics are key stakeholders who stand to gain from the study. The insights derived from the research can inform HR practices related to recruitment, retention, and development of secretarial staff. HR professionals can use the findings to design effective reward systems that align with the expectations

and needs of secretaries, ensuring that their contributions are adequately recognized and rewarded. Additionally, HR departments can develop initiatives to improve the work environment, such as professional development programs, wellness initiatives, and employee engagement activities. These efforts can lead to higher job satisfaction and lower turnover rates among secretarial staff.

Policy makers and educational authorities at both the state and national levels can benefit from the outcomes of this study. The research provides empirical data and recommendations that can guide policy decisions related to workforce management in educational institutions. By understanding the critical role of work environment and reward systems in job satisfaction, policy makers can develop policies that promote a conducive working atmosphere and equitable reward structures for secretarial staff. This can contribute to a more motivated and effective workforce within public polytechnics, ultimately enhancing the quality of education and administration.

The study contributes to the academic literature on organizational behavior, job satisfaction, and human resource management, serving as a valuable resource for researchers and scholars. It offers a comprehensive analysis of the interplay between work environment, reward system, and job satisfaction within the context of public polytechnics in Nigeria. Scholars can build on this study to explore similar dynamics in other educational institutions or regions, thereby enriching the understanding of these factors across different contexts. This can lead to more robust theories and practices in the field of organizational behavior and human resource management.

The society in general also stand to benefit from the improved job satisfaction of secretarial staff in public polytechnics. When secretaries are satisfied and motivated, their

performance improves, leading to more efficient administrative processes and better support services for students and faculty. This can enhance the overall educational experience for students and contribute to the smooth functioning of polytechnic institutions. Improved administrative efficiency can also positively impact the public perception of these institutions, fostering greater trust and confidence in the educational system.

### **1.7 Scope of the Study**

The study focuses on the subject of job satisfaction among secretaries in public polytechnics in Oyo State and factors that may influence the level of job satisfaction. The dependent variable is therefore job satisfaction. It is measured by metrics such as hygiene and motivation factor. There are also two independent variables. The first independent variable is work environment which is measured by physiological environment and psychological environment. The second independent variable is reward system and it is measured by metrics such as salary, benefits, recognition, and achievement.

The population scope is secretaries in various offices in public polytechnics in Oyo State, Nigeria. who are selected because of their pivotal roles in dealing with both staff and students. In addition, the geographical scope covered polytechnics in Ibadan, Eruwa and Saki, all in Oyo State, Nigeria.

### **1.8 Limitation to the Study**

The study has a limited sample size as it only targeted secretaries in public polytechnics in Oyo State, Nigeria. In addition, the study focused on only a few factors that can

influence job satisfaction instead of taking an holistic look at a range of factors which could result in broader interventions. However, by focusing exclusively on reward systems and work environment, the study opens the door for future researchers to explore other factors.

## **1.9 Operational Definition of Terms**

**Job Satisfaction:** This refers to the level of contentment secretaries in public polytechnics in Oyo State feel regarding their job roles, responsibilities, and work conditions in public polytechnics. It reflects their overall happiness and fulfilment derived from their work in terms of hygiene and motivational factors.

**Hygiene Factors:** These are elements of the job that do not lead to higher job satisfaction but, if absent or inadequate, can cause dissatisfaction among secretaries in public polytechnics in Oyo State. This includes aspects like salary, job security, working conditions, and company policies.

**Motivational Factors:** These are factors that directly enhance job satisfaction and motivate secretaries in public polytechnics in Oyo State to perform better. These include recognition, opportunities for advancement, responsibility, and the intrinsic value of the work itself.

**Work Environment:** This refers to the overall setting in which secretaries in public polytechnics in Oyo State operate. This includes physical conditions, resources, interpersonal relationships, and organizational culture that influence their ability to perform their duties effectively.

**Physiological Environment:** This refers to the physical aspects of the workplace that affect the secretarial staff's in public polytechnics in Oyo State comfort and well-being, such as office layout, lighting, temperature, noise levels, and ergonomic furniture.

**Psychological Environment:** This refers to the mental and emotional aspects of the work environment that impact secretaries in public polytechnics in Oyo State morale and job satisfaction, including stress levels, job security, support from colleagues and superiors, and opportunities for professional growth.

**Reward System:** This is the mechanisms and strategies used by public polytechnics to recognize and compensate secretarial staff. This encompasses both financial rewards, such as salary and benefits, and non-financial rewards, like recognition and professional development opportunities.

**Salary:** This is the regular financial compensation that secretaries in public polytechnics in Oyo State receive for their work. It is a primary component of the reward system and significantly impacts their job satisfaction and financial stability.

**Benefits:** These are additional perks provided to secretaries in public polytechnics in Oyo State beyond their regular salary. These may include health insurance, retirement plans, paid leave, and other forms of non-wage compensation that contribute to their overall well-being.

**Learning and Development:** This refers to opportunities provided for secretaries in public polytechnics in Oyo State to acquire additional skills, qualifications and generally improve their professional capabilities.

## Endnotes

- 1 R. Díaz-Carrión. V. Navajas-Romero & J. C. Casas-Rosal. *Comparing Working Conditions and Job Satisfaction in Hospitality Workers Across Europe*. **International Journal of Hospitality Management**, 90, 2020. 102631.
- 2 T. A. Judge S. C. Zhang, & D. R. Glerum, *Job satisfaction. Essentials of Job Attitudes and other Workplace Psychological Constructs*, Routledge 2020. 207-241.
- 3 B. J. Ali & G. Anwar. *An Empirical Study of Employees' motivation and its Influence Job Satisfaction*. **International Journal of Engineering, Business and Management**, 5(2), 2021. 21-30.
- 4 S.A. Basalamah. *The Role of Work Motivation and Work Environment in Improving Job Satisfaction*. **Golden Ratio of Human Resource Management**, 1(2), 2021. pp.94-103.
- 5 A. da Cruz Carvalho I. G. Riana & A. D. C. Soares. *Motivation on Job Satisfaction and Employee Performance*. **International Research Journal of Management, IT and Social Sciences**, 7(5), 2020. 13-23.
- 6 Z. M. Aung D. San Santoso & T. C. Dodanwala. *Effects of Demotivational Managerial Practices on Job Satisfaction and Job Performance: Empirical Evidence from Myanmar's Construction Industry*. **Journal of Engineering and Technology Management**, 67, 2023. 101730.
- 7 A. Samaila I. Adamu & A. D. Ahmed. *Influence of Job Demand and Stress on Interest and Job Satisfaction of Professional Secretaries in Tertiary Institutions in Bauchi State*. **AAU journal of Business Educators**, 2(1), 2022. 1-10.
- 8 S.A. Basalamah. *The role of Work Motivation and Work Environment in Improving Job Satisfaction*. **Golden Ratio of Human Resource Management**, 1(2), 2021. 94-103.
- 9 R. H. Taheri, M. S. Miah & M. Kamaruzzaman. *Impact of Working Environment on Job Satisfaction*. **European Journal of Business and Management Research**, 5(6). 2020.
- 10 M.Y. Burbar. *The Impact of Work Environment on Employees' performance in Banking Sector in Palestine*. **International Business Research**, 14(8), 2021. 85-99.
- 11 G. Abdu. *Developing an Observational Technique of Assessing and Identifying Ergonomic and Health Risk Factors Associated with Office Work: A Study of Selected*

- Offices in three State-owned Tertiary Institutions of Katsina State in Nigeria. International Journal of Science and Healthcare Research*, 2(2); 2017. 1-23
- 12 S. Ekstrand E Mari & D. Sigrid. *Front and backstage in the Workplace: An Explorative Case Study on Activity-based Working and Employee Perceptions of Control Over Work-Related Demands. Journal of Facilities Management* 14(2), 2018. 112-119.
- 13 E. Sugiarti. *The Influence of Training, Work Environment and Career Development on Work Motivation that has an Impact on Employee Performance at PT. Suryamas Elsindo Primatama In West Jakarta. International Journal of Artificial Intelligence Research*, 6(1), 2022. 1-11.
- 14 C. W. Wanjohi & M. A. Iravo. *Determinants of Work Place Stress on Secretaries' Productivity in Kenyan Public Institutions. The Strategic Journal of Business & Change Management*, 5(4), 2018.157-169
- 15 K. O. Igwe, & J. N. Utebor. *Perceived Influences of Office Ergonomics on the Job Performance of Confidential Secretaries in Government Ministries in Ebonyi State. Nigerian Journal of Business Education (NIGJBED)*, 9(3), 2023. 9-26.
- 16 A. Kumari, T. Kaur, P. Ranjan S. Chopra, S. Sarkar & U. Baitha. *Workplace Violence Against Doctors: Characteristics, Risk Factors, and Mitigation Strategies. Journal of postgraduate medicine*, 66(3), 2020. 149-154.
- 17 S. K. Benson & I. O. Lasisi. *Managing Rewards in the Civil Service: Implications for Employees' Performance in Lagos State, Nigeria. Ilorin Journal of Administration and Development*, 5(1), 2019. 1-12.
- 18 E. C. Munene & P. A. Kibisu. *Effect of Reward Systems on Employees' achievement of Targets in the Semi-Autonomous Government Agencies: A Case Study of Migori Sub-County. International Journal for Innovation Education and Research*. 2(11): 2014;184-208.

## **Chapter Two**

### **Literature Review**

This chapter focuses on the existing literature relating to the current studies. The literature review is conducted to provide conceptual, empirical and theoretical rustication for the study. The chapter is organised as follows;

#### **2.1 Conceptual Review**

2.1.1 Job Satisfaction

2.1.2 Work Environment

2.1.3 Reward Systems

#### **2.2 Theoretical Framework**

2.2.1 Herzberg Model of Job Satisfaction

2.2.2 Person-Environment Fit Theory

2.2.3 The Towers Perrin Model of Total Reward

#### **2.3 Review of Empirical Studies**

2.3.1 Work Environment, and Job Satisfaction

2.3.2 Reward System and Job Satisfaction

#### **2.4 Conceptual Model**

#### **2.5 Summary of Literature Reviewed**

## **2.1 Conceptual Review**

### **2.1.1 Job Satisfaction**

Experts have recognised job satisfaction as most crucial ingredient of success in any type of organisation. This is reflected on the high level of attention paid to understanding the concept of job satisfaction among industrial experts and organisational psychology scholars. Since job satisfaction has gained recognition in the field of occupational and organisational psychology, numerous scholars and practitioners have shared their perspectives on what constitutes a happy workplace. The keen interest has however yielded varied conceptualisation and definitions of job satisfaction. For instance, scholar concluded that job satisfaction is a level where an employee is pleased, content and happy with his or her employment<sup>1</sup>. This is buttressed by another scholar who defined job satisfaction as a nice and a favourable sense that an employee had profited from his or her career's performance<sup>2</sup>. This means that job satisfaction occurs when employees feel that they have gotten the best out of the effort they put into their assigned tasks. However, this is a simplification of the concept of job satisfaction.

According to an expert, job satisfaction refers to an employee's feelings about their work, which are primarily dependent on a variety of factors such intrinsic and extrinsic factors but also depend on the viewpoint of the individual employee. Job satisfaction is very important since it is mostly influenced by an individual's aptitude for finishing a task and how much the company values its employees<sup>3</sup>. According to the previous definition, an employee's level of job satisfaction can be defined as how much they enjoy (or are satisfied with) or dislike (or are dissatisfied with) their jobs. It also represents the happy

feeling that comes from achieving goals and succeeding when an employee's work actions are assessed.

One main assertion about job satisfaction is that it is psychological state. An individual's overall perspective regarding their work is referred to as their job satisfaction<sup>4</sup>. Both experts clarified that an individual's mindset on their work determines their level of job satisfaction. Depending on how each person views the key elements of job satisfaction, this mindset could be either favourable or bad. They determined that attitudes towards the work group, general working circumstances, the establishment, financial rewards, and attitudes towards supervision are the five main factors that contribute to job satisfaction. These five elements should be supplemented by additional significant elements such as the person's attitude towards their work and life in general, their age, their degree of achievement, their social position, their recognition, and their training. Each of these may have an impact on contentment at work<sup>5</sup>.

Another scholar characterised job satisfaction as the psychological disposition (attitudes and feelings) of workers towards their occupations. They argued that job satisfaction is an effective response of the worker to his/her job and that it is as a result or consequence of the worker's experience on the job in relation to his/her own values. In view of this, they concluded that job happiness has been found to be directly affected by the rewards people obtain from their occupations, while performance is closely affected by the amount of attainment of rewards. In this view therefore, job satisfaction is a function of the difference between what is expected as a fair return and what is really obtained. Job satisfaction can be a significant measure of how employees feel about their jobs and a predictor of work behaviours such as organisational citizenship.

Building on the idea of job satisfaction, a scholar described job satisfaction as a positive emotional state that arises from evaluating one's work and the rewards attributable to the work<sup>6</sup>. Although a scholar contends that job satisfaction is an attitude, they also conceded that researchers need to make a clear distinction between the three categories of cognitive evaluation—behaviour, beliefs, and emotion that goes into determining<sup>7</sup>. This implies that we should consider feelings, ideas, and behaviour when forming attitudes towards our employment. The problem of job satisfaction among information professionals, such as secretaries, is evident in their attitudes towards their work, their disenchantment with the availability of working tools, their recognition, promotion, and awards, as well as in their control, dedication, accomplishments, and compensation.

It is generally accepted that an employee's positive emotional state stems from their evaluation of their job skills and experience which is also known as job satisfaction. In lieu of this, work satisfaction is defined as the result of an employee's assessment of how their welfare is taken into consideration and provided for by their employer<sup>8</sup>. A worker's sense of success and accomplishment from their work is what defines job satisfaction, and this is typically believed to be closely correlated with their well-being and productivity.

A condition of well-being and happiness resulting from an employee's need and fulfilment met by their employment is known as job satisfaction. According to this, an employee's happy feelings when performing well at work are what they refer to as job satisfaction. The importance of job satisfaction cannot be overstated in terms of the global dissemination of educational initiatives. It is most likely evaluated in conjunction with skills, expertise, professional knowledge, methods, and resources that actually

impact academic performance. Alaku, meantime, promoted research on job satisfaction, particularly among teachers in Nigeria. The results of these studies would provide data that governments, institutions, and organisations would use to inform policy decisions that may improve teacher effectiveness and help students achieve their learning objectives.

Job satisfaction is one of the requirements for creating a positive organisational environment. People desire to hold onto their status, high positions, and power by devoting their knowledge, skills, health, and education to their employment, which occupy the majority of their waking hours. People who fall short of expectations in their jobs experience dissatisfaction. Consequently, this discontent has an impact on the company that he or she works for. Given these circumstances, a scholar defined job satisfaction as the culmination of all favourable and unfavourable aspects pertaining to an individual's pay, physical and mental working conditions, authority, and autonomous use of that authority, as well as the degree of success they have maintained and the rewards they have received as a result of their success, their social standing in relation to their job, and their interactions with coworkers and administrators<sup>9</sup>. He came to the conclusion that while individual components do not necessarily lead to job happiness, it is only possible to discuss job satisfaction when all of these components coexist in an environment of harmony.

The job satisfaction of employees is crucial to the service delivery system in any organisation, since it directly impacts the quality of the service they provide. In this respect, the subject of how the material and moral factors affect the job satisfaction of secretaries and office managers is highly important. Consequently, it was pointed out that

if the idea of job satisfaction as a multidimensional phenomenon implies that a satisfied worker is not necessarily satisfied with all aspects of his/her job, then the influence of certain variables on his overall job satisfaction could differ from his/her satisfaction with individual aspects of his/her job<sup>10</sup>.

Job satisfaction was also viewed from the perspective of employee attitude or personality. This is expressed by a scholar who opined that job satisfaction is a general attitude of the workers constituted by their approach towards the wages, working conditions, control, promotion related with the job, social relations in the work, recognition of talent and some similar variables, personal characteristics, and group relations apart from the work life. All things point towards leadership, strong professional advancement and motivation. Job satisfaction is a very essential trait which is routinely measured by businesses. Job satisfaction reflects how contented an individual is with his/her job<sup>11</sup>.

Job satisfaction is also identified as a key part of motivation. As the total level of job satisfaction grows, absenteeism and turnover drastically fall. Experts further emphasised that expectation theory shows that productivity typically, is influenced positively by high job satisfaction; that is, someone who finds his or her job pleasant is likely to work harder at it if he or she receives desired benefits. It is crucial that managers comprehend the notion of job satisfaction and the information in major studies that this subject has produced.

A scholar who researched job satisfaction of employees across different service sectors critically examined the effect of computerization on job satisfaction. In the study, job satisfaction was judged by job security, social interaction and perceived level of health in conjunction with computerization. The researcher however noticed that the negative

effect on job satisfaction originated from an inability to rise up the career ladder and problems from health condition being placed on the work place environment. Experts stated the idea that pay does not necessarily ensure job satisfaction but position that is prestigious with power offers job satisfaction. One common research finding is that job satisfaction is connected with life satisfaction<sup>12</sup>.

This association is reciprocal, meaning people who are content with life tend to be satisfied with their job and people who are satisfied with their job tend to be satisfied with life. However, some study has revealed that job satisfaction is not significantly associated to life happiness when other variables like as non-work satisfaction and caring self-assessments are taken in to account. Organisation, whether in the commercial or public sector, are generally concerned with motivation, work satisfaction, and commitment to productivity among employees. In addition, most persons are motivated for diverse reasons to survive in some manner or another.

The degree to which some people survive better than others is founded upon a complicated formular of individual needs, desires, objectives aspirations and other phenomena while an unhappy worker is a needless addition to his or her organization's issues. Experts in the contemporary era have examined the concept of job satisfaction mainly from the perse hygiene-motivator theory. It explained that individuals had two sorts of wants. These are needs that were hygienic in nature and the needs that were motivators. The variables that present unhappiness are called hygiene factors and they include money, supervision, status, security, working environment, policies and organisational interactions. In contrast to these hygiene aspects are the employment context factors, that is, the motivators which include compensation, condition of work etc.

Job satisfaction is more of an attitude, an internal and could be associated with a personal feeling of achievement, either qualitative or quantitative while the level of job satisfaction is affected by a wide range of variables relating to individual, social, cultural, organisational and environmental factors. Individual characteristics include personality, education and qualifications, intelligence and abilities, age, marital status orientation to job. Also, social elements include relationships with co-workers, group working and conventions, opportunities for contact, and informal organisation. Cultural variables include underlying attitudes, beliefs and values whereas environmental aspects include economic, social, technical and governmental effects<sup>13</sup>.

The organisational aspects include nature and scale, formal structure, human resource policies and procedures, employee interactions, nature of the work, technology and work organisation, supervision and styles of leadership, management systems and working conditions. A scholar stated that the theory of Herzberg is still regarded as an essential contribution to the study of the consequences of job satisfaction, motivation and performance. Herzberg and his colleagues in late 1950's did a study on job attitudes of two hundred engineers and accountants. The individuals were asked to recount the number of times when they felt extraordinarily happy about their jobs and times when they felt bad<sup>14</sup>.

From the research, it was shown that when respondents talked about feeling happy or content on the work, they identified motivators. These motivators or intrinsic variables are achievement, acknowledgment, job itself, responsibility and advancement. They also noticed that when people are unsatisfied with their occupations, they complained about external or hygienic factors. The hygiene variables include firm policy and administration,

supervision, interaction with subordinates, status and security. Another scholar validated this argument and noted that from the comments of the engineers and accountants that Herzberg interviewed, he generated lists of positive and negative variables on job performance. The negative variables which he named employment dissatisfiers or hygiene factors were policy and administration, supervision, relationship with supervisor, work environment and salary. The positive factors which he named motivators or satisfiers on the workplace were achievement, recognition, the work, responsibility and advancement in career.

Scholars argued that the most focal employee attitude is job satisfaction. They agreed that employees have attitudes or perspectives regarding many elements of their professions, their careers and their organisations<sup>15</sup>. In the perspective of an expert, employees generally look at employment from two points of view and that overall job happiness is essentially a blend of intrinsic and extrinsic job satisfaction. He maintained that intrinsic job satisfaction occurs when people examine solely the kind of work they do and the tasks that make up the employment. Similarly, extrinsic job satisfaction is when workers examine the conditions of the employment such as their wage, coworkers and supervisor. These two sorts of satisfaction are different and they help to look at employment from both points of view<sup>16</sup>.

Hygiene factors are the elements of a job that do not necessarily motivate employees but can cause dissatisfaction if they are inadequate. These factors are related to the work environment and the conditions under which employees perform their jobs. Key hygiene factors include salary and compensation, work conditions, company policies, job security, supervision quality, and interpersonal relationships. Fair and adequate compensation is

crucial because if employees feel they are not being paid fairly for their work, it can lead to dissatisfaction and a lack of motivation. Similarly, safe, comfortable, and well-equipped workplaces prevent dissatisfaction, whereas poor lighting, uncomfortable furniture, or unsafe conditions can hinder productivity<sup>17</sup>. Clear, fair, and consistent company policies contribute to a stable work environment, preventing dissatisfaction. Job security is essential for employees to perform effectively, as uncertainty about job stability can cause anxiety. The nature of supervision also plays a significant role; supportive, respectful, and competent supervisors help prevent dissatisfaction. Lastly, positive relationships with colleagues and supervisors are important, as a collaborative and friendly work environment prevents dissatisfaction<sup>18</sup>.

On the other hand, motivation factors are elements that actively drive employees to perform better and increase job satisfaction. These factors are related to the nature of the work itself and the opportunities it provides for personal growth and recognition. Key motivation factors include achievement, recognition, the work itself, responsibility, advancement, and personal growth. Employees need to feel a sense of accomplishment in their work, and recognizing and celebrating achievements can significantly boost motivation. Regular recognition from supervisors and peers helps employees feel valued and appreciated. When employees find their work interesting, challenging, and engaging, they are more likely to be motivated<sup>19</sup>.

Jobs that provide variety and opportunities for creativity can enhance job satisfaction. Giving employees more responsibility increases their sense of ownership and motivation, as they feel more integral to the organization. Opportunities for career advancement and professional growth are powerful motivators, encouraging employees to perform well and

stay committed. Providing opportunities for learning and skill development also motivates employees, as continuous training and development programs help them grow professionally<sup>17</sup>.

By addressing both hygiene and motivation factors, organizations can create a balanced work environment that minimizes dissatisfaction and actively promotes motivation and engagement. Hygiene factors ensure a stable and fair work environment, preventing negative feelings, while motivation factors drive employees to excel and feel fulfilled in their roles. Understanding and effectively managing these factors can lead to higher employee satisfaction, improved performance, and greater organizational success.

### **2.1.2 Work Environment**

Work environment refers to the conditions in which employees perform their assigned tasks. It is a nuanced concept that can be taken literally to mean the physiological or metaphorically to represent the social and cultural environment. Employees' work environments might include other aspects of the workplace that could cause stress for them. For this reason, the term "work environment" refers to the circumstances in which employees perform their duties. The phrase has to do with the building's structural integrity. Employees' social contacts with coworkers, superiors, and managers at work also affect their work environment. It could allude to the environment or circumstances around the performance of a specific task<sup>20</sup>.

The work environment is the place where duties are finished. When discussing a place of employment, the term "work environment" refers to both the actual locations and the immediate surroundings of the workplace<sup>21</sup>. This refers to the physical environment such

the building with adequate lightings, ventilations, adequate workspaces, air quality, air conditioners, fans, comfort, good convenience with running water, adequate furniture with spaces for ICT facilities/equipment, outlets for ICT facilities, clean environments, among others expected to make employees feel comfortable and happy to do their jobs for better outputs. Work environment in the psychological sense focus on the quality of interpersonal relationships, supervisory support, collaboration spirits and other among the employees. It also includes the culture aspect which include organisational culture, characteristics and policies. However, the study would concentrate on work environment such as the physical environment (lightings, ventilations, workspaces, technological facilities) as well as social environment (collaboration) among employees.

The work environment encompasses all the physical and psychological factors that influence an employee's ability to perform their job effectively. It includes not only the tangible aspects, such as office layout, equipment, and workstations, but also the intangible elements like company culture, management style, and interpersonal relationships. A conducive work environment is crucial for enhancing employee productivity, job satisfaction, and overall well-being. A key component of the work environment is the physical environment, which includes the workspace design, lighting, temperature, noise levels, and ergonomic furniture. A well-designed physical environment can significantly improve comfort and efficiency. For example, proper lighting and ventilation can reduce fatigue and eye strain, while ergonomic furniture can prevent musculoskeletal problems. Furthermore, a clean and organized workspace can enhance focus and reduce stress, leading to better performance<sup>22</sup>.

The psychological environment is equally important and pertains to the emotional and mental well-being of employees. This includes factors such as workplace culture, communication styles, and the level of support from management and colleagues. A positive psychological environment fosters a sense of belonging and motivation. Open and transparent communication, recognition of achievements, and opportunities for professional growth contribute to a healthy psychological environment. On the other hand, a toxic work culture characterized by high stress, lack of support, and poor communication can lead to burnout and high turnover rates<sup>23</sup>.

The work environment is a multifaceted concept that significantly impacts employee performance and satisfaction. By paying attention to both physical and psychological factors, fostering positive interpersonal relationships, ensuring safety and security, promoting work-life balance, and providing adequate support and resources, organizations can create a conducive work environment that enhances productivity and employee well-being. Interpersonal relationships within the workplace also play a vital role in shaping the work environment. Healthy relationships among colleagues and between employees and supervisors can lead to a collaborative and supportive atmosphere. Team-building activities, conflict resolution strategies, and effective leadership are essential in promoting positive interpersonal dynamics. When employees feel valued and respected, they are more likely to be engaged and committed to their work<sup>24</sup>.

Work-life balance is another critical aspect of the work environment. Employers who recognize the importance of work-life balance tend to offer flexible working hours, remote work options, and adequate leave policies. Such practices help employees manage

their personal and professional lives more effectively, reducing stress and increasing job satisfaction. In turn, this can lead to higher productivity and lower absenteeism. Safety and security are fundamental elements of a good work environment. Ensuring that the workplace complies with health and safety regulations protects employees from potential hazards and accidents. Regular safety drills, clear emergency procedures, and access to first aid are necessary to maintain a safe working environment. When employees feel safe, they can focus better on their tasks without undue concern for their well-being<sup>25</sup>.

The layout of the office's spaces is related to the work environment and how well the organisation performs. These consist of the office interior, outside, desk, and cubicle. Employees' work environments affect how well they adjust to their employment environments. Employee comfort levels at work have a major influence on the calibre of work they do. Employees would be content and driven to work if they were in surroundings that supported and encouraged them throughout the day. Workplaces have an impact on how businesses thrive. The working environment fundamentally aids in the accomplishment of their aims and objectives. If the workplace is conducive to productivity, employees will probably perform better.

Employees' work environments, on the other hand, involved social interactions with managers, peers, and subordinates. Collaborations, connections, and exchanges between all member of staff in an office comprise the social work environment. Friends, coworkers, and other office users make up an employee's social work environment. This also includes the connections and interactions between coworkers, including bosses and subordinates. Assertion, the social work environment encompasses the interactions that

exist both within and across departments and employees<sup>26</sup>. These relationships have a substantial impact on the efficacy, efficiency, and provision of high-quality office services. Employee leadership, hierarchies, policies, and rules and regulations are all factors considered when examining social work environments. In organisational hierarchies, secretaries often have to work with principals. The tasks that they accomplish are therefore significantly influenced by the social work environment in which they operate. The atmosphere at work has a big influence on how well employees accomplish their duties. For example, interactions between co-workers, visitors, and higher organisational hierarchies will encourage individual involvement by providing opportunities for criticism, sharing discoveries, and applying pressure to perform well, all of which will inevitably lead to higher performance. By so doing, quality assurance in quality office services delivery through standards will be maintained and strictly followed without a mix-up in the standard of practice<sup>27,28</sup>.

From another perspective, organisation environment is categorised into internal and external environments. Organisations internal and external factors are relevant to it. Internal factors are generally controlled by organisation, since the organisation could change such factors, for example, its personnel, physical facilities, technological facilities, organisations and functional means to suit the work environment. However, in the workplace context, the work environment of personnel is the internal work environment, that is, physical and social work environments, including the elements in the work environment<sup>29</sup>.

External factors, therefore, is uncontrollable as these have direct and intimacy on the organisation, for instance, the socio-cultural factors, demographic factors and economic

factors. external environment, social and physical factors outside the typical boundaries of organisations negatively influence its performance and future existence. Nevertheless, disturbances at work environment could affect personnel performance. These are lack of good relationship, interactions and collaborations among personnel and leaders, lack of convenience and running water, clean work environment, lack of flexible workspaces, poor lightings, ventilations, lack of ICT facilities, excessive noise, hazardous substances in the air, and hot or cold temperature, among others causing discomfort and lack of concentration<sup>30</sup>.

Work environment of employees need to be improved upon to improve job outputs and enhance jobs done by employees at their workplaces. However, inappropriate work environment lessened or diminished tasks perform by personnel. Staff development is another factor that can determine personnel jobs undertaken in public universities in Nigeria. Development and training are almost used together in the corporate world and concentrated to improve job skills, job knowledge and tasks performance to increase job outputs of employees. Staff training is an integral aspect of staff development.

Employees are expected to receive the necessary job knowledge and skills from staff development and training in order to support organisational goals and staff advancement and growth. In order to help the organisation achieve its goals, staff development involved educating, training, and retraining employees to raise productivity, improve competencies on the job, and gain job knowledge and skills. Staff development is the process of gaining knowledge to strengthen one's brain and get people ready for specific duties. Employees are prepared for longer-term positions through staff development programmes<sup>31</sup>.

Employees' continuous professional growth and preparation for changes in their field are greatly aided by staff development. The focus of staff development was on equipping personnel with the necessary job knowledge, skills, abilities, and experience to take on challenging and novel duties. Additionally, staff development enhances the values that already exist. Employees cannot thus match user demands without staff development. However, through staff development programmes in organisations, qualified workers can be given more responsibility, assume leadership roles when older staff members retire, replace retired coworkers or those promoted to higher positions, or even have their roles reduced. All of these actions support the growth and expansion of the organisation<sup>32</sup>. Employees can as well fill vacant positions or cover job roles when colleagues are absent on annual or sick leave. They can organise training programmes in the department thereby saving office management costs of employing experts or consultants from outside to train staff on the job.

As a result, it encompasses everything that shapes an employee's engagement with the work itself, such as their interactions with managers and coworkers, the culture of the company, and opportunities for personal growth. It also has to do with things like company location, amenities, culture, relationships between employers and employees, and growth prospects, to name a few. The organization's work environment is set up to meet its objectives. The work environment affects an organization's ability to survive<sup>33</sup>. Employees' work environments are where they most fit into their roles. Additionally, it refers to ergonomic work environments that are comfortable for employees to work in, with proper attention paid to investments in more ergonomic computer keyboards and

chairs, adequate lighting—especially natural lighting—adequate ventilation systems, air conditioning units that lower temperature, and more<sup>34</sup>.

People might, however, fit or mismatch in the workplace. Scholars states that an employee's physical work environment can include things like the temperature of the office or the tools and computers used there<sup>35</sup>. It has to do with factors related to work processes or procedures. According to another scholar, an employee's work environment is everything that surrounds her, including illumination, ventilation, natural light availability, and an auditory environment that influences how she carries out her responsibilities. Organisational work environments are divided into two categories: internal and external. The internal work environment encompasses internal organisational variables, while the external work environment refers to external factors that are pertinent to the organisation<sup>36</sup>.

Organisational internal factors are often those that are under control, such as staff, infrastructure, technology, organisation, and functional methods. Since internal elements can be changed to fit the organization's work environment, the organisation has control over them. Nonetheless, the term "internal work environment" in the context of a workplace refers to both the social and physical aspects of the work environment. The physical work environment encompasses the building housing employees, collections, equipment, office furniture, and users; it also includes the architectural and aesthetic beauty of the workspace, including the floor configuration, furniture arrangement, low illumination, and technological amenities like printers, photocopiers, emails, and software. Adequate and comfortable convenience with running water is also provided, as is acoustic control and a safeguard against hazardous substances<sup>17</sup>.

The office physical work environment was also categorised as inner side, outer side, at a desk and the cubicle of the office<sup>37</sup>. According to an expert, the perfect work environment is one in which people can perform their duties in an optimal, safe, healthy, and comfortable manner. This includes having a clean workspace, running water, lighting, and colour, among other things<sup>18</sup>. This is echoed by another scholar who posited that, having a clean workplace is desirable. When the workplace is welcoming, employees will be excited to come in every day<sup>15</sup>. A perfect work environment for secretaries, according to another scholar, consists of the following: a personal computer, Internet access, natural lighting, ventilation, power supply, and office furniture and space. The layout design and comfort are components that are related to the physical work environment<sup>38</sup>. According to another perspective, the term "work environment" generally refers to aspects of the workplace, such as air quality, noise level, extra perks and bonuses like free child care or endless coffee, or enough parking. Therefore, a work environment that is favourable is devoid of issues related to sick building syndrome, which is commonly linked to insufficient ventilation.

The work environment is also expected to contribute to health and wellbeing of employees. However, some environments have been known to cause health problems for employees. Illness in the workplace caused by accumulated mould and mildew is known as sick building syndrome. Studies have underlined the importance of indoor air quality to the tasks that employees accomplish as well as to their comfort and health<sup>39</sup>. However, some workplace, especially those indoors, have been known to ignore these recommendations.

Scholars are of the opinion that, work environment include building and space to house office staff, collections, equipment and furniture and users. The place must therefore be worthy of its name in that it should be comfortable, healthy and fit for purpose<sup>40</sup>. Furthermore, the workplace should be free from very loud noise, high temperature, poor lighting and air quality. A study carried out in Borno State, Nigeria, revealed that clean work environment is part of incentives provided for workers to achieve effectiveness in organisations<sup>41</sup>.

Another scholar also added that low lighting, efficient pest control, and efficient ventilation systems that eliminate air contaminants are necessary in work environments. Nonetheless, it is implied that the spaces where workers perform their duties should not be uncomfortable, dim, or infested with pests. To avoid suffocation and health risks for workers, every area of the office needs air conditioning, natural light, and plenty of light. According to studies there should be enough lighting, ventilation, flexible workspaces, comfy furniture, Internet connectivity, computers, fans, and air conditioners<sup>42</sup>.

The psychological aspect of work environment is as important as the physical. According to scholars, the physical and social work settings make up the work environment. The three main environments that comprise an employee's work environment are the technical, human, and organisational settings<sup>43</sup>. Superiors, co-workers, clients and other who do business with the organisation are also part of the work environment. Experts claimed that workers come into the workplace to provide services in order to meet goals that have been set by the office. However, they must do this in collaboration with others. For this collaboration to be effective, there must be cordial interactions among the members of the organisation. They are referred to as the social workplace. Employees' social work

environment is just as significant as their physical workspace. Colleagues and friends are crucial social components.

This could be a reference to the interactions, conversations, and teamwork that occur amongst coworkers at work. The interactions between employees and departments are also mentioned. Employees are affected by this in addition to other individuals, organisations, work groups, interpersonal problems, leadership, and management. Office dynamics serve as the social component's central theme. Two highly significant determinants of employees' job satisfaction and loyalty to their employers have been found through research: their relationships with managers and coworkers. Make the claim that the physical features of the workplace aid in the growth of the networks and relationships among the employees<sup>44</sup>.

According to a scholar, employment assistance, relationships with supervisors, opportunities for promotion, performance reviews, goal-setting, workplace incentives, mentorship, and coaching are examples of social environmental elements that affect how well employees execute their jobs<sup>45</sup>. This is supported by another researcher who asserts that the human work environment is created to facilitate opportunities for knowledge sharing and idea exchange. a friendly and supportive work environment where teamwork, mutual empowerment, fostering the development of each person's unique abilities, and skill development are valued regardless of the nature of the job<sup>46</sup>.

Experts asserted that competent and empathetic coworkers serve as valuable sources of ideas, constructive criticism, and motivation to excel in order to accomplish workplace goals and objectives. Interactions between employees, both within and across departments, have a substantial impact on performance capabilities and the level of

service provided<sup>47</sup>. When young newly employed secretaries work alongside experienced ones who hold leadership positions and occupy high positions in the hierarchy, their interactions will encourage active participation by providing opportunities for criticism, sharing new findings, and creating pressure to perform well.

A conducive work atmosphere enhances employees' outstanding task performance. Nevertheless, a work environment that is both safe and secure, and supports the well-being of employees, consistently leads to higher performance. Similarly, a friendly and pleasant work environment in the field of social work helps to educate and inform office staff, including secretaries, about the most recent advancements in their industry, especially in the Information Age. Given that secretaries play a vital role in enhancing organisational productivity, it is essential to build a pleasant and cooperative work climate that boosts their performance. It is the researcher's belief that productivity of secretaries, is a necessary and crucial in any academic environment, because it is a benchmark for judging them for promotion.

Additionally, a high-performing workplace fosters an environment where workers are encouraged to collaborate on ideas and solutions rather than just relying on their talent. The creation of a work environment that functions as an asset (a wise investment) may have an impact on the effective exchange of knowledge and information among businesses. Task performance is increased as a result. According to the study, friendly and warm relationships between coworkers should be promoted in order to improve employee performance in the workplace<sup>47</sup>.

The integration of information technology with office services has given rise to a new service environment in today's workplace, one that pushes traditional limits to a greater

extent while offering calculated risks and opportunities. The way office services are delivered has altered since information and communication technology were introduced into modern organisations. According to another scholar, a number of elements of the workplace, including the social work environment, information technology, and adaptable methods of process organisation, have altered over time. Organisations therefore, need to adapt their procedures, abilities, and experience to keep up with the changing techniques of communication. According to experts, technological services are provided in a physical work environment through the use of infrastructure, tools, and equipment<sup>48</sup>. The term "technological services environment" describes how scientific knowledge is applied to real-world problems. These office duties include, among other things: indexing, abstracting, controlling serials, organising knowledge, distributing information products, and providing reference services.

In order to engage with clients in a meaningful way in today's computer-based environment, staff members, must raise their level of computer literacy and competencies. This entails learning ICT skills that will enable them to perform effectively in a variety of tasks, including networking, website creation, and Internet search. Additionally, administrators need to provide opportunities for office managers to advance their computer abilities by regularly attending conferences, seminars, and workshops on the use of ICTs. Establishing these channels within the workplace facilitates employees' access to up-to-date knowledge on recent advancements in computer technology.

The introduction of E-mail (electronic mail), which essentially replaced traditional telex services, has transformed into a quick and affordable way for communications to be sent locally, regionally, and worldwide<sup>49</sup>. This computerised alternative to the traditional post

office is based on the Internet. Email has emerged as a true substitute for the antiquated postal service, which was unreliable, inefficient, and slow in many developing nations like Nigeria. Emails are useful for secretaries and office managers to communicate with their principals, other staff and outsider.

Secretaries can type messages and send files as attachments via email. This is so that, unlike phones, which one must respond when it rings or risk missing the call, messages are saved on computers to be accessed at any time. A secretary can reply to requests for information from any source or look for solutions to specific issues the company needs answered by email.

Unfortunately, a number of issues have hampered the working conditions for secretaries in Nigerian tertiary institutions. A scholar observed certain aspects of the physical workplace, such illumination, have a negative impact on workers' performance<sup>50</sup>. The claim made by scholars is that employee tasks are dependent on a variety of factors, including inconsistent power supplies and subpar goods and services. In Sub-Saharan Africa, power outages and epileptic power supplies are a common occurrence. One of the main issues at Nigerian institutions is the electricity crisis. A major issue is the generation of power irregularly<sup>51</sup>.

Researchers discovered that the most common challenge in Nigerian organisations is power supply. The majority of organisations are negatively impacted by power supply unpredictability and unavailability. Modern work environment needs sufficient electricity to operate, as various digital devices require electricity as well as conducive, air-conditioned environment to function well. Expensive and important office equipment can be easily destroyed by power supply interruptions. In addition, recurrent power outages

represent a significant obstacle to office automation. Irregular power supply can therefore contribute to positive or negative work environment<sup>52</sup>. Another measure of work environment is the extent of personnel development opportunities available to employees. Training and development opportunities seem to be irregular for certain employees in Nigerian tertiary institutions. A study on employee development possibilities found that the majority of respondents agreed to never attend workshops or seminars. As a result, it demonstrates irregular and insufficient workplace training procedures for employees, both locally and globally, in order to improve efficiency, quality, and job activities. According to experts, other factors affecting the work environment of employees in Nigerian institutions include noise, insufficient ventilation, inadequate lighting, and unacceptable furniture and seating arrangements.

The work atmosphere in most modern offices is not beneficial to the health of employees. A healthy work environment should be free of sick building syndrome caused by inadequate ventilation. The accumulation of mould and mildew in the workplace causes ill building syndrome. An expert underlined the importance of indoor air quality, comfort, and health for employees' job performance. Others also identified uncondusive and unhealthy physical work environments as: poorly designed workstations, uncomfortable furniture, a lack of ventilation facilities, insufficient lighting, excessive noise, insufficient safety measures for fire emergencies, and a lack of personal protective equipment<sup>53</sup>.

Employee productivity might be reduced due to a variety of workplace discomforts. Perennial network difficulties, inconsistent power supplies, and a lack of Internet applications and connectivity in can make it frustrating for office managers to carry out their tasks. If employees find the work environment dull, their task performance may

suffer. As stated by an expert, that there is a strong tendency for employees to complete tasks slowly once they become stressors at work. It is also believed that noise in the workplace causes discomfort for employees, limiting their productivity<sup>54</sup>. Researcher affirmed the classification of outstanding factors of uncongenial work environment as follows: the air (pollution, freshness), temperature (heat, cold), sound (noise) lightings and colour (sunlight, incandescent, windows, views) space (arrangement of workstations). Other disruptions in employees' work environments, include bad weather, poor ventilation, amenities, and a lack of fans and air conditioners<sup>55</sup>. In the same vein, scholars claimed that poor job performance causes occupational problems such as absenteeism. On the other hand, studies indicated that air pollution levels are higher within the workplace than outdoors, and because employees spend a greater percentage of their time inside the workplace, this poses a health risk, lowering their level of performance. Experts supported the aforementioned assertion, stating that the amount of time employees spend in the workplace has a direct impact on their well-being and task performance. A study also found a considerable link between work-environment characteristics and health, facilities, and performance<sup>56</sup>.

According to experts, clean indoor air in the workplace is very beneficial to personnel health, whereas air pollutants contribute to health hazards such as asthmatic and allergic reactions, chemical poisoning, certain types of cancer, and so on. Similarly, some studies have confirmed the consequences of particulate matter exposure<sup>57</sup>. Exposure to harmful substances, for example, can have an impact on personnel health and safety. Hazardous substances in the physical work environment might harm employees' health. These compounds can come from a variety of sources, including fumes from generators, dust

from old and new books, old newspapers, bookshelves, furniture, and so on. According to scholars, some variables that cause workers discomfort while performing their tasks include illumination, ventilation, and noise<sup>58</sup>. Experts also identified variables in the workplace that influence staff job focus and outputs, such as air quality, lighting, temperature, and noise.

Similarly, researchers reported noise from automobiles in and near the office. They also identified noise from staff and office users' shoe heels, as well as the use of cellular phones both inside and outside the office. Noise in offices disrupts the attention and concentration of personnel while working, as well as readers reading in the office<sup>59</sup>. According to another scholar, noise exposure has a negative impact on hearing, which may impair personnel's job performance.

Noise in the workplace has a negative impact on focus and task performance, especially when performing intellectual duties in the technical services department's cataloguing division. Office workers may be impacted by their work environment and the duties assigned to them. Organizational climate, or the conditions within organizations as perceived by employees, is another source of discomfort for personnel in the workplace. Organizational practices related to leadership, rewards, communication, and conflict are typically described by the climate in the space. A positive organizational climate is protected and maintained by well-designed physical and social work settings that allow employees to give their all and maximize their potential while working<sup>60</sup>. External factors, such as socio-cultural, demographic, economic factors, among others in work environment affect tasks of personnel and future survival of organisations. External factors have direct and intimate impacts on organisations.

A conducive work environment under normal circumstances improves the tasks of employees. Nevertheless, elements in work environment significantly impact job performance of employees. Work environment of employees causes high or low tasks activities in public universities in Nigeria. The environment employees work is as important as the work they do. Work environment when appropriately design increases tasks activities of employees. Therefore, organisational management should guarantee and give adequate attention to the minutest details in work environment that negatively impact on jobs perform by their workforce for enhance job outputs of employees in Nigeria universities.

### **2.1.3 Reward Systems**

In the workplace, reward focuses on both remuneration and the interpersonal relationships between coworkers in an attempt to provide a sense of acceptance (recognition). Both formally and informally, managers assess each employee's performance. Since providing incentives and motivation to people is a powerful motivator, it will influence how they behave and perform at work, which will be crucial to the company's success in terms of both output and input, both in terms of quantity and quality. A reward system is a structured method designed to recognize and compensate employees for their performance, contributions, and achievements within an organization. This system plays a crucial role in human resource management by ensuring that employees feel valued and motivated to maintain high levels of productivity and commitment. By incorporating a variety of incentives, both monetary and non-monetary, reward systems aim to enhance job satisfaction and promote organizational loyalty<sup>61</sup>.

The organisation must give particular consideration to the accomplishments of its staff members by rewarding them with gifts, prizes, and other recognition, as well as by encouraging them to work hard and take great responsibility for their work, all of which will make it easier for the business to reach its objectives. Employees in an organisation or corporation receive incentives for their efforts in addition to pay or salaries. These awards can take many different forms and are meant to satisfy different demands. Management must be able to implement an effective reward for this reason. A company's incentive programme needs to be able to inspire great performance from its staff in order to attain high levels of achievement<sup>62</sup>.

Management must be able to implement an effective reward for this reason. An incentive programme created by a business needs to be able to inspire great performance from its staff members. but also prizes, or prizes meant to satisfy different demands with different kinds and formats. Management must be able to implement an effective reward for this reason. A company's incentive programme needs to be able to inspire great performance from its staff in order to attain high levels of achievement.

The reward system refers to all workplace resources that can be used to recruit, retain, inspire, and reward employees. A lack of rewards can create an uncomfortable environment, diminishing workers' capacity to work and potentially leading them to leave their jobs. Financial rewards are also used by organisations to prevent workforce churn and inspire employees; however, they may not be the most effective long-term motivator. This is the material and psychological performance that increases satisfaction with a fair compensation. Reward as an appreciation for employees' additional monetary or in-kind

contributions to the organisation, and these awards might be intrinsic or extrinsic in character<sup>63</sup>.

Intrinsic rewards are inherent benefits of the work itself. Examples include achievement, diversity, challenge, independence, accountability, and personal and professional development. They also consider the superior's and colleagues' prestige, recognition, appreciation, and self-esteem. Intrinsic advantages increase self-esteem and contentment. Intrinsic incentives stem from the nature of the activity itself and include features such as enjoyable, tough tasks, self-management and responsibility, imagination, opportunity to apply talents and skills, and a proper contribution to the success of actions. Employees are encouraged to work hard and achieve higher results when they are proud of their work, believe they make a major contribution to the business's performance, and have enjoyable, difficult and fulfilling responsibilities.

Extrinsic rewards extend beyond the task itself. They include income, fringe benefits, workplace security, promotions, private office space, and the social environment. Fair compensation, salary increases, performance incentives, and indirect forms of remuneration, such as compensating time off, are some examples. Extrinsic awards are utilised to highlight that the company values teams' commitment to quality. However, components of employees' reward systems depending on the study's objectives must be mentioned, such as compensation, recognition, a positive working environment, and staff development<sup>64</sup>.

Pay rewards can be used to induce extrinsic behaviour. This is primarily due to external financial factors. The benefits and prizes have been debated, as to whether they truly inspire or motivate employees to work. Scholars distinguish between "extrinsic motivation" and case success. Extrinsic incentive motivates people to labour for a reward. In other domains, rewards motivate people to get them. In their opinion, the ultimate strategic goal is to assist them in achieving their organisational goals by ensuring that they have the qualified, competent, motivated, and committed persons they require. The strategy's fundamental principle is to compensate people for their benefits.

Monetary incentives typically include base salaries, bonuses, commissions, profit-sharing, and stock options. These financial rewards provide direct compensation for the work performed and achievements attained. Base salaries are the fundamental pay employees receive for their job roles, while bonuses and commissions are additional financial rewards tied to performance metrics or sales targets. Profit-sharing and stock options allow employees to benefit from the organization's success, aligning their interests with the company's long-term goals<sup>65</sup>.

Non-monetary incentives, on the other hand, encompass a wide array of benefits and recognition programs that contribute to an employee's overall sense of well-being and satisfaction. These can include health and wellness benefits, retirement plans, paid time off, professional development opportunities, flexible working arrangements, and workplace recognition programs. Health and wellness benefits ensure employees are physically and mentally healthy, while retirement plans provide financial security for the future. Paid time off and flexible working arrangements help employees maintain a healthy work-life balance, reducing burnout and increasing productivity. Professional

development opportunities allow employees to advance their skills and careers, making them feel invested in their growth within the organization. Recognition programs, such as employee of the month awards, public acknowledgment of achievements, and personalized thank-you notes, foster a culture of appreciation and motivation<sup>66</sup>.

Employee interactions and decisions are influenced by compensation policies. It serves to define employment connections, contractual obligations, and the implicit psychological contract between the employer and employee. It also represents the values, culture, and philosophy of an organisation<sup>67</sup>. Effective reward systems are carefully designed to align with the organization's strategic objectives and culture. They must be fair, transparent, and consistently applied to ensure that all employees understand how their performance and contributions are evaluated and rewarded. By doing so, organizations can create an environment where employees are motivated to excel, leading to increased job satisfaction, higher retention rates, and improved overall performance.

A reward system is a tool used to incentivize workers and recognise their achievements, but it needs to be implemented promptly and be linked to productive work. It serves as a key conduit for information between the organisation and its individual employees. Workers receive both material and intangible advantages in exchange for their work, including bonuses, wage increases, company cars, paid time off, and more<sup>68</sup>. The employee's income or remuneration, which might be hourly, fixed monthly, or commission-based, is the primary incentive. Since great performance requires motivation, reward systems need to be created with that in mind.

Recognising workers is a type of non-financial/non-cash payout that can take the form of social approvals and truly appreciates well-documented work. Experts contend that

financial rewards generally motivate employees to increase their work, adding that the non-financial benefits of employees outweigh the effectiveness. Scholars also mentioned several non-monetary rewards, including gifts, prizes, trips, and other incentives that are more apparent and/or comparable to money benefits. Less tangible motivations, for example, include employment flexibility, independence, recognition of work, and the opportunity for improvement. Non-monetary rewards should be used for apparent reasons, such as workplace or team chances<sup>69</sup>.

Organisational goals and strategy have an impact on compensation policy, with non-growth visions having a short-term policy and growth visions having a long-term one<sup>69</sup>. The significance of developing a compensation policy that takes into account both internal and external elements, such as market considerations, industry practice, and HR strategy, is emphasised by scholars. To maintain competitiveness, equity, and transparency, compensation policies are based on a number of criteria, including grade, pay structure, total reward, and philosophies and ideals<sup>70</sup>.

It was recommended by a scholar that, in order to deter "poaching" of valuable people and reduce the allure of competitors, employees should implement compensation plans based on market leadership. While the government sets minimum wage criteria and enforces government benefit guidelines on social security, health, and pensions, trade unions employ cooperative discussions to create compensation programs. Lawsuits and fines follow noncompliance<sup>71</sup>. In addition to monetary compensations, official and verbal recognitions is also considered as a reward for a job well done.

Acknowledging someone in front of their peers for particular acts, accomplishments, or attitudes demonstrated by their behaviour is known as recognition. As a strategy for

incentive systems, appreciation and recognition can also be coupled to create a public expression of gratitude from the perspective of the team, coworkers, or employees. Recognising the contributions of its top employees helps organisations keep them, according to a scholar who gave specific examples of their actions that had a beneficial influence on the company<sup>72</sup>. The author maintained that since appreciation entails admitting the extra work, it inspires workers. Acknowledgment can lessen pessimism, which impairs output and performance. By recognising employees' efforts more regularly, more locally, and more personally, scholars increase employee motivation and boost organisational morale overall<sup>73</sup>.

Employers can gain from a motivated workforce by simply expressing gratitude to staff members verbally and with genuineness. A scholar advises managers to utilise employee recognition as a tool to improve the relationship between the staff and the company<sup>74</sup>. This is supported by another who also submitted that recognition is a cost-effective means of keeping employees happy. however, it was also stresses that it needs to be regular and seen as an organization's long-term commitment. Another scholar posited that high-performance organisations (HPO) have long realised the significance of rewarding exceptional work with incentives and rewards that verify it<sup>75</sup>. Recognition programmes are thought to be an efficient way to reinforce organisational expectations and goals while also keeping staff motivated and productive. Appreciation and recognition are essential elements of a successful incentive programme.

Some of the rewards under any given reward system can also be grouped under extrinsic reward. The basic demands of having money to pay bills, feeling stable secure in one job, and being recognised are all covered by the extrinsic incentives. According to an expert,

an extrinsic incentive is a benefit provided by the company and consists of perks like pay, status, job stability, and fringe benefits<sup>76</sup>. Extrinsic rewards are material benefits that are unrelated to the work that a person does for a living. These may relate to pay or salary, bonuses, incentives, promotions, and job security. Another name for them is monetary rewards<sup>77</sup>.

Reward for performance, such as performance bonuses, job promotions, commissions, tips, gratitude, gifts, etc. are integral part of extrinsic rewards. This is why scholars defined extrinsic rewards as those that are external to the task of the job, such as pay, work conditions, fringe benefits, security, promotion, a contract of service, the work environment, and the condition of work<sup>78</sup>. It was noted that such tangible rewards are often determined at the organizational level and may be largely outside the control of individual managers. In his opinion, other things included are competitive salaries and wages, increments in pay, bonuses, and such indirect forms of payment. However, experts noted that caution must be exercised while applying an extrinsic reward system to employees. In his opinion, it is those within lower-level positions in the organization that are more susceptible to extrinsic motivational factors than those within higher-level positions<sup>79</sup>. This means that using cash rewards to entice highly-paid employees may not make them more satisfied with their jobs

The reason, according to him, is that those in lower-level positions tend to have lower wages than those in higher-level positions, which explains the need for extrinsic rewards that have some form of monetary component. It can actually lead to an increase in ones base wage, resulting in a happier and more productive employee. There are three main categories of the financial or monetary part of reward systems. They include

performance-based salary increases, which organizations pay to their employees after a very fixed period of time<sup>80</sup>. One of such is called a performance-based salary increment. Another is called a short-term incentive plan. It is a cash bonus given mostly to managerial-level staff based on performance over a short period of time. The last one is the long-term incentive plan. It is a reward that is based on performance that is measured over longer periods of time. By using the plan, a company can reward employees for their great work performance to maximize the firm's long-term value. It also helps to attract and retain good talent for the organization<sup>81</sup>. Furthermore, scholars posit that all extrinsic factors enhance the motivation of employees, which ultimately influences them positively to perform effectively towards the realization of organizational goals and objectives<sup>82</sup>.

An expert asserts that non-financial rewards, such as a positive work environment, can have a greater effect on employee happiness and motivation than conventional money awards, despite the fact that it has not provided any empirical support for this assertion. His assertion is supported by the Hay Group report's findings. The primary finding of the study was the high number of workers who quit because of the management's indifferent attitude towards "climate career development, appreciation, and other non-financial benefits<sup>83</sup>.

Similarly, it was opined that the workplace environment significantly influences workers. Specifically, it is understood that individuals under someone is authority must strictly adhere to their requirements due to the hierarchical structure. To determine the quality of work, a more sophisticated approach involves discussing and assessing the level of employee satisfaction. Failing to address workplace issues may lead to employee discontentment. This can be evident if a worker feels denied a promotion, experiences

inadequate organisation, lacks proper training, is assigned tasks below their rank, receives unsatisfactory pay, or faces inconsistent wages, among other factors<sup>82</sup>.

Staff development is seen as a crucial component in attaining organisational objectives and goals. To maintain economic and efficient performance, it is crucial to enhance employee contributions towards the objectives and targets of an organisation. Organisations need to provide training and career development opportunities to ensure employee commitment, enhance their work abilities, and boost their level of engagement<sup>83</sup>. Failure to utilise people development as a strategic strategy can lead to the destruction of both the individual and the firm.

Organisations must assure the implementation of professional development plans for all employees, acknowledging the level and complexity of their current positions and envisioning future responsibilities. Additionally, organisations should address growth possibilities to match the particular requirements and aspirations of employees.

## **2.2 Theoretical Framework**

The study is hinged on three theories representing each of the study variables. The independent variable; job satisfaction is hinged on the Herzberg's two-factor theory. Similarly, the independent variable; work environment is based on the Person-environmental fit framework. Finally, the Towers Perrin Model of Total Reward is used to measure the second independent variable which is reward system.

### **2.2.1 Herzberg's Two Factor Theory**

The two-factor theory of job satisfaction was developed Frederick Herzberg in 1959. The Herzberg theory identifies factors of employee motivation and job satisfaction. The

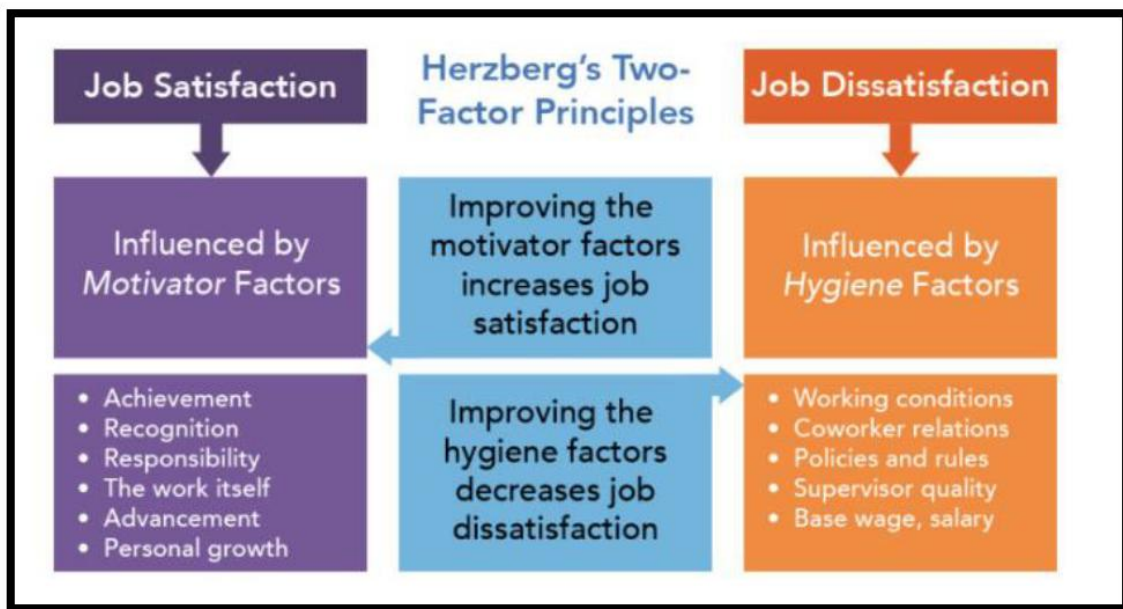
factors are also known as hygiene and motivator factors respectively. Hygiene factors comprise of all tangible outcomes and things in relation to an employee's physical well-being. The factors represent the relationship of employees with their job environment. The factors include salaries together with the benefits, existing policies in an organization, supervision quality, level of security of tenure, safety of the work environment, administrative practices, and general work environment condition<sup>84</sup>.

Although there may not be any motivation as a result of these reasons, there may be some discontent among the staff. Conversely, intrinsic factors—also known as motivational factors—comprising all intangible results such as accomplishments, the necessity of recognising exceptional performance, the capacity for taking on responsibility, personal development, and a keen interest in the work that an employee is paid to do<sup>85</sup>.

According to the Herzberg theory, only intrinsic motivational variables exist. The desire that employees have to see advancement in their position is one of the motivational aspects. This in turn has an impact on the worker's motivation at work. This school of thought suggests a two-step procedure that companies might use to inspire staff members. The first step in removing their dissatisfaction is to create sound, modern corporate regulations and choose technical supervisors who are skilled and capable of making sure staff members are not overworked but rather have a comfortable work environment. This also entails making certain that pay and other compensation are fair, competitive, and sufficient, that staff members have a comfortable workplace, and that workers put in appropriate hours<sup>86</sup>.

The second phase involves empowering staff members to take on challenging tasks with little supervision, recognising and rewarding exceptional work, providing credits when

needed, and granting them the freedom to carry out their duties<sup>87</sup>. Giving workers a clear career path is another step in the process of inspiring them, especially for those who are doing their jobs very well. It also entails properly structuring occupations inside an organisation so that they are both engaging and fascinating. Additionally, the work must be more educational in nature in order to increase staff members' competency in knowledge and abilities. Educational opportunities can also be provided to help staff grow their skills set for future career development. The theory was useful in the assessment of the effect of the integral components of total rewards system; salary, incentives, career advancement and employee recognition on employee performance.



**Figure 2.1 Herzberg's Two Factor Theory<sup>84</sup>**

### 2.2.2 Person-Environment Fit Theory

The Person-Environment (P-E) Fit Theory was introduced in the mid-1970s by Kurt Lewin. In the context of the work environment, the theory emphasizes the importance of alignment between an individual and various aspects of their workplace. This theory

posits that job satisfaction, performance, and overall well-being are significantly influenced by the congruence between an individual's characteristics and the features of their work environment. When employees find a good fit between their personal attributes and their work context, they are more likely to experience higher levels of satisfaction, engagement, and productivity which is more psychological<sup>88</sup>.

One key aspect of P-E Fit Theory is the Person-Job Fit. This refers to the compatibility between an individual's skills, abilities, and the demands of the job. When employees possess the necessary competencies to perform their tasks efficiently, they are more likely to experience job satisfaction and perform well. Conversely, a mismatch can lead to stress, dissatisfaction, and poor performance. Ensuring that job roles are well-suited to the employees' capabilities is crucial for maintaining high levels of productivity and morale.

Another important dimensions of Person-Environment Fit Theory which are Person-Organization Fit, which examines the alignment between an individual's values, beliefs, and the culture of the organization, Person-Group Fit considers the compatibility between an individual and their work group or team and Person-Supervisor Fit focuses on the relationship between an employee and their direct supervisor respectively. However, this study focuses on the Person-Environment dimension. which examines the alignment between an individual's values, beliefs, and the culture of the organization. Employees who share the organization's values and norms tend to feel more connected and committed to their workplace. This sense of belonging can enhance job satisfaction and loyalty, reducing turnover rates. Organizations can improve this fit by clearly communicating their values and culture during the hiring process and continuously fostering a work environment that aligns with these values<sup>89</sup>.

Person-Group Fit considers the compatibility between an individual and their workgroup or team. Positive interpersonal relationships and effective teamwork can lead to a supportive and collaborative work environment. Employees who fit well within their teams are more likely to be motivated, engaged, and productive. This aspect underscores the importance of team dynamics and the role of effective team building and communication in promoting a cohesive and productive work environment.

Person-Supervisor Fit focuses on the relationship between an employee and their direct supervisor. A good fit in this area can lead to better communication, trust, and support, which are critical for employee development and satisfaction. Poor fit, on the other hand, can result in conflicts, misunderstandings, and decreased morale. Organizations can enhance this fit by training supervisors in effective management and communication skills, ensuring that they can provide the necessary support and guidance to their team members.

The implications of P-E Fit Theory for organizations are profound. Companies can improve employee satisfaction and performance by carefully considering fit during the hiring process. This involves assessing not only the candidate's technical skills but also their values, personality, and potential compatibility with the organization's culture and the specific work team. Moreover, organizations can foster better P-E fit by creating a flexible work environment that accommodates diverse needs and preferences. This includes offering opportunities for professional development, ensuring clear communication of organizational values, and promoting a positive organizational culture that aligns with the values of the employees.

The Person-Environment Fit Theory underscores the importance of aligning individual characteristics with various aspects of the work environment. By fostering this alignment, organizations can enhance employee well-being, job satisfaction, and overall performance, creating a more harmonious and productive workplace.

### **2.2.3 The Towers Perrin Model of Total Reward**

The Towers Perrin model of total reward was introduced by Towers Perrin and Watson Wyatt offers a comprehensive framework for understanding how various elements of reward contribute to employee motivation, engagement, and retention<sup>90</sup>. This model goes beyond traditional compensation to encompass a wide range of factors that influence an employee's overall experience and satisfaction within an organization. By integrating different reward components, the Towers Perrin model aims to create a holistic approach to employee rewards that supports both individual and organizational goals.

One of the primary components of the Towers Perrin model is compensation, which includes base salary, bonuses, and other financial incentives. This direct and tangible element is crucial for attracting and retaining talent, ensuring that employees feel adequately compensated for their work. Alongside compensation are benefits such as health insurance, retirement plans, and paid time off. These non-cash benefits are essential for ensuring the well-being of employees and providing a safety net that enhances their security and satisfaction.

The model also emphasizes work-life balance, recognizing the importance of balancing professional and personal life. This includes flexible working arrangements, remote work options, and family-friendly policies, which help employees manage their responsibilities

outside of work, reducing stress and increasing overall job satisfaction. Development and career opportunities are another key component, focusing on providing personal and professional growth through training, development programs, career advancement opportunities, and continuous learning initiatives. Employees who see clear paths for growth and development are more likely to remain engaged and committed to the organization<sup>91</sup>.

Recognition and reward are crucial non-monetary aspects of the total reward system. Non-monetary recognition, such as praise, awards, and public acknowledgment, fosters a sense of appreciation and motivates continued high performance. Additionally, the work environment itself plays a significant role. A positive and supportive work environment includes a safe and comfortable physical workspace, a collaborative and inclusive culture, and strong leadership that provides direction and support. Such an environment enhances employee well-being and productivity<sup>92</sup>.

The application of the Towers Perrin model emphasizes that all these components are interrelated and should be aligned with the organization's overall strategy and culture. By implementing a total reward strategy, organizations can achieve several benefits, including enhanced employee engagement, improved retention, increased productivity, attraction of talent, and alignment with organizational goals. When employees feel valued and supported in various aspects of their work life, they are more likely to be engaged and committed to their roles. A comprehensive reward system that addresses multiple needs and preferences helps retain top talent by creating a more satisfying and fulfilling work experience. Additionally, motivated employees are more likely to perform at higher

levels, contributing to the organization's success, and a well-rounded reward strategy makes the organization more attractive to potential employees.

The Towers Perrin model of total reward provides a holistic approach to employee compensation and benefits, emphasizing the integration of various reward elements to create a more motivated, engaged, and productive workforce. This model recognizes the diverse needs of employees and the importance of addressing these needs comprehensively to foster a positive organizational culture and achieve long-term success.

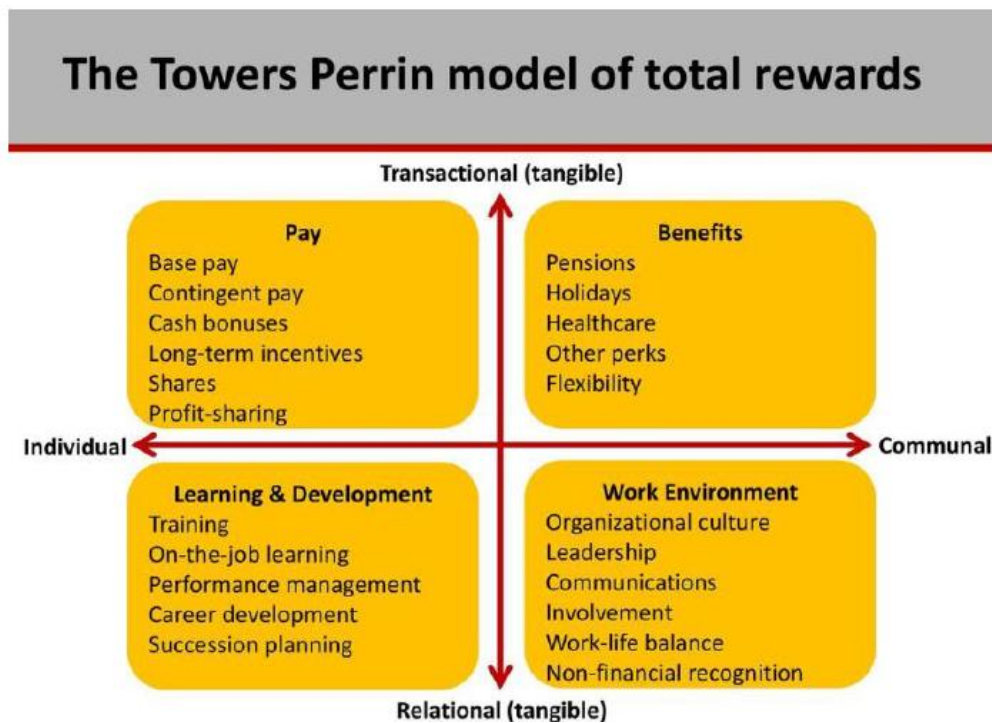


Figure 2.2 The Towers Perrin Model of Total Rewards<sup>90</sup>

## **2.3 Review of Empirical Studies**

### **2.3.1 Work Environment and Job Satisfaction**

A good work environment is essential for guaranteeing employee performance and avoiding excessive stress, which can negatively impact job performance. Several aspects of the working environment have a role in job satisfaction and employee performance.

A study investigates the impact of work environment on job performance at Federal Polytechnic Mubi in Admawa state. Thus, employing a descriptive survey research methodology, a closed-ended questionnaire (known as a 5-point likert scale) was employed to collect data from the sampled employees. The questionnaire was validated prior to administration, and a reliability check was undertaken following administration to confirm the credibility of replies. The results show that the physical work environment, work incentives, supervisor assistance, and performance feedback all have a substantial impact on secretary job performance. As a result, it was recommended that the management at Federal Polytechnic Mubi create a supportive work environment to boost employee performance<sup>93</sup>.

This study investigated the Influence of job demand and stress on interest and job satisfaction of professional secretaries in tertiary institutions in Bauchi State. The study had four objectives and four null hypotheses. Survey design was adopted for the study. The population was 156 professional secretaries from ten tertiary institutions in Bauchi State and the entire population was used for the study. Instrument for data collection was adopted questionnaire validated by experts and pilot tested at Gombe State. The result revealed that the job demands and stress have significant influence on interest and job satisfaction of professional secretaries in tertiary institutions in Bauchi State, Nigeria<sup>94</sup>.

This means that job satisfaction of secretaries which is considered as very critical to achieving the goals of tertiary institutions could only be achieved in the presence of a favourable demands, effective job resources and management of stress. It was recommended that tertiary institutions where secretaries work should employ more secretaries to avoid the major sources of high job demands and stress affecting interest and job satisfaction of the secretaries. The seminars and workshops should also be conducted to secretarial staff on continuous basis to enable them update their digital skills and computer word processing skills.

A study on the influence of a university environment in job satisfaction of employees found that that job shopping and job shaping may be triggered by either motivator or hygiene factors. Each secretary has a long-range goal, personal baggage (self-perception) and perceived needs to be fulfilled that give individualized meaning to the factors within a job's content and context. The job satisfaction factors (individual's needs and goals) function as a hierarchy depending upon the person's current situation. The decision to continue attempts at job shaping or initiate job shopping depends on the strength of the existing job satisfaction factor deficits. Knowing the individual's goals and needs for job satisfaction and the degree of openness in the organizational structure theoretically enables moving toward predicting whether the person would invest in job shaping or job shopping behavior to seek job satisfaction<sup>95</sup>.

A study examined the perceived influence of secretarial skills and motivational tools as predictors of secretaries' job effectiveness in private organizations in Ogun State of Nigeria. The findings revealed that communication skills, analytical/research skills, flexibility/adaptability/managing multiple priorities skills, multicultural

sensitivity/awareness skills, planning/organizing skills, result-driven skills, problem-solving/reasoning/creativity skills, interpersonal skills, innovation skills, self-improvement skills, interpersonal relationship skills and information and communication technology skills were among the indicators of secretaries job effectiveness in private organizations in Ogun State of Nigeria. There was significant relationship between secretarial skills and secretaries' job effectiveness in private organizations in Ogun State of Nigeria. The findings also showed there was significant relationship between motivational tools and secretaries' job effectiveness in private organizations in Ogun State of Nigeria. It was recommended that there should be periodic upward review of secretaries' wages/salaries and other fringe benefits through collective bargaining process. The economic realities of the time should be considered during the process. The issue of paying regular salaries to secretaries' should be considered as a priority by the private organization<sup>96</sup>.

Another form of environment is availability and comfortability of office utensils professionally called office ergonomics. A Nigerian study results indicated that office layout, office furniture, office lighting, and office temperature impact job performance. The hypotheses tested revealed that male and female Confidential Secretaries did not significantly differ in their views on the influence of office layout on job performance. However, there were significant differences between highly experienced and less experienced Confidential Secretaries regarding the perceived impact of office furniture on job performance. Male and female Confidential Secretaries also differed significantly in their opinions on the influence of lighting on job performance. There was no significant

difference in opinions on the influence of office temperature on job performance based on educational qualifications, nor was there a significant difference in views on the influence of noise on job performance based on grade level. Based on these findings, it is recommended that management in Government Ministries prioritize office ergonomics to create a conducive work environment that attracts, retains, and motivates employees<sup>97</sup>. Neglecting these principles could lead to reduced productivity and increased medical costs for employees.

A study uses employee benefits, supervisor and co-worker support, training and development, suitable workload, and physical work environment to measure work environment. The findings indicate that all of the variables had a substantial and favourable link with employee performance. Employee perks were the most important component for Investor Global workers to consider, as they have a significant impact on their work performance<sup>98</sup>.

Contrary to the findings above a study aims to obtain information on the influence of leadership, working culture, and the working environment on organizational performance in the Ministry of Administrative and Bureaucracy. The data used in this research are the primary data that is collected using the questionnaire method and secondary data collected from the Ministry of Administrative and Bureaucracy. The sampling method used is a saturated sample method with respondents of 96 people. The methods of analysis used in this study are multiple linear regression analysis using SPSS program version 25. The results showed that there was the positive and significant influence of the leadership variables and the working culture on organizational performance, while the working environment variables are of negative and insignificant influence. Work culture

within the Ministry of PANRB should be strengthened and placed as an organizational foundation in creating a good atmosphere for employees to achieve work performance, where more attention to details about the tasks and job desks, so that employees are expected to understand and want to show accuracy, analysis, and attention to detail in the task<sup>99</sup>.

Over the years, organizational culture has become an integral part of work environment. It is viable measure of work environment. This is corroborated by a study aimed to assess the impact of organizational culture and working environment on personnel performance collectively, as well as individually. It also sought to determine the individual effects of organizational culture, work environment, and job satisfaction on personnel performance. Additionally, the study examined the influence of organizational culture and work environment on performance through job satisfaction. The research was conducted with health personnel at the Navy headquarters, using a random sampling technique that included 75 personnel. Data were analyzed using path analysis. The analysis revealed that both organizational culture and the working environment simultaneously influence personnel performance. Individually, organizational culture, the working environment, and job satisfaction each impact personnel performance. The direct influence of organizational culture and the working environment on performance through job satisfaction was found to be greater than their indirect effects, indicating that job satisfaction does not serve as an intervening variable<sup>100</sup>.

A study that aims to determine and analyze the effect of the work environment and employee performance at a private enterprise in India. The data sources used consisted of

primary data, namely data obtained directly from research respondents through questionnaires, interviews, and observations. The test was conducted using SPSS 25. Based on the results of the partial test (t test) it can be concluded that the work environment variable has a significant influence on employee performance because the t-count ( $5.256 > t\text{-table } 277$ ) with a significance of  $0.000 < 0.05$ . The adjusted R square value obtained is 0.479, indicating that around 47.9% of the employee performance variable (Y) can be explained by the work environment variable. Or practically it can be said that the contribution of the work environment to the employee performance variable is 47.9%<sup>101</sup>. If work environment alone can amount for close to 50%, then it should be given utmost priority.

A study conducted in Indonesia also linked work environment to job satisfaction. The study is to investigate how employee performance, work environment, and salary are influenced by job satisfaction at Indonesia's State Polytechnic Colleges. According to this study, employee performance and job satisfaction are unaffected by remuneration. Furthermore, there is no way for job pleasure to influence employee performance or compensation. Nonetheless, job happiness and employee performance are favourably and dramatically impacted by the work environment. Employee performance and the work environment are impacted by job satisfaction. Additionally, it has a considerable and positive impact on worker performance. Thus, the relationship between the work environment and employee performance may be mediated by job satisfaction, either directly or indirectly<sup>102</sup>.

Another scholar conducted a study of the Australian Medical and Health Department. The census method is the sampling strategy employed because the target population is fewer than 100. The complete population, or 30 civil servants in the Australian Medical and Health Department, will serve as the study sample. The first hypothesis's results being disproved indicates that work environment has no appreciable beneficial impact on work communication). The second hypothesis holds true, indicating that job satisfaction is significantly and favourably impacted by the work environment. The third hypothesis is not supported, indicating that job satisfaction is not positively and significantly impacted by job communication.<sup>103</sup>

In a related study, scholars considered employee engagement as a mediating variable to examine how motivation and work satisfaction affect performance. Indonesian IT enterprises based in Jakarta and Bandung make up the research sample. Using the convenience sample approach, 103 replies from IT developers were acquired. Research demonstrates that although job happiness is a separate factor, motivation has a favourable impact on IT workers' performance. Employee performance is not directly impacted by employee engagement, but it can be significantly impacted by the mediation of motivation and job satisfaction. The research's conclusions have managerial ramifications since they highlight the need to motivate employees to be more proactive and creative in order to increase high employee involvement and make it easier to accomplish the intended outcomes<sup>104</sup>.

In Singapore, researchers examine how employee happiness among public health professionals is impacted by work motivation, work environment, and discipline. This study employed a quantitative methodology. Eighty regular staff of the public health

centre were given questionnaires to complete in order to collect data. A Likert-scaled questionnaire is used as part of the data collection technique. The structural equation model, or SEM, is used in this study's analysis together with SmartPLS version 3.0 statistical software. The study discovered a substantial relationship between work motivation, work discipline and employee satisfaction, among public health centres personnel<sup>105</sup>.

In Afghanistan, a nation plagued by conflict, researcher looked into how teachers' job satisfaction was impacted by the school climate. To gather information from public high school teachers in Afghanistan's Takhar province, a survey questionnaire was utilised. With the use of the statistical programme for the social sciences (SPSS), the data were examined both descriptively and inferentially. The study discovered a statistically significant positive association between high school teachers' job happiness and school climate, even in the face of protracted hostilities and unstable governments. Additionally, it showed statistically significant variations in teachers' satisfaction levels according to their age, gender, degree of education attained, and length of employment. According to the study, policymakers, school administrators, and other interested parties should create a policy that promotes a calm and comfortable learning environment<sup>106</sup>.

In addition, scholars conducted a systematic study to critically synthesise, within the theoretical framework of the current academic literature, the relationship between employee leadership and work environment pleasure. The study gathered secondary data from 21 academic sources, encompassing books and journal articles on the topic. The data was then analysed using a combination of quantitative and qualitative methodologies to address seven predetermined research objectives and explore the impact of the work

environment. The systematic review's findings demonstrated that workers' capacity to advance to senior management roles is closely correlated with their level of job satisfaction<sup>107</sup>.

This study examines how competence and the work environment affect motivation and how that affects worker performance at Masmitra Hospital. Preliminary research has been done in order to compile this study. Starting with the work environment variables, the study employs assessment indicators on two independent variables: workplace illumination, air circulation in the workroom, workplace cleanliness, and employee interactions. The assessment indicators on mediating variables are motivation variables that measure employee motivation in working through the level of physiological, security, social, appreciation, and self-actualization needs. The next competency variables are knowledge, skills, self-concept, self-characteristics, motivation, experience, personality characteristics, beliefs, and values. Finally, conclude with a performance variable evaluation that tracks the value of the dependent variable<sup>108</sup>.

### **2.3.2 Reward System and Job Satisfaction**

Job satisfaction is dependent on various variables which have been examined in several studies. Looking at the importance of a good reward system and its influence on job satisfaction of secretaries. A researcher examined factors that cause job satisfaction among secretaries in Nigerian. Based on his findings, the researcher concluded that there should be periodic upward review of secretaries' wages/salaries and other fringe benefits through collective bargaining process. More so, the economic realities of the time should be considered during the process. The issue of paying regular salaries to secretaries

should be considered as a priority by the private organization<sup>109</sup>. This study has shown that, salary, an important aspect of the reward system, is a major factor in job satisfaction.

Another study with a goal to find and analyse employee performance reactions to variables such as work environment, discipline, and leadership in Kenyan public service also touch on the role of reward system in employee satisfaction. The study adopted a survey research design method. Data was collected through questionnaires, interviews, and observations. The findings demonstrated that the work environment, discipline, and leadership had a substantial impact on employee performance at the directorate general of rural area development, the ministry of villages, disadvantaged area development, and transmigration<sup>110</sup>.

A related study examined the impact of incentives, leadership, and work environment on employee performance in a private organisation. This research is based on 80 respondents, which were collected via surveys using nonprobability sampling and random sampling methods. The study found that employee performance is influenced by incentives, leadership, and the working environment in the process and in tests employing test validity and reliability, as well as classical assumptions. Therefore, the study observed that, in view of the significant impact of reward system on employee job satisfaction, organisation are left with little or no option than to maintain and improve incentives, leadership, and the work environment so that employees' success may be sustained<sup>111</sup>.

Another study examined the role of wages and workplace condition affect worker productivity in a private enterprise. The population the study includes forty-person employee of the organisation. The researcher collected data through documentation studies, interviews, and the distribution of questionnaires. Data analysis methods include

the coefficient of determination, t test, f test, and multiple linear regression. The study's findings show that there is a significant and positive relationship between employee performance and compensation in the organisation, However the work environment has a negative and negligible impact on employee performance in that area. Simultaneously, it demonstrates that salary has a substantial influence on the employment environment in Mr. Samsudin's home industry<sup>112</sup>.

A study on the influence of salary, work facilities, and leadership factors on employee performance found that the trio of work facilities, and leadership factors on employee performance have influence on employee work performance. However, while the dominant influencing variable is the salary factor<sup>113</sup>. The issue is whether employee performance in government institutions is partially and simultaneously impacted by the compensation element, work facilities, and leadership style. It is aimed to determine which of the three elements most significantly affects worker performance. work environments, and management style on staff output in government agencies. The study's population consisted of 100 employees who work for government institutions. There are 85 responders in the research sample. approaches for gathering data with a questionnaire. The multiple regression analysis's findings indicate that employee performance is partially influenced by the variables of pay, workspace, and leadership style at the same time. However, the pay aspect is the most driving component.

Another study examined the influence of the reward system on employee job satisfaction with work motivation as an intervening variable. The results of this study indicate reward systems has significant influence on job satisfaction among the employee. Likewise, the study found that with a significance value of  $0.00 < 0.05$ , t the reward system variable

has a positive and significant effect on work motivation. It can be concluded that the third hypothesis is rejected, meaning that work motivation (Y1) is not significant effect on job satisfaction (Y2). 4) the direct effect of variable X on variable Y2 is 0.722<sup>114</sup>.

Another study aimed at examining the impact of reward systems on employee job satisfaction within the County Government of Nyeri. A descriptive design was utilized to address this research question. The sample was selected using systematic sampling from a target population of 162 Nyeri County government employees. Data was gathered through self-administered questionnaires, achieving a response rate of 82.1%. The reliability of the data collection instrument was evaluated using the Cronbach alpha coefficient. Frequencies and percentages were generated and presented in frequency distribution tables, and multiple regression analysis was conducted to determine the relationship of each independent variable parameter in the study. The findings indicated that the reward system accounted for approximately 11.3% of the job satisfaction among employees in the County Government of Nyeri.

There was a positive and statistically significant relationship between the reward system and employee satisfaction. The study recommended that the County Government review its staff rewards by comparing them with those in the private sector to enhance job satisfaction. It also suggested that the County Government implement transparent and comprehensive reward systems for effective employee satisfaction management. Additionally, non-monetary rewards, including recognition, training opportunities, and other personal development initiatives, should be adequately integrated into the county government's reward systems. Promotions and such rewards should be competitive, promoting meritocracy and eliminating favoritism<sup>115</sup>.

Furthermore, a study aims to determine the effect of the reward system, work motivation and job satisfaction on employee retention at Omsa Medic Jimbaran. The data analysis technique used is the validity test, reliability, classical assumptions, multiple linear regression, F test and t test and the coefficient of determination. Based on the research results, it can be seen that the reward system has a significant positive effect on employee retention, work motivation has a significant positive effect on employee retention, job satisfaction has a significant positive effect on employee retention. The suggestion in this study is that Omsa Medic Jimbaran is expected to provide appropriate rewards for improving employee performance, providing motivation to employees, providing fostering good relations between employees and always being fair to all employees or not discriminating<sup>116</sup>.

A recent study focuses on understanding the effect of reward systems, organizational commitment and experience in terms of service length on employee performance and job satisfaction, impact of job satisfaction on employee performance and the mediating role of job satisfaction with respect to reward system, organizational commitment and experience in terms of service length on employee performance of the cellular sector of Pakistan. Data was collected through an adapted questionnaire by a sample of 325 managerial level employees of five major cellular operators of Pakistan. The study found a positive relationship among independent, mediating and dependent variables. Meaning that Organizational reward system, organizational commitment and experience, in terms of service length, have positive impact on job satisfaction and then job satisfaction also has a positive and significant relationship with the perception of employee performance<sup>117</sup>.

Reward system which consists of financial rewards and non-financial rewards has become essential to an organization in managing employees' performance. Motivated employees can be a significant factor in organizational success. When employees are motivated to work at higher levels of productivity, the organization as a whole will run more efficiently and is more effective at reaching its goals. Literature review of the previous studies has proven that a reward system can motivate and subsequently increase employees' performance. Reward system comes in many forms, for example, intrinsic rewards and extrinsic rewards. Thus, the organization must critically understand what types of reward system can motivate the employee to perform well in their job.

An investigative study on the effects of a reward system in an organization on employee performance was carried out. The variable tested in the study includes salary, bonuses, appreciation and medical benefits. This study adopted a quantitative approach where 132 sets of questionnaires were distributed to the participants selected using convenience sampling. Data were then analyzed using SPSS software and a few analyses were carried out such as correlations analysis and regression analysis. The results show that all variables have a significant impact on employees' performance. The results of this study can be used by the organization to improve its reward system and to ensure it could help in increasing the employees' performance<sup>118</sup>.

In Cameroun, a study finding revealed that, profit sharing had a significantly positive effect on employee commitment in manufacturing firms; flat rate systems had a significantly negative effect on employee work values in manufacturing firms; and collective bargaining reward systems had a significantly positive impact on employee cohesiveness in manufacturing firms. The study concluded that there is a positive link

between reward systems and employee performance. This link creates an opportunity for employers to use reward system as a motivating factor to fine-tune employee behaviour towards efficiency and effectiveness. Based on the findings, it was recommended amongst others that reward systems for manufacturing firms should be designed such that employees are entitled to percentages of profit earned by the firm as a means of promoting productivity and group cohesiveness amongst employees. The study further advised that employees in manufacturing firms should not be paid fixed salaries as it could result in a high rate of tardiness and reluctance of employees within a group to put in anything more than the performance of an average performer in the group<sup>119</sup>.

Another study found that reward management system has a positive and significant effect on employee motivation. Employee motivation does not have a positive and significant effect on employee performance. Reward management system has a positive and significant effect on employee performance (by the presence of motivation as the mediating variable). Conclusion: The findings of this survey in the above company show that there is a positive and significant relation among elements of reward management system and motivation and performance. Such positive and significant relation was found among the elements of reward management system with performance too. This is while there was no positive and significant relation among the elements of reward management system, employee motivation and performance. It is notable that the above relations were presented in the framework of a model using structural equations modelling<sup>120</sup>.

Reward management system has been an important point of attention in any organization as a defining factor of employee's high welfare and performance. On this basis research studies the influence of remuneration reward system on employee performance through

motivation and job satisfaction as the mediation variable. The data in this research was taken from Universities Negeri Semarang's permanent employees amounting to 403 employees. SEM tests are proposed in order to examine the influence of remuneration reward system, motivation, and job satisfaction either directly or indirectly on performance. The mediating roles of motivation and job satisfaction are measured to be an indirect relation intermediary. The results show that remuneration and job satisfaction have a positive influence on performance. Furthermore, motivation and job satisfaction are found to be significantly positively influenced by remuneration. However, the direct effect of motivation on performance is not supported. Motivation can improve employee performance, by becoming the mediation variable of remuneration reward system. This study shows that motivation and satisfaction are the variables that can mediate the relationship between remuneration and employee performance<sup>121</sup>.

This study examines the place of reward systems on employee's performance in Lagos state. The study empirically examines data collected from selected secondary schools in the state to draw a nexus between employee reward system and job performance. In an attempt to address the problems, descriptive research design was adopted through survey research. 200 questionnaires were randomly administered to ten (10) sampled public schools in the state. Three hypotheses were formulated and tested at 95 percent (%) confidence level using statistical package for social science (SPSS). The findings revealed that there is a significant relationship between employee's performance and salary package, employee job allowances and performance and in-service training and employee's performance. The study therefore, recommends that adequate salary, allowances in terms of housing, health, hazard, transfer, involvement of teachers in

decision making, establishment of teachers salary scale in line with other profession so as to promote job security<sup>122</sup>.

Looking at the inevitable role of reward system, a scholar asserts that employee performance is inseparable from efficiency and effectiveness. Efficiency emphasizes work results, while effectiveness relates to the process of achieving goals related to human work or increasing human labor, life and cultural renewal, mental attitude of glorifying work and expanding efforts to improve the quality of people's lives. In other words, the process of increasing work productivity can be done through motivation, education, work discipline, skills, technology, work ethic attitudes, income levels, work environment and climate, management, achievement opportunities and production facilities as well as social security, work ethic, work loyalty., job satisfaction, leadership, organizational structure and supervision<sup>123</sup>.

The research paper explores the use of reward systems as a strategy to improve employee performance within organizations. It addresses the organizational and employee needs for enhanced productivity, examining how behaviors leading to low productivity can be positively influenced through effective reward systems. The study conducted a thorough analysis of various articles focusing on reward systems, employing both descriptive and exploratory research designs. The findings highlight a positive correlation between rewards and employee performance, productivity, and retention within organizations. It emphasizes the importance of integrating reward systems into the organizational culture through well-constructed strategies<sup>124</sup>.

A study titled Reward system and employee performance in the oil and gas industry in Rivers state. Found that there is a significant relationship between bonuses and

productivity, compensation and productivity, promotion and productivity in the oil and gas industry in Rivers State. Based on the findings, the study recommends that reward framework of oil and gas firms should be planned with the end goal that employees are qualified for some percentage of profit earned by the firm as a method for improving productivity amongst workers, improving dependability and guaranteeing worker devotedness to performing allotted task. As a method for guaranteeing cohesiveness among employees, hardworking employees that meet targets should be promoted promptly to increase employee productivity. Employees in oil and gas firms should not be paid fix pay rates as it could bring about a high pace of lateness and hesitance of worker within a group to put in more than average performance<sup>125</sup>. It should be a basic salary plus additional bonuses and compensations. This would enhance innovativeness and the craving to acquire new knowledge among worker.

Knowing fully well that Rewards are benefits that come from performing a job, providing a service, or performing a duty. Rewards are one of the most important tools to encourage employees in the workplace. The goal of the reward system is to deliver positive results. Based on the assertion, the purpose of a study was to examine and analyze how the rewards system of the banking sector in Bangladesh helps employees to acquire work skills. The aim was to find out which aspects of the reward system work best and which aspects can be further improved and enhanced to increase employee satisfaction. The experimental part of the project was conducted using a quantitative research method. The size of the sample was 80. Data was collected with the help of questionnaires issued to the respondents working as ban bankers.

The result of the study shows that the mean for salary evaluation, bonus, benefit, promotion, recognition, career, responsibility learning opportunity from a low 2.82 to a high of 4.02. The responses of salary evaluation, benefit, promotion, career advancement show that employees consider this factor slightly important than factors as mean value is greater than 3.5. The standard deviation of promotion and responsibility shows that these variables have extensive responses than their mean as value indicates 0.98 and 0.94 respectively. The results of the study revealed how employees responded to current reward systems. The results conclude that reward systems have a significant effect on employees' attitudes toward work. The study suggested improving the reward system of companies to increase the level of satisfaction among employees<sup>126</sup>.

The purpose of this study is to ascertain how employee performance at PT Askrimdo (Persero) Jakarta is impacted by rewards and penalties. Quantitative research is the methodology employed. 51 workers of PT Askrimdo (Persero) Jakarta were given questionnaires to complete in order to gather data. The findings indicated that, according to the t test (partial test), the Reward variable (X1) had a positive and significant effect on the Employee Performance variable (Y), and the Punishment variable (X2) had a positive and significant effect on the Employee Performance variable. The Reward variable coefficient is 3.201, and the t-table value is 1.685<sup>127</sup>.

### **2.3.3 Work Environment, Reward System and Job Satisfaction**

Experts have recognised that a combination of factors are responsible for employee job satisfaction. This has led to studied that have considered multiple variables as determinants of job satisfaction among various employees. Among the variables that have

been examined in tandem are work environment and reward system. A study identifies and analyse the impact of salary and work environment on employee performance. The survey included 134 personnel from the Luwu Regency Regional Secretariat. This study relied on primary data obtained by distributing questionnaires to all respondents. The findings revealed that salary and working conditions had a substantial impact on the performance of Luwu Regency Regional Secretariat employees. The remuneration variable is the most significant factor influencing the performance of Luwu Regency Regional Secretariat personnel<sup>128</sup>. This indicates that providing proper compensation to employees will inspire them to do a better job and be more responsible for each allocated task, hence enhancing total employee performance.

Another study the combines the two variables aims to determine the effect of compensation and work environment on employee performance. The entire population numbered 43 people and the number of samples used as respondents in this study was 43 people, the way to distribute questionnaires was using the Simple Random Sampling technique. The research instrument used as a measuring instrument in the form of a questionnaire with a Likert scale. The results of the questionnaire answers are then processed using SPSS 23 Software, the data analysis used is statistical analysis in the form of multiple linear regression tests. The results of this study indicate partially compensation variables on employee performance and influence partially with work environment variables and influence on employee performance. The reason for the partial influence was not stated however, both factors influence employee satisfaction<sup>129</sup>.

This a supported by a study that applies quantitative methods and includes 40 employees as samples. Saturated sampling is used to determine the sample size. To collect data, a

Likert scale-based questionnaire is delivered directly to respondents. Instrument reliability and validity tests, classical assumption tests, and hypothesis tests were performed using multiple linear regression analysis and SPSS. The data demonstrated that job motivation, work environment, and remuneration all had a significant and favourable impact on employee performance, either partially or simultaneously. The effect obtained was on the value of 75.7%, which means that work motivation, work environment, and compensation received have a significant influence on the performance of its employees, although it is necessary to increase certain aspects in order to improve and enhance the performance of the employees<sup>130</sup>.

The results of a study showed the working environment influenced the Performance of Employees in the Secretariat of the DPRD Provision of West Sumatra. This means that if the Environment is managed properly will result in comfort in working so that it will be able to improve the performance of employees. Knowledge influences the Performance of Employees in the Secretariat of the DPRD Provision of West Sumatra. This shows that knowledge is high, the quality of performance produced will be better. Work Motivation (X3) affects the Performance of Employees in the Secretariat of the DPRD Provision of West Sumatra. This shows that Motivation will improve the quality of Employee performance at the secretariat of DPRD Provision Sumatra Bara. Environment, Knowledge and Work Motivation together affect employee performance variables<sup>131</sup>. This shows that (Environment, Knowledge and Work Motivation) can improve the performance of employees of the Secretariat of DPRD provision Sumatra Bara.

An elaborate study with the purpose of determining how much influence the trio of Work Environment, Work facilities and Work Motivation on Employee Performance in the

Secretariat of the Bondowoso Regency DPRD either partially or simultaneously. Respondents in this study were 65 civil servants with civil servant status in the Secretariat of the DPRD Bondowoso Regency as many as 65 people who were determined using saturated sampling techniques, where all populations were sampled. The data analysis used in this study is multiple linear regression analysis to determine the level of influence of the independent variable on the dependent variable with the help of the SPSS for Windows program. The partial test results for the influence of work environment variables on employee performance, it is known that there is a significant influence of work environment on employee performance.

For the influence of work facilities variables on employee performance, it is known that there is a significant effect of work facilities on employee performance. And for the influence of work motivation variables on employee performance, it is known that there is a significant effect of work motivation on employee performance. Simultaneous testing results, it can be concluded that the work environment, work facilities, and work motivation are proven to have a significant effect simultaneously on employee performance in the Secretariat of the DPRD Bondowoso Regency<sup>132</sup>.

More so, in Jakarta, a study that determined the influence of the work environment and rewards on employee performance at PT. Mifa Bersaudara Jakarta both partially and simultaneously. The method used is a quantitative method. The sampling technique used was a Slovin sample with a sample of 100 respondents. From the results of the research conducted, it was found that the work environment and rewards have a significant influence on employee performance, both partially and simultaneously. From the results of the multiple regression analysis, it is known that the regression function  $Y = 20.947 +$

0.155 X1+ 0.353 X2 with a correlation value of 0.511 where the work environment and motivation only have an influence of 26.1% on employee performance and the rest is influenced by other factors<sup>133</sup>.

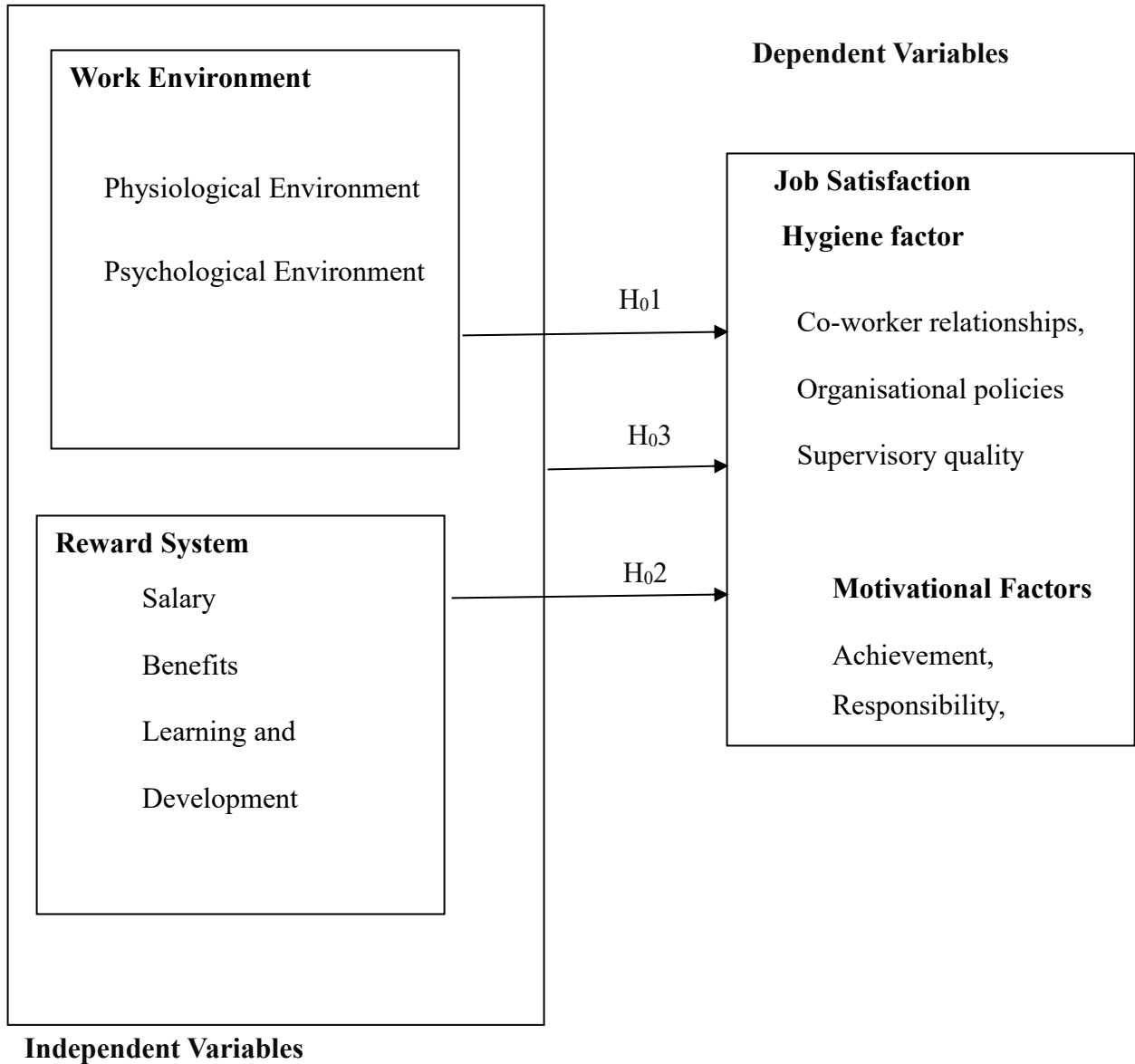
In another comprehensive that study analyzes the influence of Human Resource Management and the Work Environment on Performance through the Quality of Human Resources at the Regional Secretariat of Bantaeng Regency, both directly and indirectly. The research was conducted at the Regional Secretariat Office of Bantaeng Regency, withdrawing samples using the saturated sample technique. Obtained a selection of 106 employees of the Regional Secretariat who were research respondents.

To get the data used the interview method and distributed questionnaires according to research needs. Data analysis was performed using path analysis. This research resulted in (1) the positive and significant influence of human resource management and the work environment on the quality of human resources.(2) Human resource management, work environment, and quality of human resources have a positive and significant effect directly on the performance of employees at the Regional Secretariat of Bantaeng Regency.(3) Human resource management has a positive and significant effect on employee performance through the quality of human resources, and (4) the work environment has a positive and significant effect on employee performance through the quality of human resources at the Regional Secretariat Bantaeng Regency<sup>134</sup>.

This study aims to determine the effect of work environment, communication, and workload on employee performance at PT. Setia Kawan Abadi. Work environment, communication, and workload are independent variables, during employee performance is a dependent variable. The study's results based on the t-test (Partial) prove that the

work environment on employee performance has a positive and insignificant effect. At the same time, communication and workload significantly positively impact employee performance. The variables of work environment, communication, and workload simultaneously affect employee performance<sup>135</sup>.

## 2.4 Conceptual Model



**Figure 2.3: Conceptual Model on the Influence of Work environment, and Reward System on Job satisfaction of Secretaries in Public Polytechnic, Oyo State**

(Source: Researcher, 2024)

The conceptual model presents a graphical representation of the research focus. The study focuses on the subject of job satisfaction among secretaries in public polytechnics in Oyo State and factors that may influence the level of job satisfaction. The dependent variable is job satisfaction. It is measured by metrics adapted from the Herzberg's Two-Factor Theory such as hygiene and motivation factors<sup>84</sup>. There are also two independent variables. The first independent variable is work environment which is measured by physiological environment and psychological environment which is adapted from the Person Environment Fit Theory<sup>95</sup>. The second independent variable is reward system and it is measured by metrics such as salary, benefits, recognition, and achievement. These metrics are adapted from the Towers Perrin model of total reward<sup>92</sup>.

The study is based on the assumption that job satisfaction, represented by hygiene and motivational factors, may be affected by the physiological and psychological factor in the workplace. The nature of this effect will be determined through the testing of the first hypothesis (H<sub>01</sub>). In the same vein, the study will determine whether reward systems in term of salary, benefits, recognition, and achievement will improve both dimensions of job satisfaction among secretaries in public polytechnics in Oyo State. This will be determined by testing the second hypothesis (H<sub>02</sub>). Furthermore, the researcher have examined the combined influence of both work environment and rewards system on job satisfaction among secretaries in public polytechnics in Oyo State. This will be determined by testing the third hypothesis (H<sub>03</sub>).

## **2.5 Summary of Gaps in Literature Reviewed**

The literature review on the work environment, reward system, and job satisfaction of secretaries in public polytechnics in Oyo State provides a comprehensive examination of the various factors influencing the professional experiences and overall job contentment of these employees. It explores how the physical and psychological aspects of the work environment impact secretaries' performance and morale. Key elements such as office layout, availability of necessary tools and equipment, and the presence of a supportive and collegial atmosphere are identified as critical components that contribute to a conducive work environment. The review highlights that a well-organized and adequately resourced work setting can significantly enhance job satisfaction and productivity.

In addition, the reward system is scrutinized for its role in shaping job satisfaction among secretaries. The literature underscores the importance of both intrinsic and extrinsic rewards, including salary, benefits, recognition, and opportunities for professional development. It is noted that a fair and transparent reward system not only motivates employees but also fosters a sense of value and appreciation within the organization. The review emphasizes that an effective reward system should align with employees' expectations and the organizational goals to achieve optimal job satisfaction and performance outcomes.

Furthermore, the literature review delves into the overall job satisfaction of secretaries, examining how various job-related factors contribute to their sense of fulfillment and well-being at work. It identifies that job satisfaction is a multi-dimensional construct influenced by factors such as job security, work-life balance, interpersonal relationships,

and opportunities for career advancement. The review points out that high levels of job satisfaction are associated with lower turnover rates, higher levels of commitment, and better job performance. It concludes that a holistic approach, addressing the work environment and reward system, is essential for enhancing job satisfaction among secretaries in public polytechnics in Oyo State.

Overall, the literature review provides valuable insights into the interplay between work environment, reward system, and job satisfaction, suggesting that improvements in these areas can lead to more motivated and satisfied employees, ultimately benefiting the institutions' overall performance and effectiveness. However, majority of the studies reviewed were focused on universities with almost total exclusion of polytechnics. In addition, majority of the research focused on other professionals with none focusing on secretaries. This study therefore aims to fill this gap.

## Endnotes

- 1 T. A., Judge, S. C. Zhang, & D. R. Glerum. "Job satisfaction." *Essentials of job attitudes and other workplace psychological constructs*. Routledge, 2020: 207-241.
- 2 M. B., Lewis, B. F., Olowo, & C. A. Okotoni, *Job satisfaction and interpersonal relation: a determinant of job performance of academic staff of colleges of education in Lagos State, Nigeria*. **IJIET (International Journal of Indonesian Education and Teaching)**, 4(2), 2020. 316-331.
- 3 O. C., Hee, S. H., Ong, L. L., Ping, T. O., Kowang, & G. C. Fei, *Factors influencing job satisfaction in the higher learning institutions in Malaysia*. **International Journal of Academic Research in Business and Social Sciences**, 9(2), 2019. 10-20.
- 4 I.S., Kertabudi, *Effect of organizational commitment and job satisfaction on employee's performance at Cibabat Hospital, Cimahi City West Java*. **Universal Journal**, 8(3). 2021.
- 5 T. A., Judge, S. C., Zhang, & D. R. Glerum, *Job satisfaction. Essentials of job attitudes and other workplace psychological constructs*, Routledge, 2020. 3-12.
- 6 J., Xue, H., Wang, M., Chen, X., Ding, & M. Zhu, *Signifying the relationship between psychological factors and turnover intension: the mediating role of work-related stress and moderating role of job satisfaction*. **Frontiers in Psychology**, 13, 2022. 847948.
- 7 J., Mathew, & S. Nair, *Psychological empowerment and job satisfaction: A meta-analytic review*. **Vision**, 26(4), 2022. 431-440.
- 8 A., Katebi, M. H., HajiZadeh, A., Bordbar, & A. M. Salehi, *The relationship between "job satisfaction" and "job performance": A meta-analysis*. **Global Journal of Flexible Systems Management**, 23(1), 2022. 21-42.
- 9 A. R., Szromek, & R. Wolniak, *Job satisfaction and problems among academic staff in higher education*. **Sustainability**, 12(12), 2020. 4865.
- 10 R. H., Taheri, M. S., Miah, & M. Kamaruzzaman, *Impact of working environment on job satisfaction*. **European Journal of Business and Management Research**, 5(6). 2020.
- 11 F. A. B. Amin, *A review of the job satisfaction theory for special education perspective*. **Turkish Journal of Computer and Mathematics Education (TURCOMAT)**, 12(11), 2021. 5224-5228.

- 12 M. S., Omar, N., Rafie, & S. A. Selo, *Job satisfaction influence job performance among polytechnic employees*. **International Journal of Modern Trends in Social Sciences**, 3(14), 2020. 39-46.
- 13 A. R., Amri, A. A., Ribhan, & A. Ahadiat, *The influence of job satisfaction and psychological well-being on turnover on hospital employees*. **Syntax Literate; Jurnal Ilmiah Indonesia**, 7(2), 2022. 2677-2684.
- 14 Z. M., Thant, & Y. Chang, *Determinants of public employee job satisfaction in Myanmar: Focus on Herzberg's two factor theory*. **Public Organization Review**, 21(1), 2021. 157-175.
- 15 S., Egenius, B., Triatmanto, & M. Natsir, *The effect of job satisfaction on employee performance through loyalty at Credit Union (CU) Corporation of East Kutai District, East Kalimantan*. **International Journal of Multicultural and Multireligious Understanding**, 7(10), 2020. 480-489.
- 16 Y., Badrianto, & M. Ekhsan, *Effect of work environment and job satisfaction on employee performance in pt. Nesinak industries*. **Journal of Business, Management, & Accounting**, 2(1). 2020.
- 17 R., Rai, J. V., Thekkekara, & R. Kanhare, *Herzberg's two factor theory: A study on nurses's motivation*. **RGUHS Journal of Allied Health Sciences**, 1(1). 2021.
- 18 S., Yousaf, *Dissection of Herzberg's two-factor theory to predict job satisfaction: Empirical evidence from the telecommunication industry of Pakistan*. **The Lahore Journal of Business** 8 (2): 2020, pp. 85–128
- 19 Z. M., Thant, & Y. Chang, *Determinants of public employee job satisfaction in Myanmar: Focus on Herzberg's two factor theory*. **Public Organization Review**, 21(1), 2021. 157-175.
- 20 V. O., Akpa, O. U., Asikhia, & N. E. Nneji, *Organizational culture and organizational performance: A review of literature*. **International Journal of Advances in Engineering and Management**, 3(1), 2021. 361-372.
- 21 S.A., Basalamah, *The role of work motivation and work environment in improving job satisfaction*. **Golden Ratio of Human Resource Management**, 1(2), 2021. pp.94-103.
- 22 R. H., Taheri, M. S., Miah, & M. Kamaruzzaman, *Impact of working environment on job satisfaction*. **European Journal of Business and Management Research**, 5(6). 2020.

- 23 Y. R., Edward, & K. Purba, *The effect analysis of emotional intelligence and work environment on employee performance with organizational commitment as intervening variables in PT Berkas Bima Sentana*. **Budapest International Research and Critics Institute-Journal (BIRCI-Journal)** Vol, 3(3), 2020. 1552-1563.
- 24 E., Sugiarti, *The influence of training, work environment and career development on work motivation that has an impact on employee performance at PT. Suryamas Elsindo Primatama in West Jakarta*. **International Journal of Artificial Intelligence Research**, 6(1), 2022. pp.1-11.
- 25 J. D., Mackey, C. P., McAllister, B. P., Ellen III, & J. E. Carson, *A meta-analysis of interpersonal and organizational workplace deviance research*. **Journal of Management**, 47(3), 2021. 597-622.
- 26 N. Kokemuller, *What are internal and external environmental factors that affect business?* Hearst Newspaper, LLC. 2017.
- 27 O., Ayoko, & N. Ashkanasy, *Organizational behaviour and the physical environment*. 2019. Available: <https://doi.org/10.4324/9781315167237>.
- 28 C., Janczewski, J., Mersky, & C. Lee, *A brief measure of work environment for human service organizations*. **Human Service Organizations: Management, Leadership & Governance**, 45, 2021. 479 - 492. <https://doi.org/10.1080/23303131.2021.1915438>.
- 29 L., Girdwichai, & C. Sriviboon, *Employee motivation and performance: Do the work environment and the training matter?* **Journal of Security & Sustainability Issues**, 9. 2020.
- 30 B., Lyman, M., Biddulph, V., Hopper, M., Horton, C., Mendon, K., Thorum, & E. Smith, *Creating a work environment conducive to organizational learning*. **Journal of continuing education in nursing**, 52 6, 2021. 281-285. <https://doi.org/10.3928/00220124-20210514-07>.
- 31 C. Mao, *Work environment affecting organizational effectiveness in a vocational college in Guang Dong China*. **International Journal of Science and Research (IJSR)**. 2023. <https://doi.org/10.21275/sr23908125610>.
- 32 T. Duggan, *Difference between training and management development*. 2017. available [smallbusiness.chron.com/difference-between-trainingmanagement-development-40117.html](https://smallbusiness.chron.com/difference-between-trainingmanagement-development-40117.html).

- 33 T., Zacharias, M., Rahawarin, & Y. Yusriadi, *Cultural Reconstruction and Organization Environment for Employee Performance*. **Journal of Ethnic and Cultural Studies** 8, no. 2 2021: 296-315. <https://doi.org/10.29333/EJECS/801>.
- 34 Hung, D. *Conducive work environment*. 2018. available SmallBizDaily. <https://www.smallbizdaily.com>.
- 35 Q., Baloch, S., Maher, N., Iqbal, S., Shah, M., Sheeraz, F., Raheem, & K. Khan, *Role of organizational environment in sustained organizational economic performance*. **Bus. Process. Manag. J.**, 28, 2021. 131-149. <https://doi.org/10.1108/bpmj-02-2021-0084>.
- 36 K. Al-Omari, & H. Okasheh, *The influence of work environment on job performance: A case study of engineering company in Jordan*. **International Journal of Applied Engineering Research** 12.24: 2017. 15544-15550.
- 37 B., Escobar, C., Salazar, J., Caicedo, & W. Sanchez, *Work climate as a determining factor in organizational commitment*. **Universidad Ciencia y Tecnología**. 2022. <https://doi.org/10.47460/uct.v26i114.591>.
- 38 A., Putra, M., Hariani, D., Nurmalasari, M., Irfan, & Y. Hakim, *Role of work environment and organizational culture to job performance*. **Journal of Islamic Economics Perspectives**. 2020. <https://doi.org/10.35719/jiep.v1i2.20>.
- 39 I., Ahakwa, J., Yang, E. A., Tackie, & S. Atingabili, *The influence of employee engagement, work environment and job satisfaction on organizational commitment and performance of employees: a sampling weights in PLS path modelling*. **SEISENSE Journal of Management**, 4(3), 2021. 34-62.
- 40 E.B., Eyo, *Work environment, staff development and personal variables as contributors to job performance of library personnel in public universities in South-South, Nigeria*. **Journal of Library Services and Technologies**, 6(1), 2024. pp.15-25.
- 41 A., Tleuken, A., Turkyilmaz, M., Sovetbek, S., Durdyev, M., Guney, G., Tokazhanov, & F. Karaca, *Effects of the residential built environment on remote work productivity and satisfaction during COVID-19 lockdowns: An analysis of workers' perceptions*. **Building and Environment**, 219, 2022. 109234.
- 42 E.B., Eyo, *Work environment and personal variables as determinants of job performance of library personnel in public universities in South-South, Nigeria*. **Journal of Library Services and Technologies**, 5(3), 2023. pp.38-48.

- 43 H. S. S., Erlangga, & H. Erlangga, *The effect of organizational commitment and work environment on job satisfaction and teachers' performance*. **Turkish Journal of Computer and Mathematics Education**, 12(7), pp.109-117. 12, 2021. 109-117. <https://doi.org/10.17762/TURCOMAT.V12I7.2550>.
- 44 D. Sunarsi, *The analysis of the work environmental and organizational cultural impact on the performance and implication of the work satisfaction*. **Scientific Journal of Public Administration Science: Journal of Public Administration Thought and Research**. 2019 Dec;9(2):237-46. <https://doi.org/10.26858/jiap.v9i2.11761>.
- 45 N. A. A., Abdelwahed, & M. A. A. Doghan, *Developing employee productivity and performance through work engagement and organizational factors in an educational society*. **Societies**, 13(3), 2023. 65.
- 46 X., Huang, L., Wang, X., Dong, B., Li, & Q. Wan, *Effects of nursing work environment on work-related outcomes among psychiatric nurses: A mediating model*. **Journal of Psychiatric and Mental Health Nursing**, 28(2), 2021, 186-196.
- 47 A., Yandi, *Literature review analysis of the effect of leadership, organizational culture, and work environment on employee productivity*. **International Journal of Advanced Multidisciplinary**, 1(1), 2022. pp.12-24.
- 48 Z.N., Ismael, *Project team management: the significance of various leadership approaches in work environments when managing ICT project teams*. **International Journal of Advanced Engineering, Management and Science**, 8(11). 2022.
- 49 M., Irfan, *The influence of work discipline, work motivation and leadership style on employee performance*. **International Journal of Service Science, Management, Engineering, and Technology**, 2(1), 2022. pp.31-36.
- 50 C., Dietz, P., Bauermann, & H. Zacher, *Relationships between ICT use for task and social functions, work characteristics, and employee task proficiency and job satisfaction: does age matter?* **Merits**, 2(3), 2022. 224-240.
- 51 G., Oyovwe-Tinuoye, & A. S. Sambo, *Correlation of work environment and job satisfaction among library staff in federal university libraries of South-South, Nigeria*. **Journal of Library and Information Science Ambrose Alli University Epoma , Nigeria** Volume 24, (1), 2022
- 52 L. O., Ogiamien, & R. Izuagbe, *Impact of organisational and psychological factors on the job performance of personnel in private university libraries in South-South Nigeria*. **Open Access Library Journal**, 3(3), 2016. 1-14.

- 53 A. C., Pramono, & W. Prahiawan, *Effect of training on employee performance with competence and commitment as intervening*. **Aptisi Transactions on Management**, 6(2), 2022. 142-150.
- 54 Y. B., Limbu, C., Jayachandran, & B. J. Babin, *Does information and communication technology improve job satisfaction? The moderating role of sales technology orientation*. **Industrial Marketing Management**, 43(7), 2014. 1236-1245.
- 55 M. G. Ochogwu, *Continuing education for effective delivery of library and information services for all in the 21st Century. An introductory text to the library and information professions*. Makurdi: Climax Graphics and Publishers Ltd. 2016. P. 97.
- 56 M. M. Rachman, *The impact of work stress and the work environment in the organization: how job satisfaction affects employee performance?* **Journal of Human Resource and Sustainability Studies**, 9(2), 2021. 339-354.
- 57 M. V. V., Bhanu, & P. S. Babu, *Impact of work environment and job stress towards job satisfaction*. **IOSR Journal of Business and Management (IOSR-JBM)**, 20(2), 2018. 01-07.
- 58 N., Jessica, N., Afifah, I., Daud, & W. Pebrianti, *The effect of work environment and work-life balance on job satisfaction: work stress as a mediator*. **Journal of Economics, Management and Trade**, 29(1), 2023. 54-65.
- 59 R.A., Odiachi, *Work environment and job performance variable as factors influencing library personnel turnover intentions in private university libraries in South-South, Nigeria*. **Ghana Library Journal**, 27(2), 2022. pp.154-167.
- 60 M.C. Mawardi, *Alternative work arrangements, work environment, and job stress on job satisfaction and turnover intention*. **Golden Ratio of Human Resource Management**, 2(1), 2022. pp.27-39.
- 61 F., Francis, C. T. O., Zirra, & C. J. Mambula, *Reward system as a strategy to enhance employees performance in an organization*. **Archives of Business Review–Vol**, 8(6). 2020.
- 62 S., Martinr, & M. Uribe, *The influence of reward system on employee job satisfaction with work motivation as intervening variables (Case Study on Employees of Medical Department United States*. **Medalion Journal: Medical Research, Nursing, Health and Midwife Participation**, 2(2), 2021. 53-71.

- 63 A., Karami, H. R., Dolatabadi, & S. Rajaeepour, *Analyzing the effectiveness of reward management system on employee performance through the mediating role of employee motivation case study: Isfahan Regional Electric Company*. **International Journal of Academic Research in Business and Social Sciences**, 3(9), 2013. 327.
- 64 S. Martono, M., Khoiruddin, & N. A. Wulansari, *Remuneration reward management system as a driven factor of employee performance*. **International Journal of Business & Society**, 19. 2018.
- 65 N. A., Noorazem, S., Md Sabri, & E. N. Mat Nazir, *The effects of reward system on employee performance*. **Jurnal Intelek**, 16(1), 2021. 40-51.
- 66 W. T., Ngwa, B. S., Adeleke, E. K., Agbaeze, N. C., Ghasi, & B. O. Imhanrenialena, *Effect of reward system on employee performance among selected manufacturing firms in the Litoral region of Cameroon*. **Academy of Strategic Management Journal**, 18(3), 2019. 1-16.
- 67 H., Bulińska-Stangrecka, & A. Bagieńska, *The role of employee relations in shaping job satisfaction as an element promoting positive mental health at work in the era of COVID-19*. **International journal of environmental research and public health**, 18(4), 2021. 1903.
- 68 C., Chen, X., Ding, & J. Li, *Transformational leadership and employee job satisfaction: The mediating role of employee relations climate and the moderating role of subordinate gender*. **International Journal of Environmental Research and Public Health**, 19(1), 2021. 233.
- 69 U. O., Esione, F. C., Osita, & D. Chigbo, *Effects of reward on performance of workers in the nigerian public sector*. **International Journal of Trend in Scientific Research and Development (IJTSRD)**, 4(2), 2020. 409-424.
- 70 H., Mahmood Aziz, B., Jabbar Othman, B., Gardi, S., Ali Ahmed, B. Y., Sabir, Burhan N., Ismael, & G. Anwar, *Employee commitment: The relationship between employee commitment and job satisfaction*. **Journal of Humanities and Education Development**, 3(3), 2021. 54-66.
- 71 R., Sabuhari, A., Sudiro, D., Irawanto, & M. Rahayu, *The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance*. **Management Science Letters**, 10(8), 2020. 1775-1786.

- 72 Z. M., Thant, & Y. Chang, *Determinants of public employee job satisfaction in Myanmar: Focus on Herzberg's two factor theory*. **Public Organization Review**, 21(1), 2021. 157-175.
- 73 A., da Cruz Carvalho, I. G., Riana, & A. D. C. Soares, *Motivation on job satisfaction and employee performance*. **International research journal of management, IT and social sciences**, 7(5), 2020. 13-23.
- 74 D., Andreas, *Employee performance: The effect of motivation and job satisfaction*. **PRODUKTIF: Jurnal Kepegawaian dan Organisasi**, 1(1), 2022. pp.28-35.
- 75 P., Rinny, C. B., Purba, & U. T. Handiman, *The influence of compensation, job promotion, and job satisfaction on employee performance of Mercubuana University*. **International Journal of Business Marketing and Management (IJBMM)**, 5(2), 2020. 39-48.
- 76 T., San Ong, & B. H. Teh, *Reward system and performance within Malaysian manufacturing companies*. **World applied sciences journal**, 19(7), 2012., 1009-1017.
- 77 M., Ilic, & V. Lepojevic, *Rewarding top managers in the banking sector during the COVID 19 pandemic*. **The European Journal of Applied Economics**, 19(2). 2022.
- 78 I., Rugami, P., Wambua, & S. Mwatha, *Reward systems and employee performance in the print media sector in Kenya*. **European Journal of Business and Strategic Management**, 1(1), 2016. 100-116.
- 79 E. N., Mutiria, K., Ngugi, & T. Senaji, *Influence of reward system on performance of commercial state corporations in Kenya*. **Reviewed Journal International of Business Management**, 3(1), 2022. 101-109.
- 80 Y. F. C. P., Meilani, & R. R. Barry, *Reward System, Healthy Organizational Culture to Employee Performance with Motivation as Mediating in Indonesia's Higher Education During Pandemic COVID-19*. **Jurnal Ad'ministrare**, 8(2), 2021. 455-466.
- 81 A., Aswan, V., Anitra, & K. Anam, *The Effect of rewards on employee performance in the future new normal At Pt. Slj Global Tbk in Samarinda City*. In **Operations Research: International Conference Series** Vol. 3, No. 2, 2022, pp. 74-78.
- 82 D., Došenović, *Employee reward systems in organizations*. **Economics**, 4(1), 2016. pp.107-118.

- 83 Y., Nasidi, A. G., Waziri, A. A., Sunday, & B. Y. Halim, *Influence of training and career development on employee engagement among non-academic staff of university*. **International Journal of Intellectual Discourse (IJID)**, 3(2), 2020. 383-395.
- 84 N., Bhatt, J., Chitranshi, & M. Mehta, *Testing Herzberg's two factor theory on millennials*. **Cardiometry**, (22), 2022. 231-236.
- 85 M. A., Sanjeev, & A. V. Surya, *Two factor theory of motivation and satisfaction: An empirical verification*. **Annals of Data Science**, 3(2), 2016, 155-173.
- 86 S., Alrawahi, S. F., Sellgren, S., Altouby, N., Alwahaibi, & M. Brommels, *The application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals*. **Heliyon**, 6(9). 2020.
- 87 Z. M., Thant, & Y. Chang, *Determinants of public employee job satisfaction in Myanmar: Focus on Herzberg's two factor theory*. **Public Organization Review**, 21(1), 2021. 157-175.
- 88 L. A., Armitage, & J. H. N. Amar, *Person-Environment Fit Theory: Application to the design of work environments*. In *A handbook of theories on designing alignment between people and the office environment*, Routledge. 2021. pp. 14-26.
- 89 Y., Guan, H., Deng, L. Fan, & X., Zhou, *Theorizing person-environment fit in a changing career world: Interdisciplinary integration and future directions*. **Journal of Vocational Behavior**, 126, 2021. p.103557.
- 90 E., Beck-Krala, *Total rewards*. *Encyclopedia of Sustainable Management*, Springer, Cham 2020. pp.1-9.
- 91 M., Klindžić, I. N., Braje, & I. Nožica, *The Challenge of attracting and retaining tech professionals—applying total rewards perspective*. In *Proceedings of FEB Zagreb International Odyssey Conference on Economics and Business*. University of Zagreb, Faculty of Economics and Business. Vol. 4, No. 1, 2022, pp. 851-864
- 92 S., Jeeta, *The mediating role of needs satisfaction on the relationship between total rewards satisfaction and retention: a proposed model*. **Organizational psychology**, 11(3), 2021. pp.153-167.
- 93 H.J. Umar, & N.A., Kaigama, *Influence of work environment on the job performance of the secretary*. **International Journal of Innovation Research and Advanced Studies**. 2024.

- 94 A., Samaila, I. Adamu, & A.D., Ahmed, *Influence of Job Demand and Stress on Interest and Job Satisfaction of Professional Secretaries in Tertiary Institutions In Bauchi State*. **AAU Journal of Business Educators**, 2(1), 2022. Pp.1-10.
- 95 M.L., Osteyee, *Academic Secretaries: Perspectives of How They Influence and Are Influenced by A University Environment as They Seek Job Satisfaction* (Doctoral Dissertation, Syracuse University). 1990.
- 96 A.O., Odusina, O.A. Dasaolu, & R.O., Agbonna, *Secretarial skills, motivational tools and secretaries' job effectiveness in private organizations*. **Sapientia Foundation Journal of Education, Sciences and Gender Studies**, 4(1). 2022.
- 97 K.O. Igwe, & J.N., Utebor, *Perceived Influences of Office Ergonomics on The Job Performance of Confidential Secretaries in Government Ministries in Ebonyi State*. **Nigerian Journal of Business Education (NIGJBED)**, 9(3), 2023. Pp.9-26.
- 98 M., Shammout, *The impact of work environment on employee's performance*. **International Research Journal of Modernization in Engineering Technology and Science**, 3(11), 2021. Pp.78-101.
- 99 A.B., Saluy, B. Prawira, & D.F.A.A., Buntaran, *The Influence of Leadership, Working Culture, And Working Environment for The Ministry of Administrative Reform and Bureaucracy*. **International Journal of Business and Economic Affairs**, 4(5), 2019. Pp.224-234.
- 100 S.W., Wibowo, H. Indratjahyo, & B., Saragih, *Influence of organizational culture and work environment to performance through job satisfaction of health personnel department headquarters TNI Navy*. **The International Journal of Engineering and Science**, 7(12), 2018. Pp.17-22.
- 101 R. Ardista, & N.N., Marpaung, *Relationship of Work Environment and Employee Performance: Study at PT. Energia Transmedia*. **International Journal of Education, Information Technology, And Others**, 5(2), 2022. Pp.301-316.
- 102 I., Idris, K. R., Adi, B. E., Soetjipto, & A. S. Supriyanto, *The mediating role of job satisfaction on compensation, work environment, and employee performance: Evidence from Indonesia*. **Entrepreneurship and Sustainability Issues**, 8(2), 2020. 735.
- 103 M., Zanardi, & W. Zhau, *The effect of work environment on employee job satisfaction with work communication as intervening variables (Case Study on Civil Servants in*

- Australian Medical and Health Department*). **Medalion Journal: Medical Research, Nursing, Health and Midwife Participation**, 1(4), 2020. 121-126.
- 104 S., Riyanto, E., Endri, & N. Herlisha, *Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement*. **Problems and Perspectives in Management**, 19(3), 2021. 162.
- 105 S., Suprapti, J. P., Astuti, N., Sa'adah, S. D., Rahmawati, R. Y., Astuti, Y., Sudargini, & N. E. Khasanah, *The effect of work motivation, work environment, work discipline on employee satisfaction and public health center performance*. **Journal of Industrial Engineering & Management Research**, 1(2), 2020. 153-172.
- 106 A., Noori, H., Said, S., Orfan, & S. Anis, *The influence of school climate on high school teachers' job satisfaction in a conflict-affected country*. **International Journal of Evaluation and Research in Education (IJERE)**. 2024. <https://doi.org/10.11591/ijere.v13i1.22890>.
- 107 K., Alameeri, M., Alshurideh, B., Al Kurdi, & S. A. Salloum, *The effect of work environment happiness on employee leadership*. In *Proceedings of the international conference on advanced intelligent systems and informatics 2020* (Springer International Publishing. 2021. pp. 668-680.
- 108 R. D., Parashakti, M., Fahlevi, M., Ekhsan, & A. Hadinata, *The influence of work environment and competence on motivation and its impact on employee performance in health sector*. In *3rd Asia Pacific International Conference of Management and Business Science (AICMBS 2019)* Atlantis Press. 2020, pp. 259-267.
- 109 A.O., Odusina, O.A. Dasaolu, & R.O., Agbonna, *Secretarial skills, motivational tools and secretaries' job effectiveness in private organizations*. **Sapientia Foundation Journal of Education, Sciences and Gender Studies**, 4(1). 2022.
- 110 A., Hamid, S. Riyanto, & M.B., University, *The reactions over employee's performance viewed from work environment, discipline, and leadership variables at directorate general development of rural areas of the ministry of village, regional development and transmigration*. **International Journal of Innovative Science and Research Technology**, 5(4), 2020. Pp.1049-1056.
- 111 H., Chandra, A.A. Purwati, & M. M., Deli, *Analysis of Incentives, Leadership and Work Environment in Improving Employee Performance*. **International Journal of Information System and Innovation Management (IJISIM)**, 1(1), 2023. Pp.12-19.

- 112 A., Windianingsih, R.A., Sekarini, M.I. Yusri, & T.I., Kamal, *The Influence of Compensation and Working Environment on Employee Performance (Case Study of Mr. Samsudin's Home Industry)*. **International Journal of Integrative Sciences**, 2(12), 2023. Pp.2105-2116.
- 113 A., Bandonu, S.H., Nugroho, O.S. Suharyo, & A.K., Susilo, *The influence of salary, work facilities, and leadership factors on employee performance*. **Journal of Theoretical and Applied Information Technology**, 100(21), 2022. Pp.6311-6321.
- 114 S. Martinr, & M., Uribe, *The influence of reward system on employee job satisfaction with work motivation as intervening variables (Case Study on Employees of Medical Department United States)*. **MEDALION JOURNAL: Medical Research, Nursing, Health and Midwife Participation**, 2(2), 2021. Pp.53-71.
- 115 P. S. R. N., Mulievi, & L. D. R. Egeessa, *Relationship between Reward Management Practices and Employee Job Satisfaction in Vihiga County Government, Kenya*. **Int. J. of Multidisciplinary and Current research**, 9. 2021.
- 116 K.M. Putri, & I.G. Adnyani, *The Effect of Reward System, Job Motivation, And Job Satisfaction on Employee Retention*. **American Journal of Humanities and Social Sciences Research (AJHSSR)**, 5(6), 2021. Pp.58-65.
- 117 H.G.A. Khan, & M., Afzal, *The Effect of Reward Systems, Organizational Commitment and Experience on Job Satisfaction with Respect to Employee's Perceived Performance*. **NUML International Journal of Business & Management**, 11(2), 2016. Pp.35-49.
- 118 N.A., Noorazem, S. Md Sabri, & E.N., Mat Nazir, *The Effects of Reward System on Employee Performance*. **Jurnal Intelek**, 16(1), 2021. Pp.40-51.
- 119 W.T., Ngwa, B.S., Adeleke, E.K., Agbaeze, N. C. Ghasi, & B.O., Imhanrenialena, *Effect of Reward System on Employee Performance Among Selected Manufacturing Firms in The Litoral Region of Cameroon*. **Academy of Strategic Management Journal**, 18(3), 2019. Pp.1-16.
- 120 A., Karami, H.R. Dolatabadi, & S., Rajaeepour, *Analyzing the effectiveness of reward management system on employee performance through the mediating role of employee motivation case study: Isfahan Regional Electric Company*. **International Journal of Academic Research in Business and Social Sciences**, 3(9), 2013. P.327.
- 121 S., Martono, M. Khoiruddin, & N.A., Wulansari, *Remuneration reward management system as a driven factor of employee performance*. **International Journal of Business & Society**, 19. 2018.

- 122 H.A., Odunayo, *Staff training and compensation plan as predictors of teacher's job performance in public secondary schools, Lagos State*. **Ilorin Journal of Education**, 44(2), 2024. pp.1-10.
- 123 M.A. Setiawan, & N., Mardiana, *The Effect of Motivation and Reward System on Employee Performance with Commitment as a mediation variable*. **International Journal of Science, Technology & Management**, 3(2), 2022. Pp.563-573.
- 124 F., Francis, C.T.O. Zirra, & C.J., Mambula, *Reward system as a strategy to enhance employees performance in an organization*. **Archives of Business Review–Vol**, 8(6). 2020.
- 125 J. C. Obiaga, & S.O., Itakpe, *Reward system and employee performance in the oil and gas industry in Rivers State*. **International Journal of Innovative Science and Research Technology**, 6(7), 2021. Pp.165-178.
- 126 F.A., Jeni, P. Mutsuddi, & S., Das, *The impact of rewards on employee performance: a study of commercial banks in Noakhali Region*. **Journal Of Economics, Management and Trade**, 26(9), 2020. Pp.28-43.
- 127 A., Frimayasa, W., Windayanti, F., Fathiani, R., Rahmat, & W. D. Febrian, *Effect of reward and punishment on employee performance*. **International Journal of Social and Management Studies**, 2(3), 2021. 179-186.
- 128 Zaeni, N., Arfah, A. & Semmaila, B., *The effect of compensation and work environment on employee performance*. **Point of View Research Management**, 3(2), 2022. Pp.161-173.
- 129 M., Magito, *The effect of compensation and work environment to employee performance of PT ASS*. **Dinasti International Journal of Management Science**, 2(1), 2020. Pp.12-25.
- 130 S.N.B., Pangabeau, N.D. Dirbawanto, & O.M., Siregar, *The effect of work motivation, work environment, and compensation on employee performance at bank BTN Medan branch office*. **Journal of Humanities, Social Sciences and Business**, 2(1), 2022. Pp.144-161.
- 131 E.H., Tania, L., Novelia, Y. Herlinda, & M., Fitria, *Factors that affect the performance of employees in the secretariat of the DPRD Of West Sumatra Province*. **Asian Journal of Social and Management Technology**, 3(2), 2021. Pp.30-36.
- 132 A., Wahet, S. Widagdo, & A.H., Prastyowati, *The effect of work environment, work facilities and work motivation on employee performance at the DPRD Secretariat Bondowoso Regency*. **ABM: International Journal of Administration, Business and Management**, 2(1), 2020. Pp.29-45.

- 133 I.M., Aryata, R.B.M. Tua, & C.D., Manik, *Analysis of the influence of the work environment and rewards on employee performance at PT. MIFA Bersaudara Jakarta*. **Indonesian Journal of Interdisciplinary Research in Science and Technology**, 1(7), 2023. Pp.669-680.
- 134 S., Indasari, B., Haruna, H., Gunawan, Z., Muhammad, A., Lionardo, A.R. Umanailo, & M.C.B., Umanailo, *The influence of human resource management and the work environment on employee performance through the quality of human resources at the Regional Secretariat of Bantaeng Regency*. Proceedings of the First Australian International Conference on Industrial Engineering and Operations Management, Sydney, Australia, December 20-22, 2022
- 135 A.R. Yusuf, & A., Adrian, *The effect of work environment, communication, and workload on employee performance case study PT. Setia Kawan Abadi Year 2022*. **International Journal of Informatics, Economics, Management and Science (IJIEMS)**, 2(1), 2023. Pp.1-14.

## **Chapter Three**

### **Methodology**

This chapter explains the procedures to be followed by the researcher in carrying out this research. The chapter is discussed under relevant sub-headings such as: research design, population of the study, sample and sampling techniques, instrument for data collection, validity of the instrument, reliability of the instrument, procedure for data collection, and method of data analysis.

#### **3.1 Research Design**

This research adopted the survey research method. This research method entails the collection and analysis of numerical data in order to measure variables and analyze the relationship that exist between them. This method is relevant to this study because it allows the collection of data from a large number of respondents which can be easily analysed and measured.

#### **3.2 Population of the Study**

The population of the study comprised a total number of two hundred and thirty secretaries (230) across three public-funded Polytechnics in Oyo State. According to information from the National Board of Technical Education (NBTE), there are three polytechnics in Oyo State. These are: The Polytechnic Ibadan, Adeseun Ogundoyin Campus, Eruwa, and Oke Ogun Polytechnic, Saki. Secretaries in these institutions were considered for this study because they are integral to all activities going on in the institutions.

**Table 3.1 Breakdown of the Population of the Study**

<b>SN</b>	<b>Polytechnic</b>	<b>No of Secretaries</b>
1.	The Polytechnic Ibadan,	61
2.	Adeseun Ogundoyin Polytechnic, Eruwa,	56
3.	Oke Ogun Polytechnic, Saki.	53
	<b>Total</b>	<b>230</b>

**Source:** <sup>1</sup>

### **3.3 Sample and Sampling Techniques**

The entire population of 230 was employed. This implies that the study adopted total enumeration. This caters for any issue of non-responses

### **3.4 Description of Research Instrument**

A structured questionnaire adapted from various studies was used as the main instrument for data collection. The questionnaire was divided into four main sections. Section A: This consist mainly of the demographic information about the respondents, example of questions in the section include age, gender, academic qualification etc.

Section B contains questions related to employee job satisfaction. The items in this section were adapted from a related study<sup>2</sup>. It has two main subheadings namely: hygiene factors, and motivation factors, passive Intention. Examples of items in the section include: “I am satisfied with my take home pay at the end of the month” “Overall, I am

satisfied with the recognition of my profession by others”. All of the items were rated on 4 points Likert Scale, e.g.; strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD).

Section C is the Work environment scale. It was adapted from an existing work<sup>3</sup>. The section has two subdivisions namely: physiological (Physical) environment and psychological environment (social, cultural). Examples of the statements and questions include “I have the necessary resources to meet my job demands; “I am satisfied with the level of communication within my team” etc. All of the items were rated on 4 points Likert Scale, e.g. strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD).

Section D is the reward system scale. It was adapted from an existing work<sup>4</sup>. The section has various subdivisions such as salary, benefits, recognition, and achievement. In all, the section has twenty items. Examples of the statements and questions include “I am satisfied with the health benefits provided by my organization”; “My job allows me to use my skills and abilities to their fullest extent” etc. All of the items are rated on 4 points Likert Scale, e.g. strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD).

### **3.5 Validity of the Research Instrument**

Validity is the degree to which an instrument measures what it is supposed to measure. The research instrument was evaluated for content and face validity by the research supervisor and other experts in the field. Their suggestions and amendments were incorporated into the final version of the instrument.

### **3.6 Reliability of the Research Instrument**

The reliability of the research instrument was measured through a pre-test. The researcher administered the research instrument on thirty (20) secretaries from Federal Polytechnic, Ede who are not part of the original study. The responses were analysed to determine the Cronbach alpha value of each section of the scale at 0.05 level of significance. The results show that the instrument is highly reliable as the Cronbach alpha value of 0.871 was recorded after the pretest.

### **3.7 Method of Data Collection**

A letter introducing the researcher as a student was obtained from the Postgraduate College, Lead City University Ibadan respectively which was used to gain permission to conduct the research with approved ethical clearance from the selected polytechnic. The researcher administered the questionnaire with the aid of four research assistants who were properly trained for three days on the process of the data collection. The collection of data lasted for two weeks.

### **3.8 Method of Data Analysis**

Descriptive and inferential statistics were used to analyze the data. Descriptive statistics such as frequency count, mean and standard deviation was used for the demographic analysis and research questions, while simple linear regression analysis was used for hypotheses one and two. Hypotheses three was tested using multiple regression analysis. The analysis was conducted using the IBM SPSS Statistics data analysis software. All hypotheses were tested at 0.05 level of significance.

## Endnotes

1. National Board of Technical Education (NBTE), *Statistical Bulletin*, Abuja, 2023
2. Z. M., Thant, & Y. Chang, *Determinants of public employee job satisfaction in Myanmar: Focus on Herzberg's two factor theory*. **Public Organization Review**, 21(1), 2021. 157-175.
3. S.N.B., Pangabean, N.D. Dirbawanto, & O.M., Siregar, *The effect of work motivation, work environment, and compensation on employee performance at bank BTN Medan branch office*. **Journal of Humanities, Social Sciences and Business**, 2(1), 2022. p.144-161.
4. S., Jeeta, *The mediating role of needs satisfaction on the relationship between total rewards satisfaction and retention: a proposed model*. **Organizational psychology**, 11(3), 2021. pp.153-167.

## Chapter Four

### Results and Discussion of Findings

This chapter presents the results of data analysis based on the questionnaire administered during the research. The researcher administered two hundred and thirty (230) copies of the study questionnaire to respondents from three Polytechnics in Oyo State namely: The Polytechnic Ibadan, Adeseun Ogundoyin Campus, Eruwa, and Oke Ogun Polytechnic, Saki. However, at the end of the exercise, one hundred and sixty-eight (168) copies of the questionnaire were found to be properly filled and returned. The analysis in this chapter is based on the 168 copies of the questionnaire returned by the respondents which represents about 73% return rate.

#### 4.1 Demographic Data Presentation

**Table 4.1: Demographic Analysis**

<b>Demographic</b>	<b>Items</b>	<b>Frequency</b>	<b>Percent</b>
<b>Name of Institution</b>	The Polytechnic Ibadan	69	41.1
	Adeseun Ogundoyin Campus, Eruwa	51	30.4
	Oke Ogun Polytechnic, Saki	48	28.6
	<b>Total</b>	168	100.0
<b>Gender</b>	Male	64	38.1
	Female	104	61.9
	<b>Total</b>	168	100.0
<b>Age</b>	25-35 Years	44	26.2
	36-45 Years	80	47.6
	46-55 Years	44	26.2
	<b>Total</b>	168	100.0

<b>Years of work Experience</b>			
1-5 Years		28	16.7
6-10 Years		48	28.6
11-15 Years		40	23.8
16-20 Years		32	19.0
above 21 Years		20	11.9
Total		168	100.0

Source: Researcher’s Fieldwork, 2024

Table 4.1 provides a demographic analysis of the respondents, shedding light on key characteristics such as institution, gender, and years of work experience. The Table shows that respondents were drawn from three institutions: The Polytechnic Ibadan, Adeseun Ogundoyin Campus, Eruwa, and Oke Ogun Polytechnic, Saki. The highest proportion of respondents (69) came from The Polytechnic Ibadan, accounting for 41.1% of the total sample. Adeseun Ogundoyin Campus, Eruwa followed with 30.4% (51), and Oke Ogun Polytechnic, Saki contributed the remaining 28.6%. The gender distribution is skewed towards female respondents, there are 104 female respondents which represents 61.9% of the total respondents, while males account for 38.1% (64 respondents). This suggests that more females participated in the survey, possibly indicating a higher engagement or representation of females in the context of the study.

For age distribution, the largest group of respondents falls within the 36-45 years category, representing 47.6% of the sample. Both the respondents who fall within the 25-35 years and 46-55 years categories have equal representation, each accounting for 26.2% (44 respondents each). This suggests that nearly half of the respondents are in their mid-career phase, with a significant representation of both early-career and late-career professionals.

When analysing the respondents based on their years of work experience, 6-10 years stands out as the most common range, with 28.6% of respondents (48 individuals), followed by 11-15 years with 23.8% (40 respondents). The 1-5 years category accounts for 16.7% (28 respondents), while 16-20 years of experience represents 19.0% (32 respondents). Only 11.9% (20 respondents) have over 21 years of experience. This distribution indicates a good mix of professionals with varying lengths of service, offering insights into the perspectives of both newer and more seasoned employees.

## 4.2 Research Questions

Research Question One: What is the level of job satisfaction of secretaries in public polytechnics, Oyo State?

**Table 4.2: Level of Job Satisfaction Among Secretaries in Public Polytechnics, Oyo State**

<b>Hygiene</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
I have a positive working relationship with my co-workers.	128 (76.2 %)	40 (23.8%)	---	--	3.76
My co-workers are supportive and helpful when I need assistance.	80 (47.6%)	68 (40.5%)	20 (11.9%)	--	3.36
I feel that my co-workers and I collaborate effectively on tasks and projects.	108 (64.3%)	48 (28.6%)	12 (7.2%)	--	3.64
The organisational policies in place are fair and reasonable.	72 (42.9%)	92 (54.8%)	4 (2.4%)	--	3.40
I am well-informed about the policies and procedures that affect my job.	84 (50.0%)	52 (31.0%)	32 (19.0%)	--	3.31
The organisational policies are consistently applied to all employees.	104 (61.9%)	52 (31.0%)	8 (4.8%)	4 (2.4%)	3.52
My supervisor provides clear and constructive feedback on my performance.	76 (45.2%)	84 (50.0%)	8 (4.8%)	--	3.40
My supervisor is approachable and willing to listen to my concerns.	84 (50.0%)	12 (7.1%)	8 (4.8%)	--	3.21
My supervisor sets realistic expectations and provides the necessary resources to meet them.	68 (40.5%)	92 (54.8%)	8 (4.8%)	--	3.36
<b>Average Mean</b>					<b>3.44</b>

<b>Motivational Factors</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
I feel a sense of accomplishment in the work that I do.	76 (45.2%)	76 (45.2%)	4 (2.4%)	12 (7.1%)	3.29
My job provides me with opportunities to achieve personal and professional goals.	60 (35.7%)	88 (52.4%)	16 (9.5%)	4 (2.4%)	3.21
The work I do is meaningful and contributes to the success of the organisation.	108 (64.3%)	44 (26.2%)	16 (9.5%)	--	3.55
I am satisfied with the level of responsibility I have in my job.	52 (31.0%)	108 (64.3%)	8 (4.8%)	--	3.26
I feel empowered to make decisions within my role.	44 (26.2%)	96 (57.1%)	24 (14.3%)	4 (2.4%)	3.07
I have the autonomy to carry out my tasks without excessive oversight.	56 (33.3%)	84 (50.0%)	16 (9.5%)	12 (7.1%)	3.10
I believe there are opportunities for career advancement within the organization.	100 (59.5%)	52 (31.0%)	12 (7.1%)	4 (2.4%)	3.48
My job provides me with opportunities for learning and growth.	80 (47.6%)	80 (47.6%)	8 (4.8%)	--	3.43
I am satisfied with the promotion and advancement opportunities available to me.	52 (31.0%)	80 (47.6%)	32 (19.0%)	4 (2.4%)	3.07
<b>Average Mean</b>					3.27
<b>Aggregate Mean</b>					3.36

**Source: Researcher's Fieldwork, 2024**

**Decision Rule:** 0.0-1.99 = very low, 2.00-2.49 – low, 2.50 -2.99 = Moderate; 3.00-3.5 High, 3.51-4.00 = Very high.

Table 4.2 presents the results of descriptive analysis on the job satisfaction of secretaries in public polytechnics in Oyo State, based on hygiene and motivational factors. The aggregate mean of 3.36 reflects an overall high level of job satisfaction among secretaries in public polytechnics. While they express high satisfaction in areas like collaboration with co-workers, fairness in organizational policies, and the meaningfulness of their work, there is room for improvement in empowerment, autonomy, and opportunities for career

advancement. These factors, especially the motivational ones, may require attention from management to enhance job satisfaction further.

The hygiene factors, which encompass the work environment and relationships with co-workers and supervisors, indicate a high level of satisfaction overall. The majority of respondents (76.2%) strongly agreed that they have a positive working relationship with their co-workers, with the remaining 23.8% agreeing, resulting in a high mean score of 3.76. Similarly, 47.6% of secretaries strongly agreed and 40.5% agreed that their co-workers are supportive and helpful when needed, although 11.9% disagreed, giving a mean of 3.36.

In terms of collaboration, 64.3% strongly agreed and 28.6% agreed that they work effectively with others on tasks and projects, while 7.2% disagreed, resulting in a mean of 3.64. However, perceptions of fairness in organizational policies were slightly lower, with 42.9% strongly agreeing, 54.8% agreeing, and 2.4% disagreeing, giving a mean score of 3.40. Awareness of policies also varied, as 50% of respondents strongly agreed they are well-informed, 31% agreed, and 19% disagreed resulting in mean score of 3.31.

Supervisory support received relatively positive feedback. The results show that 45.2% of respondents strongly agreed and 50% agreed that their supervisors provide constructive feedback, leading to a mean of 3.40. However, 4.8% disagreed. Additionally, 50% of secretaries strongly agreed their supervisors are approachable, though 7.1% disagreed, reflecting a slightly lower satisfaction in this aspect leading to a mean of 3.21. Overall, the hygiene factors received a mean of 3.44, indicating generally positive experiences in terms of workplace environment and support from colleagues and supervisors.

The second dimension of job satisfaction examined involves motivational factors, which are critical to personal fulfilment and professional growth. Regarding accomplishment, 45.2% strongly agreed and 45.2% agreed that they feel a sense of accomplishment in their work, while 7.1% strongly disagreed, leading to a mean of 3.29. Moreover, 35.7% strongly agreed and 52.4% agreed that their job provides opportunities for achieving personal and professional goals, although 9.5% disagreed, and 2.4% strongly disagreed, resulting in a mean of 3.21.

A majority (64.3%) strongly agreed that their work is meaningful and contributes to organizational success, 26.2% agreed, and 9.5% disagreed, with a mean score of 3.55. In terms of job responsibility, 31% strongly agreed and 64.3% agreed that they are satisfied with their level of responsibility, though 4.8% disagreed (mean = 3.26). The sense of empowerment was lower, with 26.2% strongly agreeing, 57.1% agreeing, and 14.3% disagreeing, resulting in a mean of 3.07.

Autonomy in completing tasks had a moderate level of satisfaction, with 33.3% strongly agreeing, 50% agreeing, and 16.6% disagreeing or strongly disagreeing, yielding a mean of 3.10. Opportunities for career advancement were viewed positively by 59.5% of respondents, with 31% agreeing, and 7.1% disagreeing (mean = 3.48). Similarly, 47.6% strongly agreed and 47.6% agreed that their job provides opportunities for learning and growth, leading to a mean of 3.43. However, satisfaction with promotion and advancement opportunities was more mixed, with 31% strongly agreeing, 47.6% agreeing, 19% disagreeing, and 2.4% strongly disagreeing, resulting in a mean of 3.07.

The aggregate mean of 3.36 reflects an overall high level of job satisfaction among secretaries in public polytechnics. While they express high satisfaction in areas like

collaboration with co-workers, fairness in organizational policies, and the meaningfulness of their work, there is room for improvement in empowerment, autonomy, and opportunities for career advancement. These factors, especially the motivational ones, may require attention from management to enhance job satisfaction further.

Research Question Two: what is the prevalent work environment of secretaries in public polytechnics, Oyo State?

**Table 4.3: Prevalent Work Environment of Secretaries in Public Polytechnics, Oyo State**

<b>Physiological Environment</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
The office layout is conducive to my work.	4 (2.4%)	68 (40.5%)	80 (47.6%)	16 (9.5%)	2.36
I have access to all the necessary tools and equipment to perform my job effectively.	20 (11.9%)	88 (52.4%)	48 (28.6%)	12 (7.1%)	2.69
The workspace is clean and well-maintained.	28 (16.7%)	100 (59.5%)	28 (16.7%)	12 (7.1%)	2.86
The lighting in my workspace is adequate.	32 (19.0%)	60 (35.7%)	60 (35.7%)	16 (9.5%)	2.64
The temperature in the office is comfortable.	24 (14.3%)	80 (47.6%)	52 (31.0%)	12 (7.1%)	2.69
There are adequate safety equipment to mitigate risks in my work environment.	16 (9.5%)	108 (64.3%)	28 (16.7%)	16 (9.5%)	2.74
<b>Average Mean</b>					<b>2.66</b>
<b>Psychological Environment</b>					
I feel valued and respected by my colleagues.	36 (21.4%)	88 (52.4%)	24 (14.3%)	20 (11.9%)	2.83
I have a good relationship with my supervisor.	44 (26.2%)	80 (47.6%)	20 (11.9%)	24 (14.3%)	2.86
There is a supportive atmosphere in my workplace.	32 (19.0%)	96 (57.1%)	16 (9.5%)	24 (14.3%)	2.81
I am satisfied with the level of	32	84	20	32	2.69

communication within my team.	(19.0%)	(50.0%)	(11.9%)	(19.0%)	
I have sufficient time to complete my tasks.	20	92	36	20	2.67
I have the necessary resources to meet my job demands.	(11.9%)	(54.8%)	(21.4%)	(11.9%)	
I am able to balance my work and personal life effectively.	36	76	28	28	2.71
	(21.4%)	(45.2%)	(16.7%)	(16.7%)	
	20	108	24	16(9.5%)	2.79
	(11.9%)	(64.3%)	(14.3%)		
<b>Average Mean</b>					<b>2.77</b>
<b>Aggregate Mean</b>					<b>2.72</b>

**Source: Researcher's Fieldwork, 2024**

**Decision Rule:** 0.0-1.99 = very low, 2.00-2.49 – low, 2.50 -2.99 = Moderate; 3.00-3.5 High, 3.51-4.00 = Very high.

Table 4.3 presents the analysis of the work environment of secretaries in public polytechnics in Oyo State. The aggregate mean for the work environment is 2.72, reflecting moderate satisfaction among secretaries. While there are areas where improvements are necessary, particularly in the office layout and resource availability, the psychological aspects of the work environment, such as relationships with colleagues and supervisors, generally show more positive feedback. Nevertheless, both the physiological and psychological dimensions' present opportunities for improvement to enhance job satisfaction further.

This reveals key insights into both the physiological and psychological aspects of their workspaces. In terms of the physiological environment, the responses indicate a less-than-ideal office layout for work, with only 2.4% strongly agreeing that the layout is conducive and a majority (47.6%) disagreeing, resulting in a low mean of 2.36. Access to tools and equipment is moderately better, with 11.9% strongly agreeing and 52.4% agreeing, though 28.6% still expressed dissatisfaction, leading to a mean of 2.69. Workspace cleanliness scored slightly higher, with 16.7% strongly agreeing and 59.5% agreeing, reflecting a mean score of 2.86.

Lighting and temperature in the workspace were met with mixed responses. For lighting, 19.0% strongly agreed and 35.7% agreed, but an equal percentage (35.7%) disagreed, leading to a mean of 2.64. The comfort of office temperature saw 14.3% strong agreement and 47.6% agreement, with a mean of 2.69. In terms of safety equipment, although 64.3% agreed that adequate safety measures are in place, the relatively low mean of 2.74 suggests some dissatisfaction in this area. Overall, the average mean for the physiological environment is 2.66, indicating moderate satisfaction but clear room for improvement.

The psychological environment shows a slightly more positive outlook. In terms of feeling valued and respected, 21.4% of respondents strongly agreed, while 52.4% agreed, giving this metric a mean of 2.83. A similar pattern is seen in the relationship with supervisors, with 26.2% strongly agreeing and 47.6% agreeing, resulting in a mean of 2.86. Workplace atmosphere scored moderately well, with 19.0% strongly agreeing and 57.1% agreeing that the environment is supportive, resulting in a mean of 2.81. However, satisfaction with communication within teams showed more variability, as 19.0% strongly agreed, 50.0% agreed, and 19.0% disagreed, yielding a lower mean of 2.69. In terms of time management, only 11.9% of respondents strongly agreed that they had sufficient time to complete their tasks, and 54.8% agreed, resulting in a mean of 2.67. Access to necessary resources and the ability to balance work and personal life also received moderate scores, with means of 2.71 and 2.79, respectively. While 64.3% agreed that they could balance their work and personal life, a significant portion of respondents expressed dissatisfaction. The average mean for the psychological environment is 2.77, slightly higher than the physiological environment.

Research Question Three: What Is The Prevalent Reward Systems For Secretaries In Public Polytechnics, Oyo State?

**Table 4.4 Prevalent Reward Systems for Secretaries In Public Polytechnics, Oyo State**

<b>Salary</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
I am satisfied with my current salary.	36 (21.4%)	24 (14.3%)	48 (28.6%)	60 (35.7%)	2.21
My salary is competitive with similar positions in other organizations.	28 (16.7%)	20 (11.9%)	80 (47.6%)	40 (23.8%)	2.21
I feel that my salary adequately reflects my skills and experience.	36 (21.4%)	28 (16.7%)	64 (38.1%)	40 (23.8%)	2.36
My salary increases are fair and based on performance.	16 (9.5%)	68 (40.5%)	52 (31.0%)	32 (19.0%)	2.40
I am satisfied with the frequency of my salary reviews.	40 (23.8%)	52 (31.0%)	36 (21.4%)	40 (23.8%)	2.55
<b>Average Mean</b>					<b>2.34</b>
<b>Benefits</b>					
I am satisfied with the health benefits provided by my organization.	16 (9.5%)	68 (40.5%)	44 (26.2%)	40 (23.8%)	2.36
The retirement benefits offered by my organization meet my needs.	36 (21.4%)	60 (35.7%)	44 (26.2%)	28 (16.7%)	2.62
I have access to a good variety of employee benefits (e.g., paid time off, insurance).	12 (7.1%)	64 (38.1%)	60 (35.7%)	32 (19.0%)	2.33
The benefits package offered is competitive with other organizations.	8 (4.8%)	72 (42.9%)	56 (33.3%)	32 (19.0%)	2.33
I am satisfied with the overall benefits package provided by my organization.	32 (19.0%)	36 (21.4%)	64 (38.1%)	36 (21.4%)	2.38
<b>Average Mean</b>					<b>2.40</b>

<b>Learning and Development</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>	<b>Mean</b>
My organization has a training and development policy which applies to all employees.	48 (28.6%)	52 (31.0%)	36 (21.4%)	32 (19.0%)	2.69
I have been sponsored for skill training activities by my organisation	20 (11.9%)	56 (33.3%)	52 (31.0%)	40 (23.8%)	2.33
Employees are encouraged to engage in continued professional development	40 (23.8%)	72 (42.9%)	36 (21.4%)	20 (11.9%)	2.79
My supervisor is interested in helping me achieve professional growth and career advancement goals	28 (16.7%)	56 (33.3%)	64 (38.1%)	20 (11.9%)	2.55
My organisation provide quality training and development programmes for all employees	56 (33.3%)	48 (28.6%)	40 (23.8%)	24 (14.3%)	2.81
<b>Average Mean</b>					2.63
<b>Aggregate Mean</b>					2.46

Source: Researcher's Fieldwork, 2024

**Decision Rule:** 0.0.-1.99 = very low, 2.00-2.49 – low, 2.50 -2.99 = Moderate; 3.00-3.5 High, 3.51-4.00 = Very high.

The analysis of the reward systems for secretaries in public polytechnics in Oyo State, as presented in Table 4.4, highlights the level of satisfaction across salary, benefits, and learning and development opportunities. The aggregate mean for the reward system across salary, benefits, and learning and development stands at 2.46, reflecting general dissatisfaction with the current rewards. Salary and benefits are viewed less favourably, with learning and development scoring somewhat higher. This suggests that while the organization may be providing opportunities for professional growth, improvements in compensation and benefits are needed to enhance overall job satisfaction.

In terms of salary, the data indicates a general dissatisfaction among the secretaries. Only 21.4% strongly agreed, and 14.3% agreed that they were satisfied with their current salary, while a significant 35.7% strongly disagreed, and 28.6% disagreed, leading to a low mean of 2.21. When asked whether their salary is competitive compared to similar positions in other organizations, 47.6% disagreed, and 23.8% strongly disagreed, resulting in the same low mean of 2.21. Additionally, 38.1% of respondents disagreed that their salary reflects their skills and experience, with a mean of 2.36. Satisfaction with salary increases based on performance fared slightly better, with 40.5% agreeing and 9.5% strongly agreeing, though still generating a mean of 2.40. Satisfaction with the frequency of salary reviews showed a more balanced distribution, with 31.0% agreeing and 23.8% strongly agreeing, contributing to the highest salary-related mean of 2.55. The overall average mean for salary satisfaction stands at 2.34, indicating low level of satisfaction with the current compensation structure.

Regarding benefits, the responses reveal moderate dissatisfaction. Only 9.5% strongly agreed and 40.5% agreed with being satisfied with the health benefits provided by their organization, while 26.2% disagreed and 23.8% strongly disagreed, resulting in a mean of 2.36. For retirement benefits, 21.4% strongly agreed and 35.7% agreed, producing a higher mean of 2.62. Satisfaction with the variety of employee benefits such as paid time off and insurance was low, with 35.7% disagreeing and a mean score of 2.33. Respondents also expressed dissatisfaction with the competitiveness of the benefits package, where 33.3% disagreed and 19.0% strongly disagreed, leading to a mean of 2.33. Overall satisfaction with the benefits package was similarly low, with a mean of 2.38.

The average mean for the benefits category is 2.40, reflecting low contentment with the benefits provided by the organization.

In the area of learning and development, secretaries expressed moderate levels of satisfaction. A relatively high percentage (28.6%) strongly agreed and 31.0% agreed that their organization has a training and development policy that applies to all employees, contributing to a mean of 2.69. However, only 11.9% strongly agreed, and 33.3% agreed that they had been sponsored for skill training activities, with a lower mean of 2.33. The encouragement of continued professional development received positive responses, with 42.9% agreeing and 23.8% strongly agreeing, leading to a mean of 2.79. In terms of supervisor support for career advancement, 33.3% agreed, and 16.7% strongly agreed, generating a mean of 2.55. Finally, the quality of training and development programs was rated relatively higher, with 33.3% strongly agreeing and 28.6% agreeing, contributing to the highest mean in this category of 2.81. The average mean for learning and development is 2.63, showing moderate satisfaction in this area.

## 1.5 Hypotheses

The following hypotheses were tested at 0.05 level of significance:

H<sub>01</sub> There will be no significant influence of work environment on job satisfaction of secretaries in public polytechnics, Oyo State, Nigeria.

**Table 4.5 Influence of Work Environment on Job Satisfaction of Secretaries in Public Polytechnics, Oyo State**

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.203 <sup>a</sup>	.041	.036	.52198

a. Predictors: (Constant), Work Environment  
Source: Researcher's Fieldwork, 2024

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.952	1	1.952	7.163	.008 <sup>b</sup>
	Residual	45.229	166	.272		
	Total	47.180	167			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Environment

### Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.100	.246		16.651	.000
Work Environment	-.239	.089	-.203	-2.676	.008

a. Dependent Variable: Job Satisfaction  
Source: Researcher's Fieldwork, 2024

Table 4.5 presents the influence of the work environment on job satisfaction among secretaries in public polytechnics in Oyo State. The model summary indicates that the correlation coefficient (R) is 0.203, suggesting a weak positive influence of work environment on job satisfaction. The R Square value of 0.041 shows that only 4.1% of the variance in job satisfaction is explained by the work environment, indicating that other factors also contribute to job satisfaction beyond the work environment. The Adjusted R Square is slightly lower at 0.036, which accounts for the sample size and the number of predictors, confirming the limited explanatory power of the model. The standard error of the estimate is 0.52198, which reflects the average distance that the observed values fall from the regression line.

The ANOVA table provides further analysis of the model's significance. The regression sum of squares is 1.952, and with 1 degree of freedom (df), the mean square is also 1.952. The residual sum of squares is 45.229 with 166 degrees of freedom, resulting in a mean square of 0.272. The F-statistic of 7.163 is statistically significant, as indicated by a p-value (Sig.) of 0.008, which is below the 0.05 threshold. This indicates that the work

environment has a statistically significant influence on job satisfaction, even though the effect size is small. This results mean that they null hypothesis stating that there will be no significant influence of work environment on job satisfaction among secretaries in public polytechnics, Oyo State, is rejected.

H<sub>02</sub> There will be no significant influence of reward systems on job satisfaction among secretaries in public polytechnics, Oyo State

**Table 4.6: Influence of Reward Systems on Job Satisfaction of Secretaries in Public Polytechnics, Oyo State**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.045 <sup>a</sup>	.002	-.004	.53258

a. Predictors: (Constant), Reward System  
 Source: Researcher’s Fieldwork, 2024

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.096	1	.096	.340	.561 <sup>b</sup>
	Residual	47.084	166	.284		
	Total	47.180	167			

a. Dependent Variable: Job Satisfaction  
 b. Predictors: (Constant), Reward System

<b>Coefficients<sup>a</sup></b>					
<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
(Constant)	3.349	.177		18.890	.000
Reward System	.041	.070	.045	.583	.561

a. Dependent Variable: Job Satisfaction

Source: Researcher's Fieldwork, 2024

Table 4.6 outlines the results of regression analysis on the influence of reward systems on job satisfaction among secretaries in public polytechnics in Oyo State. The model summary, ANOVA results, and coefficients provide important insights into the relationship between these variables. The model summary indicates that the correlation coefficient (R) is 0.045, suggesting a very weak positive relationship between the reward systems and job satisfaction. The R Square value of 0.002 indicates that only 0.2% of the variance in job satisfaction can be explained by the reward systems, which suggests that the reward system has little to no impact on job satisfaction among the secretaries in this context. The Adjusted R Square is -0.004, which indicates that the model is not a good fit for the data, and in fact, the model fails to explain any meaningful variance when adjusted for the number of predictors.

The ANOVA table further elucidates the model's significance. The regression sum of squares is 0.096 with 1 degree of freedom (df), yielding a mean square of 0.096. The residual sum of squares is 47.084 with 166 degrees of freedom, resulting in a mean square of 0.284. The F-statistic is 0.340 with a significance value (Sig.) of 0.561, which is well above the 0.05 threshold. This indicates that the reward system does not have a

statistically significant influence on job satisfaction, suggesting that other factors may be more critical in determining job satisfaction levels among secretaries.

In addition, the coefficients table provides further details about the relationship between reward systems and job satisfaction. The constant term is 3.349 with a standard error of 0.177, resulting in a t-value of 18.890 and a significance level of 0.000, indicating that the intercept is statistically significant. However, the unstandardized coefficient for the reward system is 0.041, yielding a standardized coefficient (Beta) of 0.045. with the significance value of 0.561 which is higher than 0.05 threshold, the null hypothesis stating that, there will be no significant influence of reward systems on job satisfaction among secretaries in public polytechnics, Oyo State, is accepted.

H<sub>03</sub> There will be no significant combined influence of work environment and reward system on job satisfaction among secretaries in public polytechnics, Oyo State

**Table 4.7: Combined Influence of Work Environment and Reward System on Job Satisfaction Among Secretaries in Public Polytechnics, Oyo State**

**Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.206 <sup>a</sup>	.043	.031	.52324

a. Predictors: (Constant), Reward System, Work Environment  
 Source: Researcher’s Fieldwork, 2024

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.008	2	1.004	3.666	.028 <sup>b</sup>
	Residual	45.173	165	.274		
	Total	47.180	167			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Reward System, Work Environment

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.017	.307		13.084	.000
Work Environment	-.237	.090	-.202	-2.642	.009
Reward System	.031	.069	.034	.452	.652

a. Dependent Variable: Job Satisfaction

Source: Researcher's Fieldwork, 2024

Table 4.7 presents the results of multiple regression analysis on the combined influence of work environment and reward systems on job satisfaction among secretaries in public polytechnics in Oyo State. The study found a significant combined influence of work environment and reward system on job satisfaction. The model summary indicates a correlation coefficient (R) of 0.206, which suggests a weak positive relationship between the combined predictors (work environment and reward systems) and job satisfaction. The R Square value of 0.043 implies that approximately 4.3% of the variance in job satisfaction can be explained by these two factors combined. The Adjusted R Square of

0.031 shows a slight decrease when adjusting for the number of predictors, indicating that the model does not significantly improve with the addition of the variables.

The ANOVA table shows that the regression sum of squares is 2.008 with 2 degrees of freedom (df), leading to a mean square of 1.004. The residual sum of squares is 45.173 with 165 degrees of freedom, resulting in a mean square of 0.274. The F-statistic is 3.666 with a significance value (Sig.) of 0.028, which is below the 0.05 threshold. This indicates that the combined influence of work environment and reward systems on job satisfaction is statistically significant, suggesting that these factors, together, do impact job satisfaction among secretaries.

The coefficients table provides insights into the individual contributions of the predictors.

The unstandardized coefficient for work environment is -0.237 with a standard error of 0.090, yielding a standardized coefficient (Beta) of -0.202. The t-value for work environment is -2.642, with a significance value of 0.009, indicating a statistically significant negative relationship between work environment and job satisfaction. This suggests that as perceptions of the work environment decline, job satisfaction is likely to decrease.

On the other hand, the unstandardized coefficient for the reward system is 0.031 with a standard error of 0.069, resulting in a standardized coefficient (Beta) of 0.034. The t-value for the reward system is 0.452, with a significance value of 0.652, indicating that the reward system does not have a statistically significant influence on job satisfaction when considered alongside the work environment.

In conclusion, the analysis reveals that while the combined influence of work environment and reward systems on job satisfaction among secretaries in public polytechnics in Oyo State is statistically significant, the work environment appears to be a more impactful predictor. In line with this, the null hypothesis stating that, there will be no significant combined influence of work environment and reward systems on job satisfaction among secretaries in public polytechnics in Oyo State, is hereby rejected.

#### **4.4 Discussion of Findings**

The study found an overall moderate level of job satisfaction among secretaries in public polytechnics. However, there are some areas for improvement. While they express high satisfaction in areas like collaboration with co-workers, fairness in organizational policies, and the meaningfulness of their work, there is room for improvement in empowerment, autonomy, and opportunities for career advancement. This finding calls for management attention as scholars have argued that the most focal employee attitude is job satisfaction. They agreed that employees have attitudes or perspectives regarding many elements of their professions, their careers and their organisations<sup>1</sup>. In the perspective of an expert, employees generally look at employment from two points of view and that overall job happiness is essentially a blend of intrinsic and extrinsic job satisfaction. He maintained that intrinsic job satisfaction occurs when people examine solely the kind of work they do and the tasks that make up the employment. Similarly, extrinsic job satisfaction is when workers examine the conditions of the employment such as their wage, coworkers and supervisor. These two sorts of satisfaction are different and they help to look at employment from both points of view<sup>2</sup>.

Studies have shown that when respondents talked about feeling happy or content on the work, they identified motivators. These motivators or intrinsic variables are achievement, acknowledgment, job itself, responsibility and advancement. They also noticed that when people are unsatisfied with their occupations, they complained about external or hygienic factors. The hygiene variables include firm policy and administration, supervision, interaction with subordinates, status and security. Another scholar validated this argument and noted that from the comments of the engineers and accountants that Herzberg interviewed, he generated lists of positive and negative variables on job performance. The negative variables which he named employment dissatisfiers or hygiene factors were policy and administration, supervision, relationship with supervisor, work environment and salary. The positive factors which he named motivators or satisfiers on the workplace were achievement, recognition, the work, responsibility and advancement in career.

Scholars argued that the most focal employee attitude is job satisfaction. They agreed that employees have attitudes or perspectives regarding many elements of their professions, their careers and their organisations<sup>3</sup>. In the perspective of an expert, employees generally look at employment from two points of view and that overall job happiness is essentially a blend of intrinsic and extrinsic job satisfaction. He maintained that intrinsic job satisfaction occurs when people examine solely the kind of work they do and the tasks that make up the employment. Similarly, extrinsic job satisfaction is when workers examine the conditions of the employment such as their wage, coworkers and supervisor. These two sorts of satisfaction are different and they help to look at employment from both points of view<sup>4</sup>.

The study moderate level of satisfaction with the work environment among secretaries in public polytechnics in Oyo State. The breakdown shows that the psychological aspects of the work environment, such as relationships with colleagues and supervisors, generally show more positive feedback. Nevertheless, both the physiological and psychological dimensions present opportunities for improvement to enhance job satisfaction. Studies have shown the importance of ensuring a positive work environment for employees.

Noise in the workplace has a negative impact on focus and task performance, especially when performing intellectual duties in the technical services department's cataloguing division. Office workers may be impacted by their work environment and the duties assigned to them. Organizational climate, or the conditions within organizations as perceived by employees, is another source of discomfort for personnel in the workplace. Organizational practices related to leadership, rewards, communication, and conflict are typically described by the climate in the space. A positive organizational climate is protected and maintained by well-designed physical and social work settings that allow employees to give their all and maximize their potential while working<sup>5</sup>.

Employee productivity might be reduced due to a variety of workplace discomforts. Perennial network difficulties, inconsistent power supplies, and a lack of Internet applications and connectivity in can make it frustrating for office managers to carry out their tasks. If employees find the work environment dull, their task performance may suffer. As stated by an expert, that there is a strong tendency for employees to complete tasks slowly once they encounter stressors at work. It is also believed that noise in the workplace causes discomfort for employees, limiting their productivity<sup>6</sup>.

Unfortunately, a number of issues have hampered the working conditions for secretaries in Nigerian tertiary institutions. A scholar observed certain aspects of the physical workplace, such illumination, have a negative impact on workers' performance<sup>7</sup>. The claim made by scholars is that employee tasks are dependent on a variety of factors, including inconsistent power supplies and subpar goods and services. In Sub-Saharan Africa, power outages and epileptic power supplies are a common occurrence. One of the main issues at Nigerian institutions is the electricity crisis. A major issue is the generation of power irregularly<sup>8</sup>.

Researchers discovered that the most common challenge in Nigerian organisations is power supply. The majority of organisations are negatively impacted by power supply unpredictability and unavailability. Modern work environment needs sufficient electricity to operate, as various digital devices require electricity as well as conducive, air-conditioned environment to function well. Expensive and important office equipment can be easily destroyed by power supply interruptions. In addition, recurrent power outages represent a significant obstacle to office automation. Irregular power supply can therefore contribute to positive or negative work environment<sup>9</sup>.

The study also found a poor perception of the existing reward system among the respondents. Particularly, salary and benefits are viewed less favourably, with learning and development scoring somewhat higher. This suggests that while the organization may be providing opportunities for professional growth, improvements in compensation and benefits are needed to enhance overall job satisfaction. This finding should be a matter of concern for management as an expert assert that non-financial rewards, such as a positive work environment, can have a greater effect on employee happiness and motivation than

conventional money awards, despite the fact that it has not provided any empirical support for this assertion. His assertion is supported by the Hay Group report's findings. The primary finding of the study was the high number of workers who quit because of the management's indifferent attitude towards "climate career development, appreciation, and other non-financial benefits"<sup>10</sup>.

It was recommended by a scholar that, in order to deter "poaching" of valuable people and reduce the allure of competitors, employees should implement compensation plans based on market leadership. While the government sets minimum wage criteria and enforces government benefit guidelines on social security, health, and pensions, trade unions employ cooperative discussions to create compensation programs. Lawsuits and fines follow noncompliance<sup>11</sup>. In addition to monetary compensations, official and verbal recognitions is also considered as a reward for a job well done

Another scholar posited that high-performance organisations (HPO) have long realised the significance of rewarding exceptional work with incentives and rewards that verify it<sup>12</sup>. Recognition programmes are thought to be an efficient way to reinforce organisational expectations and goals while also keeping staff motivated and productive. Appreciation and recognition are essential elements of a successful incentive programme.

Some of the rewards under any given reward system can also be grouped under extrinsic reward. The basic demands of having money to pay bills, feeling stable secure in one job, and being recognised are all covered by the extrinsic incentives. According to an expert, an extrinsic incentive is a benefit provided by the company and consists of perks like pay, status, job stability, and fringe benefits<sup>13</sup>. Extrinsic rewards are material benefits that are unrelated to the work that a person does for a living. These may relate to pay or salary,

bonuses, incentives, promotions, and job security. Another name for them is monetary rewards<sup>14</sup>.

Reward for performance, such as performance bonuses, job promotions, commissions, tips, gratitude, gifts, etc. are integral part of extrinsic rewards. This is why scholars defined extrinsic rewards as those that are external to the task of the job, such as pay, work conditions, fringe benefits, security, promotion, a contract of service, the work environment, and the condition of work<sup>15</sup>. It was noted that such tangible rewards are often determined at the organizational level and may be largely outside the control of individual managers. In his opinion, other things included are competitive salaries and wages, increments in pay, bonuses, and such indirect forms of payment. However, experts noted that caution must be exercised while applying an extrinsic reward system to employees. In his opinion, it is those within lower-level positions in the organization that are more susceptible to extrinsic motivational factors than those within higher-level positions<sup>16</sup>. This means that using cash rewards to entice highly-paid employees may not make them more satisfied with their jobs

The test of the first hypothesis shows that work environment has a statistically significant influence on job satisfaction among secretaries in public polytechnics in Oyo State. However, the breakdown suggests that other factors likely have a stronger influence. Various studies have corroborated this finding on the role of work environment on employee satisfaction. For instance, a study investigates the impact of work environment on job performance at Federal Polytechnic Mubi in Admawa state. The results show that the physical work environment, work incentives, supervisor assistance, and performance feedback all have a substantial impact on secretary job performance. As a result, it was

recommended that the management at Federal Polytechnic Mubi create a supportive work environment to boost employee performance<sup>17</sup>. In this study, the physical work environment is not as satisfactory as the psychological work environment which suggests an issue.

Another study investigated the influence of job demand and stress on interest and job satisfaction of professional secretaries in tertiary institutions in Bauchi State. The result revealed that the job demands and stress have significant influence on interest and job satisfaction of professional secretaries in tertiary institutions in Bauchi State, Nigeria<sup>18</sup>.

This means that job satisfaction of secretaries which is considered as very critical to achieving the goals of tertiary institutions could only be achieved in the presence of a favourable demands, effective job resources and management of stress. It was recommended that tertiary institutions where secretaries work should employ more secretaries to avoid the major sources of high job demands and stress affecting interest and job satisfaction of the secretaries. The seminars and workshops should also be conducted to secretarial staff on continuous basis to enable them update their digital skills and computer word processing skills.

Another form of environment is availability and comfortability of office utensils professionally called office ergonomics. A Nigerian study results indicated that office layout, office furniture, office lighting, and office temperature impact job performance. The hypotheses tested revealed that male and female Confidential Secretaries did not significantly differ in their views on the influence of office layout on job performance. However, there were significant differences between highly experienced and less experienced Confidential Secretaries regarding the perceived impact of office furniture on

job performance. Male and female Confidential Secretaries also differed significantly in their opinions on the influence of lighting on job performance. There was no significant difference in opinions on the influence of office temperature on job performance based on educational qualifications, nor was there a significant difference in views on the influence of noise on job performance based on grade level. Based on these findings, it is recommended that management in Government Ministries prioritize office ergonomics to create a conducive work environment that attracts, retains, and motivates employees<sup>19</sup>. Neglecting these principles could lead to reduced productivity and increased medical costs for employees.

In addition, the second hypothesis reveals that the reward systems in place does not have a significant influence on job satisfaction among secretaries in public polytechnics in Oyo State. This is contrary to what has been reported in other studies. For instance, a researcher examined factors that cause job satisfaction among secretaries in Nigerian. Based on the findings, the researcher concluded that there should be periodic upward review of secretaries' wages/salaries and other fringe benefits through collective bargaining process. More so, the economic realities of the time should be considered during the process. The issue of paying regular salaries to secretaries should be considered as a priority by the private organization<sup>20</sup>. This means that pay is a very important aspect of job satisfaction of secretaries.

Another study examined the role of wages and workplace condition affect worker productivity in a private enterprise. The population the study includes forty-person employee of the organisation. The researcher collected data through documentation

studies, interviews, and the distribution of questionnaires. Data analysis methods include the coefficient of determination, t test, f test, and multiple linear regression. The study's findings show that there is a significant and positive relationship between employee performance and compensation in the organisation, However the work environment has a negative and negligible impact on employee performance in that area. Simultaneously, it demonstrates that salary has a substantial influence on the employment environment in Mr. Samsudin's home industry<sup>21</sup>.

A study on the influence of salary, work facilities, and leadership factors on employee performance found that the trio of work facilities, and leadership factors on employee performance have influence on employee work performance. However, while the dominant influencing variable is the salary factor<sup>22</sup>. The issue is whether employee performance in government institutions is partially and simultaneously impacted by the compensation element, work facilities, and leadership style. It is aimed to determine which of the three elements most significantly affects worker performance. work environments, and management style on staff output in government agencies. The study's population consisted of 100 employees who work for government institutions. There are 85 responders in the research sample. approaches for gathering data with a questionnaire. The multiple regression analysis's findings indicate that employee performance is partially influenced by the variables of pay, workspace, and leadership style at the same time. However, the pay aspect is the most driving component.

Another study examined the influence of the reward system on employee job satisfaction with work motivation as an intervening variable. The results of this study indicate reward systems has significant influence on job satisfaction among the employee. Likewise, the

study found that with a significance value of  $0.00 < 0.05$ , the reward system variable has a positive and significant effect on work motivation. It can be concluded that the third hypothesis is rejected, meaning that work motivation is not significant effect on job satisfaction the direct effect of variable<sup>23</sup>. Another study aimed at examining the impact of reward systems on employee job satisfaction within the County Government of Nyeri. The findings indicated that the reward system accounted for approximately 11.3% of the job satisfaction among employees in the County Government of Nyeri.

There was a positive and statistically significant relationship between the reward system and employee satisfaction. The study recommended that the County Government review its staff rewards by comparing them with those in the private sector to enhance job satisfaction. It also suggested that the County Government implement transparent and comprehensive reward systems for effective employee satisfaction management. Additionally, non-monetary rewards, including recognition, training opportunities, and other personal development initiatives, should be adequately integrated into the county government's reward systems. Promotions and such rewards should be competitive, promoting meritocracy and eliminating favoritism<sup>24</sup>.

Furthermore, a study aims to determine the effect of the reward system, work motivation and job satisfaction on employee retention at Omsa Medic Jimbaran. Based on the research results, it can be seen that the reward system has a significant positive effect on employee retention, work motivation has a significant positive effect on employee retention, job satisfaction has a significant positive effect on employee retention. The suggestion in this study is that Omsa Medic Jimbaran is expected to provide appropriate rewards for improving employee performance, providing motivation to employees,

providing fostering good relations between employees and always being fair to all employees or not discriminating<sup>25</sup>.

A recent study focuses on understanding the effect of reward systems, organizational commitment and experience in terms of service length on employee performance and job satisfaction, impact of job satisfaction on employee performance and the mediating role of job satisfaction with respect to reward system, organizational commitment and experience in terms of service length on employee performance of the cellular sector of Pakistan. Data was collected through an adapted questionnaire by a sample of 325 managerial level employees of five major cellular operators of Pakistan. The study found a positive relationship among independent, mediating and dependent variables. Meaning that Organizational reward system, organizational commitment and experience, in terms of service length, have positive impact on job satisfaction and then job satisfaction also has a positive and significant relationship with the perception of employee performance<sup>26</sup>.

Reward system which consists of financial rewards and non-financial rewards has become essential to an organization in managing employees' performance. Motivated employees can be a significant factor in organizational success. When employees are motivated to work at higher levels of productivity, the organization as a whole will run more efficiently and is more effective at reaching its goals. Literature review of the previous studies has proven that a reward system can motivate and subsequently increase employees' performance. Reward system comes in many forms, for example, intrinsic rewards and extrinsic rewards. Thus, the organization must critically understand what types of reward system can motivate the employee to perform well in their job.

An investigative study on the effects of a reward system in an organization on employee performance was carried out. The results show that all variables have a significant impact on employees' performance. The results of this study can be used by the organization to improve its reward system and to ensure it could help in increasing the employees' performance<sup>27</sup>.

In Cameroun, a study finding revealed that, profit sharing had a significantly positive effect on employee commitment in manufacturing firms; flat rate systems had a significantly negative effect on employee work values in manufacturing firms; and collective bargaining reward systems had a significantly positive impact on employee cohesiveness in manufacturing firms. The study concluded that there is a positive link between reward systems and employee performance. This link creates an opportunity for employers to use reward system as a motivating factor to fine-tune employee behaviour towards efficiency and effectiveness. Based on the findings, it was recommended amongst others that reward systems for manufacturing firms should be designed such that employees are entitled to percentages of profit earned by the firm as a means of promoting productivity and group cohesiveness amongst employees. The study further advised that employees in manufacturing firms should not be paid fixed salaries as it could result in a high rate of tardiness and reluctance of employees within a group to put in anything more than the performance of an average performer in the group<sup>28</sup>.

The test of the third hypothesis reveals that while the combined influence of work environment and reward systems on job satisfaction of secretaries in public polytechnics in Oyo State is statistically significant, the work environment appears to be a more impactful predictor. Conversely, the reward system does not show a significant

contribution to job satisfaction in this context. Another study with a goal to find and analyse employee performance reactions to variables such as work environment, discipline, and leadership in Kenyan public service also touched on the role of reward system in employee satisfaction. The findings demonstrated that the work environment, discipline, and leadership had a substantial impact on employee performance at the directorate general of rural area development, the ministry of villages, disadvantaged area development, and transmigration<sup>29</sup>.

Another study that combines the two variables aims to determine the effect of compensation and work environment on employee performance. The results of this study indicate that compensation variables influence employee performance and partially with work environment variables and influence on employee performance. The reason for the partial influence was not stated however, both factors influence employee satisfaction<sup>30</sup>. This is supported by a study that applies quantitative methods and includes 40 employees as samples. Saturated sampling is used to determine the sample size. The data demonstrated that job motivation, work environment, and remuneration all had a significant and favourable impact on employee performance, either partially or simultaneously. The effect obtained means that work motivation, work environment, and compensation received have a significant influence on the performance of its employees, although it is necessary to increase certain aspects in order to improve and enhance the performance of the employees<sup>31</sup>.

The results of a related study also showed that the working environment influenced the performance of employees in the Secretariat of the DPRD Provision of West Sumatra. This means that if the environment is managed properly will result in comfort in working

so that it will be able to improve the performance of employees. Knowledge influences the performance of employees in the Secretariat of the DPRD Provision of West Sumatra. This shows that knowledge is high, the quality of performance produced will be better. Work Motivation (X3) affects the performance of employees in the Secretariat of the DPRD Provision of West Sumatra. This shows that Motivation will improve the quality of employee performance at the secretariat of DPRD Provision Sumatra Bara. Environment, Knowledge and Work Motivation together affect employee performance variables<sup>32</sup>. This shows that (Environment, Knowledge and Work Motivation) can improve the performance of employees of the Secretariat of DPRD provision Sumatra Bara<sup>33</sup>.

## Endnotes

1. S., Egenius, B., Triatmanto, & M. Natsir, *The effect of job satisfaction on employee performance through loyalty at Credit Union (CU) Corporation of East Kutai District, East Kalimantan*. **International Journal of Multicultural and Multireligious Understanding**, 7(10), 2020. 480-489.
2. H., Kurniawan Z. T., Rahmadi, & M. A. Wahyudi, *Effect of work environment and motivation on employee performance with job satisfaction as a mediation*. **International Journal of Social and Management Studies**, 3(3), 2022, 150-162.
3. S., Egenius, B., Triatmanto, & M. Natsir, *The effect of job satisfaction on employee performance through loyalty at Credit Union (CU) Corporation of East Kutai District, East Kalimantan*. **International Journal of Multicultural and Multireligious Understanding**, 7(10), 2020. 480-489.
4. Y., Badrianto, & M. Ekhsan, *Effect of work environment and job satisfaction on employee performance in pt. Nesinak industries*. **Journal of Business, Management, & Accounting**, 2(1). 2020.
5. M.C., Mawardi, *Alternative work arrangements, work environment, and job stress on job satisfaction and turnover intention*. **Golden Ratio of Human Resource Management**, 2(1), 2022. pp.27-39.
6. Y. B., Limbu, C., Jayachandran, & B. J. Babin, *Does information and communication technology improve job satisfaction? The moderating role of sales technology orientation*. **Industrial Marketing Management**, 43(7), 2014. 1236-1245.
7. C., Dietz, P., Bauermann, & H. Zacher, *Relationships between ICT use for task and social functions, work characteristics, and employee task proficiency and job satisfaction: does age matter?* **Merits**, 2(3), 2022. 224-240.
8. G., Oyovwe-Tinuoye, & A. S. Sambo, *Correlation of work environment and job satisfaction among library staff in federal university libraries of South-South, Nigeria*. **Journal of Library and Information Science Ambrose Alli Uuniversity Epoma Nigeria** Volume 24, (1), 2022
9. L. O., Ogiamien, & R. Izuagbe, *Impact of organisational and psychological factors on the job performance of personnel in private university libraries in South-South Nigeria*. **Open Access Library Journal**, 3(3), 2016. 1-14.

- 10 Y., Nasidi, A. G., Waziri, A. A., Sunday, & B. Y. Halim, *Influence of training and career development on employee engagement among non-academic staff of university*. **International Journal of Intellectual Discourse (IJID)**, 3(2), 2020. 383-395.
- 11 R., Sabuhari, A., Sudiro, D., Irawanto, & M. Rahayu, *The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance*. **Management Science Letters**, 10(8), 2020. 1775-1786.
- 12 P., Rinny, C. B., Purba, & U. T. Handiman, *The influence of compensation, job promotion, and job satisfaction on employee performance of Mercubuana University*. **International Journal of Business Marketing and Management (IJBMM)**, 5(2), 2020. 39-48.
- 13 T., San Ong, & B. H. Teh, *Reward system and performance within Malaysian manufacturing companies*. **World applied sciences journal**, 19(7), 2012., 1009-1017.
- 14 M., Ilic, & V. Lepojevic, *Rewarding top managers in the banking sector during the COVID 19 pandemic*. **The European Journal of Applied Economics**, 19(2). 2022.
- 15 I., Rugami, P., Wambua, & S. Mwatha, *Reward systems and employee performance in the print media sector in Kenya*. **European Journal of Business and Strategic Management**, 1(1), 2016. 100-116.
- 16 E. N., Mutiria, K., Ngugi, & T. Senaji, *Influence of reward system on performance of commercial state corporations in Kenya*. **Reviewed Journal International of Business Management**, 3(1), 2022. 101-109.
- 17 H. J. Umar, & N.A., Kaigama, *Influence of work environment on the job performance of the secretary*. **International Journal of Innovation Research and Advanced Studies**. 2024.
- 18 A., Samaila, I. Adamu, & A.D., Ahmed, *Influence of job demand and stress on interest and job satisfaction of professional secretaries in tertiary institutions In Bauchi State*. **AAU Journal of Business Educators**, 2(1), 2022. Pp.1-10.
- 19 K.O. Igwe, & J.N., Utebor, *Perceived Influences of Office Ergonomics on The Job Performance of Confidential Secretaries in Government Ministries in Ebonyi State*. **Nigerian Journal of Business Education (NIGJBED)**, 9(3), 2023. Pp.9-26.

- 20 A.O., Odusina, O.A. Dasaolu, & R.O., Agbonna, *Secretarial skills, motivational tools and secretaries' job effectiveness in private organizations*. **Sapientia Foundation Journal of Education, Sciences and Gender Studies**, 4(1). 2022.
- 21 A., Windianingsih, R.A., Sekarini, M.I. Yusri, & T.I., Kamal, *The Influence of Compensation and Working Environment on Employee Performance (Case Study of Mr. Samsudin's Home Industry)*. **International Journal of Integrative Sciences**, 2(12), 2023. Pp.2105-2116.
- 22 A., Bandonu, S.H., Nugroho, O.S. Suharyo, & A.K., Susilo, *The influence of salary, work facilities, and leadership factors on employee performance*. **Journal of Theoretical and Applied Information Technology**, 100(21), 2022. Pp.6311-6321.
- 23 S. Martinr, & M., Uribe, *The influence of reward system on employee job satisfaction with work motivation as intervening variables (Case Study on Employees of Medical Department United States)*. **Medalion Journal: Medical Research, Nursing, Health and Midwife Participation**, 2(2), 2021. Pp.53-71.
- 24 B., Wangechi, S.A.N.G. Anne, & D.N.U., Kiragu, *Role of reward systems on job satisfaction of employees in the county government of Nyeri, Kenya*. **International Journal of Academic Research in Accounting, Finance and Management Science**, 2018.
- 25 K.M.T.U. Putri, & I.G.A.D., Adnyani, *The effect of reward system, job motivation, and job satisfaction on employee retention*. **American Journal of Humanities and Social Sciences Research (AJHSSR)**, 5(6), 2021. Pp.58-65.
- 26 H.G.A. Khan, & M., Afzal, *The effect of reward systems, organizational commitment and experience on job satisfaction with respect to employee's perceived performance*. **NUML International Journal of Business & Management**, 11(2), 2016. Pp.35-49.
- 27 N. A., Noorazem, S., Md Sabri, & E. N. Mat Nazir, *The effects of reward system on employee performance*. **Jurnal Intelek**, 16(1), 2021. 40-51.
- 28 W. T., Ngwa, B. S., Adeleke, E. K., Agbaeze, N. C., Ghasi, & B. O. Imhanrenialena, *Effect of reward system on employee performance among selected manufacturing firms in the Litoral region of Cameroon*. **Academy of Strategic Management Journal**, 18(3), 2019. 1-16
- 29 A., Hamid, S. Riyanto, & M.B., Universitay, *The reactions over employee's performance viewed from work environment, discipline, and leadership variables at*

- directorate general development of rural areas of the ministry of village, regional development and transmigration. International Journal of Innovative Science and Research Technology*, 5(4), 2020. Pp.1049-1056.
- 30 M., Magito, *The effect of compensation and work environment to employee performance of PT ASS. Dinasti International Journal of Management Science*, 2(1), 2020. Pp.12-25.
- 31 S.N.B., Pangabea, N.D. Dirbawanto, & O.M., Siregar, *The effect of work motivation, work environment, and compensation on employee performance at bank Btn Medan branch office. Journal Of Humanities, Social Sciences and Business*, 2(1), 2022. Pp.144-161.
- 32 E.H., Tania, L., Novelia, Y. Herlinda, & M., Fitria, *Factors that affect the performance of employees in the secretariat of the DPRD Of West Sumatra Province. Asian Journal of Social and Management Technology*, 3(2), 2021. Pp.30-36.
- 33 A., Wahet, S. Widagdo, & A.H., Prastyowati, *The effect of work environment, work facilities and work motivation on employee performance at the DPRD Secretariat Bondowoso Regency. ABM: International Journal of Administration, Business and Management*, 2(1), 2020. Pp.29-45.

## **Chapter Five**

### **Conclusion**

This chapter concludes the study. It outlines the conclusion, recommendations and outlines the contributions of the study to existing body of knowledge.

#### **5.1 Summary of Findings**

The findings of the study can be summarised as follows;

There was a moderate level of job satisfaction among secretaries in public polytechnics. However, there are some areas for improvement. While they express high satisfaction in areas like collaboration with co-workers, fairness in organizational policies, and the meaningfulness of their work, there is room for improvement in empowerment, autonomy, and opportunities for career advancement. These factors, especially the motivational ones, may require attention from management to enhance job satisfaction further.

Similarly, there was a moderate level of satisfaction with the work environment among secretaries in public polytechnics in Oyo State. The breakdown shows that the psychological aspects of the work environment, such as relationships with colleagues and supervisors, generally show more positive feedback.

There was a poor perception of the existing reward system among the respondents. Particularly, salary and benefits are viewed less favourably, with learning and development scoring somewhat higher. This suggests that while the organization may be providing opportunities for professional growth, improvements in compensation and benefits are needed to enhance overall job satisfaction.

Work environment has a statistically significant influence on job satisfaction among secretaries in public polytechnics in Oyo State. However, the breakdown suggests that other factors likely have a stronger influence.

In addition, the second hypothesis reveals that the reward systems in place does not have a significant influence on job satisfaction among secretaries in public polytechnics in Oyo State.

It was also revealed that, while the combined influence of work environment and reward systems on job satisfaction of secretaries in public polytechnics in Oyo State is statistically significant, the work environment appears to be a more impactful predictor. Conversely, the reward system does not show a significant contribution to job satisfaction in this context.

## **5.2 Conclusion**

The study investigated job satisfaction among secretaries in public polytechnics in Oyo State, focusing on the influence of the work environment and reward systems. The findings revealed a moderate level of overall job satisfaction, with secretaries expressing high satisfaction in areas such as collaboration with co-workers, fairness in organizational policies, and the meaningfulness of their work. However, there are areas for improvement, particularly in empowerment, autonomy, and career advancement opportunities, which appear to be motivational factors requiring managerial attention. The study also identified dissatisfaction with the existing reward system, particularly in the areas of salary and benefits. Learning and development scored somewhat higher, indicating that while professional growth opportunities are present, the organization needs to focus on

improving compensation and benefits to increase job satisfaction. The study finding is insightful in that it finds moderate level of job satisfaction among the respondents despite dissatisfaction with the physical work environment and the reward system. The study has shown that, while secretaries can cope with less than ideal reward system, an uncondusive physical working environment would lead to job dissatisfaction.

### **5.3 Recommendations**

In line with the findings of this study the following recommendations were made:

1. Public polytechnics should create more structured career advancement paths for secretaries. This would empower secretaries, provide them with a sense of personal and professional growth, and contribute to higher job satisfaction.
2. The management of public polytechnics should review and improve the salary structure and benefits packages. Competitive remuneration, aligned with industry standards, will help increase satisfaction and reduce turnover rates.
3. Management should continue to improve the work environment by ensuring adequate tools and resources are available. A focus on creating a more comfortable and safe work environment can further enhance job satisfaction.
4. In line with the impact of work environment on job satisfaction, it is important for management to conduct a holistic evaluation of the work environment and conduct regular improvement exercises, particularly on the physical work environment which was found to be less than satisfactory.
5. While the reward system shows no significant influence on job satisfaction, there is still need for management to re-evaluate and improve the existing reward

system. This is because valuable employees can easily be attracted away by an offer of better reward which can have negative impact on organisational efficiency.

6. Public polytechnics should continue to invest in skill development and offer sponsorship for professional courses to ensure that employees feel valued and equipped for career advancement.

#### **5.4 Contribution to Knowledge**

This study has made some contributions to the existing body of knowledge. This study adds to the understanding of the dynamics of job satisfaction by emphasizing the importance of work environment and reward systems, particularly in public polytechnics. It shows that job satisfaction is a multifaceted concept influenced by both motivational factors and the physical work setting. The findings support Herzberg's Two-Factor Theory of Motivation by highlighting that hygiene factors (such as salary and benefits) do not significantly improve job satisfaction but their absence can lead to dissatisfaction. On the other hand, motivational factors like career advancement, empowerment, and meaningful work were shown to be critical for improving job satisfaction. Empirically, this study provides quantitative evidence that, in the context of public polytechnics, the work environment has a stronger influence on job satisfaction than the reward system. This is particularly important for policymakers and administrators seeking to design strategies for improving employee satisfaction and retention.

#### **5.5 Suggested Areas for Further Studies**

Future studies can focus on the following areas:

- i. The role of leadership styles in enhancing job satisfaction among secretaries in higher education institutions.
- ii. A comparative study of job satisfaction among administrative staff in public and private higher education institutions
- iii. The impact of digitalization and automation on job satisfaction in administrative roles in higher education

## Bibliography

### Books

- Armitage, L. A., & Amar, J. H. N. *Person-Environment Fit Theory: Application to the design of work environments*. In *A handbook of theories on designing alignment between people and the office environment*, Routledge. 2021. pp. 14-26.
- Alameeri, K., Alshurideh, M., Al Kurdi, B., & Salloum, S. A. *The effect of work environment happiness on employee leadership*. In *Proceedings of the international conference on advanced intelligent systems and informatics 2020* (Springer International Publishing. 2021. pp. 668-680.
- Beck-Krala, E., *Total rewards*. *Encyclopedia of Sustainable Management*, Springer, Cham 2020. pp.1-9.
- Judge, A., Zhang, S. C. & Glerum, D. R. "Job satisfaction." *Essentials of job attitudes and other workplace psychological constructs*. Routledge, 2020: 207-241.
- Judge, T. A., Zhang, S. C., & Glerum, D. R. *Job satisfaction. Essentials of job attitudes and other workplace psychological constructs*, Routledge, 2020. 3-12.
- Ochogwu, M. G. *Continuing education for effective delivery of library and information services for all in the 21st Century. An introductory text to the library and information professions*. Makurdi: Climax Graphics and Publishers Ltd. 2016. P. 97

### Conference Proceedings

- Klindžić, M., Braje, I. N., & Nožica, I. *The challenge of attracting and retaining tech professionals—applying total rewards perspective*. In *Proceedings of FEB Zagreb International Odyssey Conference on Economics and Business*. University of Zagreb, Faculty of Economics and Business. Vol. 4, No. 1, 2022, pp. 851-864
- Parashakti, R. D., Fahlevi, M., Ekhsan, M., & Hadinata, A. *The influence of work environment and competence on motivation and its impact on employee performance in health sector*. In *3rd Asia Pacific International Conference of Management and Business Science (AICMBS 2019)* Atlantis Press. 2020, pp. 259-267.
- Indasari, S., Haruna, B., Gunawan, H., Muhammad, Z., Lionardo, A., Umanailo, A.R. & Umanailo, M.C.B., *The influence of human resource management and the work environment on employee performance through the quality of human resources at the Regional Secretariat of Bantaeng Regency*. *Proceedings of the First Australian International Conference on Industrial Engineering and Operations Management*, Sydney, Australia, December 20-22, 2022

## Internet Sources

- Ayoko, O., & Ashkanasy, N. *Organizational behaviour and the physical environment*. 2019. Available: <https://doi.org/10.4324/9781315167237>.
- Duggan, T. *Difference between training and management development*. 2017. available [smallbusiness.chron.com/difference-between-trainingmanagement-development-40117.html](http://smallbusiness.chron.com/difference-between-trainingmanagement-development-40117.html).
- Hung, D. *Conducive work environment*. 2018. available SmallBizDaily. <https://www.smallbizdaily.com>.
- Kokemuller, N. *What are internal and external environmental factors that affect business?* Hearst Newspaper, LLC. 2017.

## Journal Articles

- Abdelwahed, N. A. A., & Doghan, M. A. A. *Developing employee productivity and performance through work engagement and organizational factors in an educational society*. **Societies**, 13(3), 2023. 65.
- Abdu, G. *Developing an observational technique of assessing and identifying ergonomic and health risk factors associated with office work: A study of selected offices in three State-owned tertiary institutions of Katsina State in Nigeria*. **International Journal of Science and Healthcare Research**, 2(2); 2017. 1-23
- Ahakwa, I., Yang, J., Tackie, E. A., & Atingabili, S. *The influence of employee engagement, work environment and job satisfaction on organizational commitment and performance of employees: a sampling weights in PLS path modelling*. **SEISENSE Journal of Management**, 4(3), 2021. 34-62.
- Akpa, V. O., Asikhia, O. U., & Nneji, N. E. *Organizational culture and organizational performance: A review of literature*. **International Journal of Advances in Engineering and Management**, 3(1), 2021. 361-372.
- Ali, B. J., & Anwar, G. *An empirical study of employees' motivation and its influence job satisfaction*. **International Journal of Engineering, Business and Management**, 5(2), 2021. 21-30.
- Al-Omari, K. and Okasheh, H. *The influence of work environment on job performance: A case study of engineering company in Jordan*. **International Journal of Applied Engineering Research** 12.24: 2017. 15544-15550.

- Alrawahi, S., Sellgren, S. F., Altouby, S., Alwahaibi, N., & Brommels, M. *The application of Herzberg's two-factor theory of motivation to job satisfaction in clinical laboratories in Omani hospitals.* **Heliyon**, 6(9). 2020.
- Amin, F. A. B. M. *A review of the job satisfaction theory for special education perspective.* **Turkish Journal of Computer and Mathematics Education (TURCOMAT)**, 12(11), 2021. 5224-5228.
- Amri, A. R., Ribhan, A. A., & Ahadiat, A. *The influence of job satisfaction and psychological well-being on turnover on hospital employees.* **Syntax Literate; Jurnal Ilmiah Indonesia**, 7(2), 2022. 2677-2684.
- Andreas, D., *Employee performance: The effect of motivation and job satisfaction.* **PRODUKTIF: Jurnal Kepegawaian dan Organisasi**, 1(1), 2022. pp.28-35.
- Ardista, R. & Marpaung, N.N., *Relationship of work environment and employee performance: study at PT. Energia Transmedia.* **International Journal of Education, Information Technology, And Others**, 5(2), 2022. Pp.301-316.
- Aryata, I.M., Tua, R.B.M. And Manik, C.D., *analysis of the influence of the work environment and rewards on employee performance at PT. MIFA Bersaudara Jakarta.* **Indonesian Journal of Interdisciplinary Research in Science and Technology**, 1(7), 2023. Pp.669-680.
- Aswan, A., Anitra, V., & Anam, K. *The Effect of Rewards on Employee Performance in the Future New Normal At Pt. Slj Global Tbk in Samarinda City.* In **Operations Research: International Conference Series** Vol. 3, No. 2, 2022, pp. 74-78.
- Aung, Z. M., San Santoso, D., & Dodanwala, T. C. *Effects of demotivational managerial practices on job satisfaction and job performance: Empirical evidence from Myanmar's construction industry.* **Journal of Engineering and Technology Management**, 67, 2023. 101730.
- Badrianto, Y., & Ekhsan, M. *Effect of work environment and job satisfaction on employee performance in pt. Nesinak industries.* **Journal of Business, Management, & Accounting**, 2(1). 2020.
- Baloch, Q., Maher, S., Iqbal, N., Shah, S., Sheeraz, M., Raheem, F., & Khan, K. *Role of organizational environment in sustained organizational economic performance.* **Bus. Process. Manag. J.**, 28, 2021. 131-149. <https://doi.org/10.1108/bpmj-02-2021-0084>.
- Bandonu, A., Nugroho, S.H., Suharyo, O.S. & Susilo, A.K., *The Influence of Salary, Work Facilities, And Leadership Factors on Employee Performance.* **Journal Of Theoretical and Applied Information Technology**, 100(21), 2022. Pp.6311-6321.

- Basalamah, S.A., *The role of work motivation and work environment in improving job satisfaction*. **Golden Ratio of Human Resource Management**, 1(2), 2021. pp.94-103.
- Bhanu, M. V. V., & Babu, P. S. *Impact of work environment and job stress towards job satisfaction*. **IOSR Journal of Business and Management (IOSR-JBM)**, 20(2), 2018. 01-07.
- Bhatt, N., Chitranshi, J., & Mehta, M. *Testing Herzberg's two factor theory on millennials*. **Cardiometry**, (22), 2022. 231-236.
- Bulińska-Stangrecka, H., & Bagieńska, A. *The role of employee relations in shaping job satisfaction as an element promoting positive mental health at work in the era of COVID-19*. **International journal of environmental research and public health**, 18(4), 2021. 1903.
- Burbar, M.Y., *The impact of work environment on employees' performance in banking sector in Palestine*. **International Business Research**, 14(8), 2021. pp.85-99.
- Chandra, H., Purwati, A.A. And Deli, M.M., *Analysis of Incentives, Leadership and Work Environment in Improving Employee Performance*. **International Journal of Information System and Innovation Management (IJISIM)**, 1(1), 2023. Pp.12-19.
- Chen, C., Ding, X., & Li, J. *Transformational leadership and employee job satisfaction: The mediating role of employee relations climate and the moderating role of subordinate gender*. **International Journal of Environmental Research and Public Health**, 19(1), 2021. 233.
- da Cruz Carvalho, A., Riana, I. G., & Soares, A. D. C. *Motivation on job satisfaction and employee performance*. **International research journal of management, IT and social sciences**, 7(5), 2020. 13-23.
- Díaz-Carrión, R., Navajas-Romero, V., & Casas-Rosal, J. C. *Comparing working conditions and job satisfaction in hospitality workers across Europe*. **International Journal of Hospitality Management**, 90, 2020. 102631.
- Dietz, C., Bauermann, P., & Zacher, H. *Relationships between ICT use for task and social functions, work characteristics, and employee task proficiency and job satisfaction: does age matter?* **Merits**, 2(3), 2022. 224-240.
- Došenović, D., *Employee reward systems in organizations*. **Economics**, 4(1), 2016. pp.107-118.
- Edward, Y. R., & Purba, K. *The effect analysis of emotional intelligence and work environment on employee performance with organizational commitment as intervening variables in PT Berkas Bima Sentana*. **Budapest International**

**Research and Critics Institute-Journal (BIRCI-Journal)** Vol, 3(3), 2020. 1552-1563.

Egenius, S., Triatmanto, B., & Natsir, M. *The effect of job satisfaction on employee performance through loyalty at Credit Union (CU) Corporation of East Kutai District, East Kalimantan.* **International Journal of Multicultural and Multireligious Understanding**, 7(10), 2020. 480-489.

Ekstrand, S. E Mari, & Sigrid D. *Front and backstage in the workplace: an explorative case study on activity-based working and employee perceptions of control over work-related demands.* **Journal of Facilities Management** 14(2), 2018. 112-119.

Erlangga, H., S, S., & Erlangga, H. *The effect of organizational commitment and work environment on job satisfaction and teachers performance.* **Turkish Journal of Computer and Mathematics Education**, 12(7), pp.109-117. 12, 2021. 109-117. <https://doi.org/10.17762/TURCOMAT.V12I7.2550>.

Escobar, B., Salazar, C., Caicedo, J., & Sanchez, W. *Work climate as a determining factor in organizational commitment.* **Universidad Ciencia y Tecnología.** 2022. <https://doi.org/10.47460/uct.v26i114.591>.

Esione, U. O., Osita, F. C., & Chigbo, D. *Effects of reward on performance of workers in the nigerian public sector.* **International Journal of Trend in Scientific Research and Development (IJTSRD)**, 4(2), 2020. 409-424.

Eyo, E.B., *Work environment, staff development and personal variables as contributors to job performance of library personnel in public universities in South-South, Nigeria.* **Journal of Library Services and Technologies**, 6(1), 2024. pp.15-25.

Francis, F., Zirra, C. T. O., & Mambula, C. J. *Reward system as a strategy to enhance employees performance in an organization.* **Archives of Business Review–Vol, 8(6).** 2020.

Frimayasa, A., Windayanti, W., Fathiani, F., Rahmat, R., & Febrian, W. D. *Effect of Reward and Punishment on Employee Performance.* **International Journal of Social and Management Studies**, 2(3), 2021. 179-186.

Girdwichai, L., & Sriviboon, C. *Employee motivation and performance: Do the work environment and the training matter?* **Journal of Security & Sustainability Issues**, 9. 2020.

Guan, Y., Deng, H., Fan, L. and Zhou, X., *Theorizing person-environment fit in a changing career world: Interdisciplinary integration and future directions.* **Journal of Vocational Behavior**, 126, 2021. p.103557.

Hamid, A., Riyanto, S. & Universitay, M.B., *The reactions over employee's performance viewed from work environment, discipline, and leadership variables at directorate general development of rural areas of the ministry of village, regional development*

*and transmigration. International Journal of Innovative Science and Research Technology*, 5(4), 2020. Pp.1049-1056.

Hee, O. C., Ong, S. H., Ping, L. L., Kowang, T. O., & Fei, G. C. *Factors influencing job satisfaction in the higher learning institutions in Malaysia. International Journal of Academic Research in Business and Social Sciences*, 9(2), 2019. 10-20.

Huang, X., Wang, L., Dong, X., Li, B., & Wan, Q. *Effects of nursing work environment on work-related outcomes among psychiatric nurses: A mediating model. Journal of Psychiatric and Mental Health Nursing*, 28(2), 2021, 186-196.

Idris, I., Adi, K. R., Soetjipto, B. E., & Supriyanto, A. S. *The mediating role of job satisfaction on compensation, work environment, and employee performance: Evidence from Indonesia. Entrepreneurship and Sustainability Issues*, 8(2), 2020. 735.

Igwe, K. O., & Utebor, J. N. *Perceived influences of office ergonomics on the job performance of confidential secretaries in government ministries in Ebonyi state. Nigerian Journal of Business Education (NIGJBED)*, 9(3), 2023. 9-26.

Ilic, M., & Lepojevic, V. *Rewarding top managers in the banking sector during the COVID 19 pandemic. The European Journal of Applied Economics*, 19(2). 2022.

Irfan, M., *The influence of work discipline, work motivation and leadership style on employee performance. International Journal of Service Science, Management, Engineering, and Technology*, 2(1), 2022. pp.31-36.

Ismael, Z.N., *Project team management: the significance of various leadership approaches in work environments when managing ICT project teams. International Journal of Advanced Engineering, Management and Science*, 8(11). 2022.

Janczewski, C., Mersky, J., & Lee, C. *a brief measure of work environment for human service organizations. Human Service Organizations: Management, Leadership & Governance*, 45, 2021. 479 - 492.  
<https://doi.org/10.1080/23303131.2021.1915438>.

Jeeta, S., *The mediating role of needs satisfaction on the relationship between total rewards satisfaction and retention: a proposed model. Organizational psychology*, 11(3), 2021. pp.153-167.

Jeni, F.A., Mutsuddi, P. And Das, S., *The Impact of Rewards on Employee Performance: A Study of Commercial Banks in Noakhali Region. Journal Of Economics, Management and Trade*, 26(9), 2020. Pp.28-43.

Jessica, N., Afifah, N., Daud, I., & Pebrianti, W. *The effect of work environment and work-life balance on job satisfaction: work stress as a mediator. Journal of Economics, Management and Trade*, 29(1), 2023. 54-65.

- Karami, A., Dolatabadi, H. R., & Rajaeepour, S. *Analyzing the effectiveness of reward management system on employee performance through the mediating role of employee motivation case study: Isfahan Regional Electric Company. International Journal of Academic Research in Business and Social Sciences*, 3(9), 2013. 327.
- Katebi, A., HajiZadeh, M. H., Bordbar, A., & Salehi, A. M. *The relationship between “job satisfaction” and “job performance”: A meta-analysis. Global Journal of Flexible Systems Management*, 23(1), 2022. 21-42.
- Kertabudi, I.S., *Effect of organizational commitment and job satisfaction on employee’s performance at Cibabat Hospital, Cimahi City West Java. Universal Journal*, 8(3). 2021.
- Khan, H.G.A. & Afzal, M., *The Effect of Reward Systems, Organizational Commitment and Experience on Job Satisfaction with Respect to Employee's Perceived Performance. NUML International Journal of Business & Management*, 11(2), 2016. Pp.35-49.
- Kumari, A., Kaur, T., Ranjan, P., Chopra, S., Sarkar, S., & Baitha, U. *Workplace violence against doctors: characteristics, risk factors, and mitigation strategies. Journal of postgraduate medicine*, 66(3), 2020. 149-154.
- Kurniawanto, H., Rahmadi, Z. T., & Wahyudi, M. A. *Effect of work environment and motivation on employee performance with job satisfaction as a mediation. International Journal of Social and Management Studies*, 3(3), 2022, 150-162.
- Lewis, M. B., Olowo, B. F., & Okotoni, C. A. *Job satisfaction and interpersonal relation: a determinant of job performance of academic staff of colleges of education in Lagos State, Nigeria. IJIET (International Journal of Indonesian Education and Teaching)*, 4(2), 2020. 316-331.
- Limbu, Y. B., Jayachandran, C., & Babin, B. J. *Does information and communication technology improve job satisfaction? The moderating role of sales technology orientation. Industrial Marketing Management*, 43(7), 2014. 1236-1245.
- Lyman, B., Biddulph, M., Hopper, V., Horton, M., Mendon, C., Thorum, K., & Smith, E. *Creating a work environment conducive to organizational learning. Journal of continuing education in nursing*, 52 6, 2021. 281-285. <https://doi.org/10.3928/00220124-20210514-07>.
- Mackey, J. D., McAllister, C. P., Ellen III, B. P., & Carson, J. E. *A meta-analysis of interpersonal and organizational workplace deviance research. Journal of Management*, 47(3), 2021. 597-622.
- Magito, M., *The Effect of Compensation and Work Environment to Employee Performance of PT ASS. Dinasti International Journal of Management Science*, 2(1), 2020. Pp.12-25.

- Mahmood Aziz, H., Jabbar Othman, B., Gardi, B., Ali Ahmed, S., Sabir, B. Y., Burhan Ismael, N., ... & Anwar, G. *Employee commitment: The relationship between employee commitment and job satisfaction*. **Journal of Humanities and Education Development**, 3(3), 2021. 54-66.
- Mao, C. *Work environment affecting organizational effectiveness in a vocational college in Guang Dong China*. **International Journal of Science and Research (IJSR)**. 2023. <https://doi.org/10.21275/sr23908125610>.
- Martin, S., & Uribe, M. *The influence of reward system on employee job satisfaction with work motivation as intervening variables (Case Study on Employees of Medical Department United States)*. **Medalion Journal: Medical Research, Nursing, Health and Midwife Participation**, 2(2), 2021. 53-71.
- Martono, S., Khoiruddin, M. & Wulansari, N.A., *Remuneration reward management system as a driven factor of employee performance*. **International Journal of Business & Society**, 19. 2018.
- Mathew, J., & Nair, S. *Psychological empowerment and job satisfaction: A meta-analytic review*. **Vision**, 26(4), 2022. 431-440.
- Mawardi, M.C., *Alternative work arrangements, work environment, and job stress on job satisfaction and turnover intention*. **Golden Ratio of Human Resource Management**, 2(1), 2022. pp.27-39.
- Meilani, Y. F. C. P., & Barry, R. R. *Reward System, Healthy Organizational Culture to Employee Performance with Motivation as Mediating in Indonesia's Higher Education During Pandemic COVID-19*. **Jurnal Ad'ministrare**, 8(2), 2021. 455-466.
- Mulievi, P. S. R. N., & Egessa, L. D. R. *Relationship between Reward Management Practices and Employee Job Satisfaction in Vihiga County Government, Kenya*. **Int. J. of Multidisciplinary and Current research**, 9. 2021.
- Munene, E. C., & Kibisu, P. A. *Effect of reward systems on employees' achievement of targets in the semi-autonomous government agencies: A Case Study of Migori Sub-County*. **International Journal for Innovation Education and Research**. 2(11): 2014;184-208.
- Mutiria, E. N., Ngugi, K., & Senaji, T. *Influence of reward system on performance of commercial state corporations in Kenya*. **Reviewed Journal International of Business Management**, 3(1), 2022. 101-109.
- Nasidi, Y., Waziri, A. G., Sunday, A. A., & Halim, B. Y. *Influence of Training and Career Development on Employee Engagement among non academic staff of university*. **International Journal of Intellectual Discourse (IJID)**, 3(2), 2020. 383-395.

- Ngwa, W. T., Adeleke, B. S., Agbaeze, E. K., Ghasi, N. C., & Imhanrenialena, B. O. *Effect of reward system on employee performance among selected manufacturing firms in the Litoral region of Cameroon.* **Academy of Strategic Management Journal**, 18(3), 2019. 1-16.
- Noorazem, N.A., Md Sabri, S. & Mat Nazir, E.N., *The Effects of Reward System on Employee Performance.* **Jurnal Intelek**, 16(1), 2021. Pp.40-51.
- Noori, A., Said, H., Orfan, S., & Anis, S. *The influence of school climate on high school teachers' job satisfaction in a conflict-affected country.* **International Journal of Evaluation and Research in Education (IJERE)**. 2024. <https://doi.org/10.11591/ijere.v13i1.22890>.
- Obiaga, J.C. & Itakpe, S.O., *Reward System and Employee Performance in The Oil and Gas Industry in Rivers State.* **International Journal of Innovative Science and Research Technology**, 6(7), 2021. Pp.165-178.
- Odiachi, R.A., *Work environment and job performance variable as factors influencing library personnel turnover intentions in private university libraries in South-South, Nigeria.* **Ghana Library Journal**, 27(2), 2022. pp.154-167.
- Odunayo, H.A., *Staff training and compensation plan as predictors of teacher's job performance in public secondary schools, Lagos State.* **Ilorin Journal of Education**, 44(2), 2024. pp.1-10.
- Odusina, A.O., Dasaolu, O.A. & Agbonna, R.O., *Secretarial skills, motivational tools and secretaries' job effectiveness in private organizations.* **Sapientia Foundation Journal of Education, Sciences and Gender Studies**, 4(1). 2022.
- Ogiamien, L. O., & Izuagbe, R. *Impact of organisational and psychological factors on the job performance of personnel in private university libraries in South-South Nigeria.* **Open Access Library Journal**, 3(3), 2016. 1-14.
- Omar, M. S., Rafie, N., & Selo, S. A. *Job satisfaction influence job performance among polytechnic employees.* **International Journal of Modern Trends in Social Sciences**, 3(14), 2020. 39-46.
- Oyovwe-Tinuoye, G., & Sambo, A. S. *Correlation of work environment and job satisfaction among library staff in federal university libraries of South-South, Nigeria.* **Journal of Library and Information Science Ambrose Alli Uuniversity Epoma , Nigeria** Volume 24, (1), 2022
- Pangabean, S.N.B., Dirbawanto, N.D. & Siregar, O.M., *The effect of work motivation, work environment, and compensation on employee performance at bank Btn Medan branch office.* **Journal Of Humanities, Social Sciences and Business**, 2(1), 2022. Pp.144-161.

- Pramono, A. C., & Prahiawan, W. *Effect of training on employee performance with competence and commitment as intervening*. **Aptisi Transactions on Management**, 6(2), 2022. 142-150.
- Putra, A., Hariani, M., Nurmalasari, D., Irfan, M., & Hakim, Y. *Role of work environment and organizational culture to job performance*. **Journal of Islamic Economics Perspectives**. 2020. <https://doi.org/10.35719/jiep.v1i2.20>.
- Putri, K.M.T.U. & Adnyani, I.G.A.D., *The Effect of Reward System, Job Motivation, And Job Satisfaction on Employee Retention*. **American Journal of Humanities and Social Sciences Research (AJHSSR)**, 5(6), 2021. Pp.58-65.
- Rachman, M. M. *The impact of work stress and the work environment in the organization: how job satisfaction affects employee performance?*. **Journal of Human Resource and Sustainability Studies**, 9(2), 2021. 339-354.
- Rai, R., Thekkekara, J. V., & Kanhare, R. *Herzberg's two factor theory: A study on nurses's motivation*. **RGUHS Journal of Allied Health Sciences**, 1(1). 2021.
- Rinny, P., Purba, C. B., & Handiman, U. T. *The influence of compensation, job promotion, and job satisfaction on employee performance of Mercubuana University*. **International Journal of Business Marketing and Management (IJBMM)**, 5(2), 2020. 39-48.
- Riyanto, S., Endri, E., & Herlisha, N. *Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement*. **Problems and Perspectives in Management**, 19(3), 2021. 162.
- Rugami, I., Wambua, P., & Mwatha, S. *Reward systems and employee performance in the print media sector in Kenya*. **European Journal of Business and Strategic Management**, 1(1), 2016. 100-116.
- Sabuhari, R., Sudiro, A., Irawanto, D., & Rahayu, M. *The effects of human resource flexibility, employee competency, organizational culture adaptation and job satisfaction on employee performance*. **Management Science Letters**, 10(8), 2020. 1775-1786.
- Saluy, A.B., Prawira, B. & Buntaran, D.F.A.A., *The Influence of Leadership, Working Culture, And Working Environment for The Ministry of Administrative Reform and Bureaucracy*. **International Journal of Business and Economic Affairs**, 4(5), 2019. Pp.224-234.
- Samaila, A., Adamu, I. & Ahmed, A.D., *Influence of job demand and stress on interest and job satisfaction of professional secretaries in tertiary institutions In Bauchi State*. **AAU Journal of Business Educators**, 2(1), 2022. Pp.1-10.

- San Ong, T., & Teh, B. H. *Reward system and performance within Malaysian manufacturing companies*. **World applied sciences journal**, 19(7), 2012., 1009-1017.
- Sanjeev, M. A., & Surya, A. V. *Two factor theory of motivation and satisfaction: An empirical verification*. **Annals of Data Science**, 3(2), 2016, 155-173.
- Setiawan, M.A. & Mardiana, N., *The Effect of Motivation and Reward System on Employee Performance with Commitment as a mediation variable*. **International Journal of Science, Technology & Management**, 3(2), 2022. Pp.563-573.
- Shammout, M., *The impact of work environment on employee's performance*. **International Research Journal of Modernization in Engineering Technology and Science**, 3(11), 2021 Pp.78-101.
- Sugiarti, E. *The influence of training, work environment and career development on work motivation that has an impact on employee performance at PT. Suryamas Elsindo Primatama in West Jakarta*. **International Journal of Artificial Intelligence Research**, 6(1), 2022. 1-11.
- Sunarsi, D. *The analysis of the work environmental and organizational cultural impact on the performance and implication of the work satisfaction*. **Scientific Journal of Public Administration Science: Journal of Public Administration Thought and Research**. 2019 Dec;9(2):237-46. <https://doi.org/10.26858/jiap.v9i2.11761>.
- Suprapti, S., Astuti, J. P., Sa'adah, N., Rahmawati, S. D., Astuti, R. Y., Sudargini, Y., & Khasanah, N. E. *The effect of work motivation, work environment, work discipline on employee satisfaction and public health center performance*. **Journal of Industrial Engineering & Management Research**, 1(2), 2020. 153-172.
- Szromek, A. R., & Wolniak, R. *Job satisfaction and problems among academic staff in higher education*. **Sustainability**, 12(12), 2020. 4865.
- Taheri, R. H., Miah, M. S., & Kamaruzzaman, M. *Impact of working environment on job satisfaction*. **European Journal of Business and Management Research**, 5(6). 2020.
- Tania, E.H., Novelia, L., Herlinda, Y. & Fitria, M., *Factors that affect the performance of employees in the secretariat of the DPRD Of West Sumatra Province*. **Asian Journal of Social and Management Technology**, 3(2), 2021. Pp.30-36.
- Thant, Z. M., & Chang, Y. *Determinants of public employee job satisfaction in Myanmar: Focus on Herzberg's two factor theory*. **Public Organization Review**, 21(1), 2021. 157-175.
- Tleuken, A., Turkyilmaz, A., Sovetbek, M., Durdyev, S., Guney, M., Tokazhanov, G., & Karaca, F. *Effects of the residential built environment on remote work productivity*

*and satisfaction during COVID-19 lockdowns: An analysis of workers' perceptions.* **Building and Environment**, 219, 2022. 109234.

Umar, H.J. & Kaigama, N.A., *Influence of work environment on the job performance of the secretary.* **International Journal of Innovation Research and Advanced Studies**. 2024.

Wahet, A., Widagdo, S. & Prastyowati, A.H., *The effect of work environment, work facilities and work motivation on employee performance at the DPRD Secretariat Bondowoso Regency.* **ABM: International Journal of Administration, Business and Management**, 2(1), 2020. Pp.29-45.

Wangechi, B., Anne, S.A.N.G. & Kiragu, D.N.U., *Role of reward systems on job satisfaction of employees in the county government of Nyeri, Kenya.* **International Journal of Academic Research in Accounting, Finance and Management Science**, 2018.

Wanjohi, C. W., & Iravo, M. A. *Determinants of work place stress on secretaries' productivity in Kenyan Public Institutions.* **The Strategic Journal of Business & Change Management**, 5(4), 2018.157-169

Wibowo, S.W., Indratjahyo, H. And Saragih, B., *Influence of organizational culture and work environment to performance through job satisfaction of health personnel department headquarters TNI Navy.* **The International Journal of Engineering and Science**, 7(12), 2018. Pp.17-22.

Windianingsih, A., Sekarini, R.A., Yusri, M.I. & Kamal, T.I., *The Influence of Compensation and Working Environment on Employee Performance (Case Study of Mr. Samsudin's Home Industry).* **International Journal of Integrative Sciences**, 2(12), 2023. Pp.2105-2116.

Xue, J., Wang, H., Chen, M., Ding, X., & Zhu, M. *Signifying the relationship between psychological factors and turnover intension: the mediating role of work-related stress and moderating role of job satisfaction.* **Frontiers in Psychology**, 13, 2022. 847948.

Yandi, A., *Literature review analysis of the effect of leadership, organizational culture, and work environment on employee productivity.* **International Journal of Advanced Multidisciplinary**, 1(1), 2022. pp.12-24.

Yousaf, S., *Dissection of Herzberg's two-factor theory to predict job satisfaction: Empirical evidence from the telecommunication industry of Pakistan.* **The Lahore Journal of Business** 8 (2): 2020, pp. 85–128

Yusuf, A.R. & Adrian, A., *The effect of work environment, communication, and workload on employee performance case study PT. Setia Kawan Abadi Year*

2022. **International Journal of Informatics, Economics, Management and Science (IJIEMS)**, 2(1), 2023. Pp.1-14.

Zacharias, T., Rahawarin, M., & Yusriadi, Y. *Cultural Reconstruction and Organization Environment for Employee Performance*. **Journal of Ethnic and Cultural Studies** 8, no. 2 2021: 296-315. <https://doi.org/10.29333/EJECS/801>.

Zaeni, N., Arfah, A. & Semmaila, B., *The effect of compensation and work environment on employee performance*. **Point of View Research Management**, 3(2), 2022. Pp.161-173.

Zanardi, M., & Zhau, W. *The effect of work environment on employee job satisfaction with work communication as intervening variables (Case Study on Civil Servants in Australian Medical and Health Department)*. **Medalion Journal: Medical Research, Nursing, Health and Midwife Participation**, 1(4), 2020. 121-126.

### **Theses/Dissertation**

Osteyee, M.L., *academic secretaries: perspectives of how they influence and are influenced by a university environment as they seek job satisfaction* (Doctoral Dissertation, Syracuse University). 1990.

## Appendix

### Questionnaire

**Lead City University Ibadan**  
**Faculty of Communication and Information Science**  
**Department of Information Management**

#### **Questionnaire on the Influence of Work environment, Reward System and Job Satisfaction of Secretaries in Public Polytechnic, Oyo State.**

Dear Respondents,

This questionnaire is designed to collect data on the above subject. Your response to the questions and statements in this questionnaire is high important to the success of the study. I therefore seek your indulgence to fill the questionnaire as accurately as possible. I assure you that your responses will be treated with the utmost confidentiality and used only for research purposes.

Thank you.

#### **Section A: Demographic information (Please tick appropriately):**

1. Name \_\_\_\_\_ of  
Institution: .....
2. Gender: Male [ ] Female [ ]
3. Age: 25-35 [ ] 36-45 [ ] 46-55 [ ] 56 and above
4. Years of work Experience: 1-5 [ ] 6-10 [ ] 11-15 [ ] 16-20 [ ] above 21 [ ]
5. Department:.....

#### **Section B: Job Satisfaction Scale**

**Instructions:** Please indicate your level of agreement with each of the following statements by circling the appropriate number. Indicate your level of agreement with each statement using a four -point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree.

Key: Strongly Agree (SA), Agree (A), Disagree (D), and Strongly Disagree (SD)

	<b>Hygiene</b>	<b>SA</b>	<b>A</b>	<b>D</b>	<b>SD</b>
	<b>Co-worker Relationship</b>				
1.	I have a positive working relationship with my co-workers.				
2.	My co-workers are supportive and helpful when I need assistance.				
3.	I feel that my co-workers and I collaborate effectively on tasks and projects.				
	<b>Organisational Policies</b>				
4.	The organizational policies in place are fair and reasonable.				
5.	I am well-informed about the policies and procedures that affect my job.				
6.	The organizational policies are consistently applied to all employees.				
	<b>Supervisory Quality</b>				
7.	My supervisor provides clear and constructive feedback on my performance.				
8.	My supervisor is approachable and willing to listen to my concerns.				
9.	My supervisor sets realistic expectations and provides the necessary resources to meet them.				
	<b>Motivational Factors</b>				
	<b>Achievement</b>				
10.	I feel a sense of accomplishment in the work that I do.				
11.	My job provides me with opportunities to achieve personal and professional goals.				
12.	The work I do is meaningful and contributes to the success of the organization.				
	<b>Responsibility</b>				
13.	I am satisfied with the level of responsibility I have in my job.				
14.	I feel empowered to make decisions within my role.				
15.	I have the autonomy to carry out my tasks without excessive oversight.				
	<b>Advancement</b>				
16.	I believe there are opportunities for				

	career advancement within the organization.				
17.	My job provides me with opportunities for learning and growth.				
18.	I am satisfied with the promotion and advancement opportunities available to me.				

### Section C: Work Environment Scale

**Instructions:** Please indicate your level of agreement with each of the following statements by circling the appropriate number. Indicate your level of agreement with each statement using a four -point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree.

	<b>Physiological Environment</b>	<b>Strongly Agree.</b>	<b>Agree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
1.	The office layout is conducive to my work.				
2.	I have access to all the necessary tools and equipment to perform my job effectively.				
3.	The workspace is clean and well-maintained.				
4.	The lighting in my workspace is adequate.				
5.	The temperature in the office is comfortable.				
6.	There are adequate safety equipment to mitigate risks in my work environment.				
	<b>Psychological Environment</b>				
7.	I feel valued and respected by my colleagues.				
8.	I have a good relationship with my supervisor.				
9.	There is a supportive atmosphere in my workplace.				
10.	I am satisfied with the level of communication within my team.				
11.	I have sufficient time to complete my tasks.				
12.	I have the necessary resources to meet				

	my job demands.				
13.	I am able to balance my work and personal life effectively.				

**Section D: Reward System Questionnaire**

**Instructions:** Please indicate your level of agreement with each of the following statements by circling the appropriate number. Indicate your level of agreement with each statement using a four -point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Agree, 4 = Strongly Agree.

	<b>Salary</b>	<b>Strongly Agree</b>	<b>Disagree</b>	<b>Agree</b>	<b>Strongly Disagree</b>
1.	I am satisfied with my current salary.				
2.	My salary is competitive with similar positions in other organizations.				
3.	I feel that my salary adequately reflects my skills and experience.				
4.	My salary increases are fair and based on performance.				
5.	I am satisfied with the frequency of my salary reviews.				
6.	I am satisfied with the health benefits provided by my organization.				
7.	The retirement benefits offered by my organization meet my needs.				
8.	I have access to a good variety of employee benefits (e.g., paid time off, insurance).				
9.	The benefits package offered is competitive with other organizations.				
10.	I am satisfied with the overall benefits package provided by my organization.				
	<b>Learning and Development</b>				
11.	My organization has a training and development policy which applies to all employees.				
12.	I have been sponsored for skill training activities by my organisation				
13.	Employees are encouraged to engage in continued professional development				
14.	My supervisor is interested in helping me achieve professional growth and career advancement goals				

15.	My organisation provide quality training and development programmes for all employees				
-----	---	--	--	--	--

## Bio-data

### A. Personal Data

1. Full Name: Omolayo Comfort KAYEWUMI
2. Address: Block C, plot 3, Teacher's Estate idi-oro Ib.
3. Email: [omolayocomfort22@gmail.com](mailto:omolayocomfort22@gmail.com)
4. Phone Number: 08139142307
5. Date and Place of Birth: April 24, 1974/Iwoye Ijesa
6. Nationality: Nigerian
7. Marital status: Married
8. Local Government area: Ona Ara, Oyo State
9. Name and Address of Next of Kin: Pastor Samuel Kayewumi/ Same as above
10. Sex: Female

### B. Educational Background

#### Institutions Attended with Dates

1. Lead City University, Ibadan Oyo State, Nigeria 2022 – 2024
2. Lead City University, Ibadan Oyo State, Nigeria 2016 - 2019
3. The Polytechnic, Ibadan Oyo State, 2013 – 2016
4. New Horizons Computer Learning Centre 2018 -2 019
5. Varsity High School, Challenge Ibadan 2009 – 2010
6. School of Health Technology, Ilesa, Osun State 1994 -1995
7. Iwoye-jesa Grammer School, Osun State 1985 - 1991
8. St. Thomas Primary School, Iwoye Osun State 1979 - 1985

#### Academic Qualification with Dates

- M.Sc. Office Information & Management 2024

➤ B.Sc. Office Information & Management	2019
➤ National Diploma (Office Technology & Management)	2016
➤ Certificate in Project Management	2019
➤ National Examination Council (NECO)	2010
➤ Certificate in Community Health Worker	1995
➤ Senior School Certificate Examination	1991
➤ Primary School Leaving Certificate	1985

### **C. Professional Membership**

Member, National Institutes of Office Administrators and Information Manager (NIOAIM)

### **D. Working Experience with Dates**

#### **Confidential Secretary I**

Department of Crime Management & Security Studies, The Polytechnic, Ibadan 15th August, 2024 till date.

#### **Confidential Secretary I**

Faculty of Engineering (FENG), The Polytechnic, Ibadan. May 2021 - August 2024.

#### **Confidential Secretary III**

Faculty of Environmental Studies (FES), The Polytechnic, Ibadan. May 2019- May 2021

#### **Hospital Health Assistant**

Health Centre Department, The Polytechnic, Ibadan 8th October, 2009 - May 2019.

### **E. Conferences Attended with Dates:**

2024 Biennial Conference, organized by National Institute of Office Administrators and Information Managers (NIOAIM). Theme: Office Administration & Information Management in the Digital Era. Date: 16<sup>th</sup> & 17<sup>th</sup> April 2024

Kayewumi O. C. & Fasipe O. : Challenges and Prospects of Secretaries as Information Custodians in the Modern Office Environment. Paper Presented at the 2022 Annual National Secretarial Conference of the Nigerian Institute of Professional Secretaries, Bible Guest House, Samonda Ibadan. October 25th -28th, 2022

## **F. Referees**

1. Mr. M. O. Adewoyin  
Senior Staff Establishment  
The Polytechnic, Ibadan  
080566220700
  
2. Mr. K.S. Adebisi  
HOD, Crime Mgt. & Security Studies  
The Polytechnic, Ibadan  
08034297780
  
3. Mr. Ayo Akinsola  
His Royal Diadem College  
New Felele, Soka Area Ibadan  
08034018020

---

**Signature**

---

**Date**

### **The University Compliance Certification**

This is to certify that this thesis by **Omolayo Comfort KAYEWUMI** with Matriculation Number LCU/PG/003854 in the Department of Information Management, Lead City University, Ibadan, is in FULL compliance with the approved university format and style.

---

**Signature**

---

**Date**