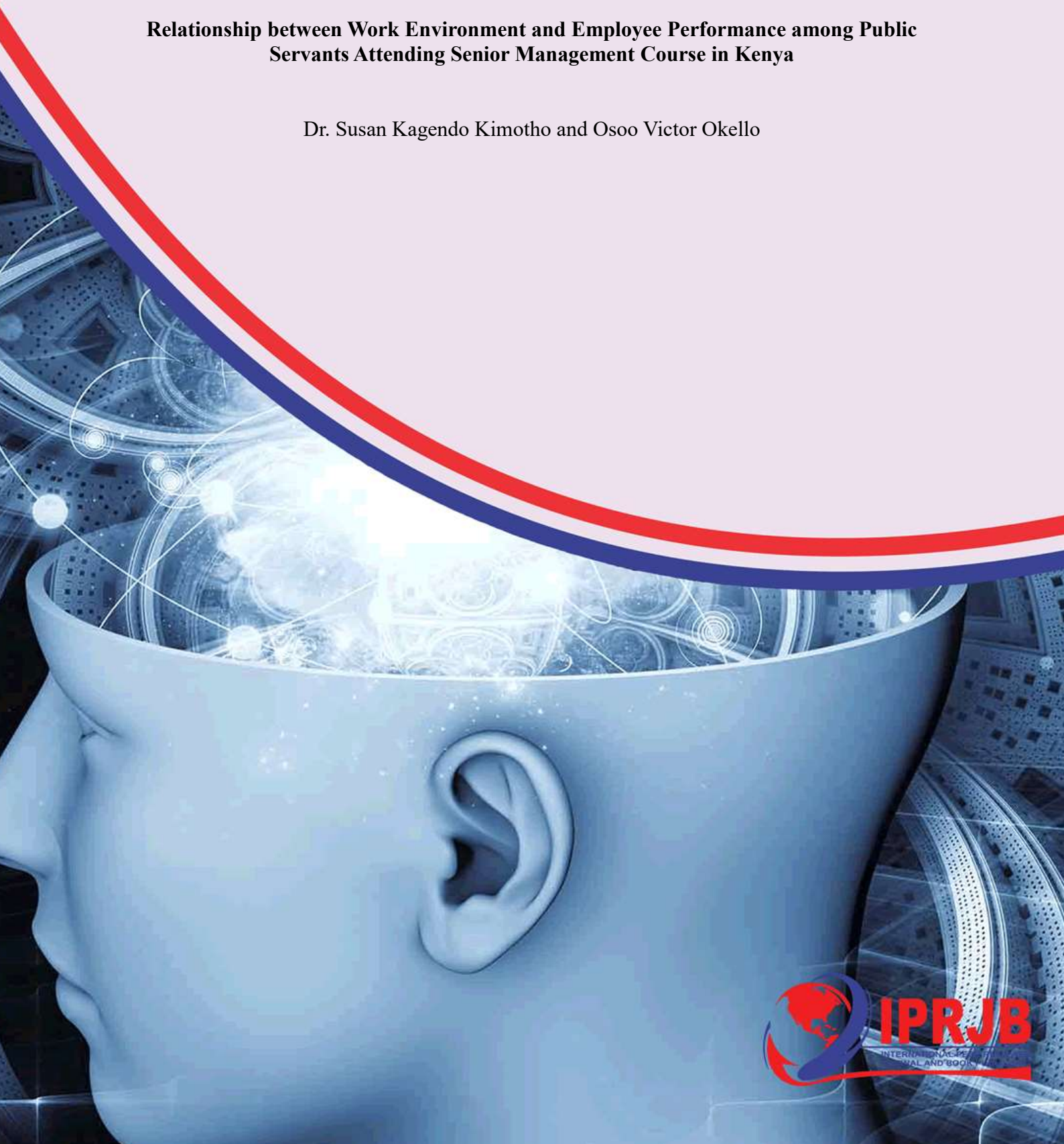


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Relationship between Work Environment and Employee Performance among Public Servants Attending Senior Management Course in Kenya

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Abstract

Purpose: The aim of this study was to establish the relationship between work environment and work performance of employees in public service in Kenya. This was necessitated by the numerous challenges faced by public servants amidst the budgetary constraints and increased taxes making the work environment laced with high stress levels that are either work-related or personal. The study therefore sort to determine the factors within the work environment and how they influence an employee's work performance.

Methodology: The research design adapted was use of cross-sectional research survey, the target population was Public Servants represented by KSG Senior Management Course class 409/2023. The sample was 76 of the 112 public servants in the SMC 409/2023 class selected through simple random sampling. Data was collected using structured questionnaires, data analysis done descriptively and inferentially using Microsoft Excel and SPSS version 27. The results were presented through use of pie charts and tables.

Findings: 96.1% percent of the respondents believed that the work environment positively affected their job performance, which is 72 respondents, while 1.3% believed that it does not, which is only one respondent. Two respondents were unsure if the work environment affects their job performance. In the measurement of the extent of the work environment influencing their performance, 59.7% of them (46) agreed that it has very strong effects. 24.7% (19) respondents believed that work environment has a strong impact on their performance, 7.8% were not sure if it has or doesn't, 5.2% (4) respondents disagreed that each has an effect on the performance, while two people strongly disagreed if it has which is 2.6 percent. 46.8%, that is 36 people, were satisfied with their current work environment. 6.5%, which is five people, were very satisfied with their current work environment. 23.4%, 18 respondents, were neither satisfied nor dissatisfied with their current work environment, 16.7% (13) respondents were dissatisfied with their current work environment, and 5, 6.5%, were very dissatisfied with their current work environment.

Unique contribution to Theory, Practice and Policy: This study findings were important for theory because they brought forth new information about the levels of work performance among public servants. For practice, the study will guide on measures that can be done as recommendations to improve work performance and In Policy, the public service can utilize data from this study to improve on their work place policies to inculcate the unique needs of public servants thus hoping implementation will promote work performance.

Keywords: *Public Servants, Work Environment, Work Performance*

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INTRODUCTION

Public sector organizations play a crucial role in the functioning of a country. They provide essential services, maintain infrastructure, and implement policies that affect the lives of millions. The performance of employees in these organizations is therefore of utmost importance. This research explored the relationship between public sector organizations and employee performance, focusing on the role of non-financial motivators.

Employee performance can be significantly influenced by non-monetary motivators, particularly in the public sector. A study at Kenya's Baringo County Referral Hospital examined the effects of non-monetary motivators on employee performance. The specific goals were to document the non-monetary motivators used, determine the role of the work environment in employee motivation, evaluate the effect of effective communication on employee productivity, and determine the role of training on employee performance (Waweru et al., 2020b). Communication, training, and the working environment were identified as non-financial motivators in the study. However, the majority of respondents stated that non-monetary motivators were underutilized.

Non-monetary motivators can have a big impact on employee performance. Recognition, job security, a positive work environment, career development opportunities, work-life balance, job autonomy, and meaningful work are examples of motivators. Employee morale and motivation can be boosted by recognizing their efforts and contributions. Job security can increase organizational loyalty and dedication. Employee satisfaction and productivity can both benefit from a positive and supportive work environment (Aluvisia, 2016). Employees can be motivated to perform better if they have opportunities for learning, growth, and advancement. Ensuring that employees have a healthy work environment can also help motivate them. Giving employees more say over their work and decision-making can lead to higher job satisfaction and motivation. Employees are more likely to be motivated if their work is meaningful and fulfilling to them (Waweru et al., 2020b).

Public sector entities can significantly enhance non-financial motivators. The aim of studying non-financial motivators in the context of employee performance was to establish how they can be utilized to enhance employee performance instead of over-reliance on monetary benefits as the main form of motivation for employees. They may recognize workers' accomplishments, give job security, foster a healthy work environment, provide possibilities for professional advancement, promote work-life balance, provide job autonomy, and make work meaningful. In general, public-sector employees pick their jobs for the inherent rewards of serving the public good and advocating for change. These personnel are motivated by a greater purpose and the desire to help others, which allows them to be motivated by meaningfulness, choice, competence, and growth. According to research, intrinsic motivators provide a more consistent source of enhanced engagement and productivity (Waweru et al., 2020b).

Statement of the Problem

The public sector plays a crucial role in the socio-economic development of a country. Its main role is to serve the general public in accessing goods and services, and in ideal conditions, there should be harmony in the distribution of these services to consumers efficiently. Unfortunately, these ideal situations hardly exist as per the public sector's general overview as per the KIPPRA report (KIPPRA, 2019). The performance of employees in this sector is often a subject of concern. While financial incentives are commonly used to boost employee performance, their

effectiveness in the public sector is debatable due to budget constraints and bureaucratic red tape. Public sector reforms in Kenya have focused on cost-saving, efficiency enhancement, and improving productivity in public service delivery. However, the public sector has been subject to challenges in administrative capacity-building reforms, which include resource constraints in fully exploiting the benefits of performance contracting. Despite these training initiatives, the civil service's existing capacity and capability are still inefficient to ensure effective service delivery. There needs to be a continuous long-term solution to achieve a progressive improvement in the efficiency of the public sector, especially given the financial constraints (Public Service Commission, 2022). Non-financial motivators, such as recognition, career advancement opportunities, and job security, have been suggested as alternative ways to enhance employee performance. However, the relationship between these non-financial motivators and employee performance in the public sector is not well understood. This lack of understanding hinders the development of effective motivation strategies, potentially leading to suboptimal employee performance and, consequently, less efficient public services. Therefore, this research aimed at investigating how non-financial motivators impact employee performance, a case study of the KSG SMC 409/2023 Class. The findings could provide valuable insights for policymakers and managers in the public sector to improve employee motivation and performance.

LITERATURE REVIEW

Theoretical Review

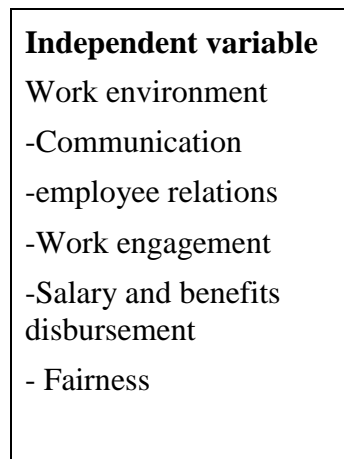
This section presents theories that are relevant to the study on which this study is founded. Motivation theory examines the process of motivation and explains why people behave the way they do in terms of the efforts and the direction they take (Dolea & Orvill, 2005). The theories are crucial as they assist managers to be effective in their work of managing other employees.

Motivational theorists argue motivation is instincts, goals, desires, drives, level of arousal, or needs that guide behavior (Waweru et al., 2020a). Many motivational theorists propose that cognitive, social, biological, or emotional forces are the factors that initiate motivation. William (1910) argued humans are motivated by instincts, such as fear, love, anger, and attachment. The achievement goal theory asserts humans are motivated by cognitive aspects, such as goals that serve as the driving force connected to the purpose, planning, intention, attribution, and conception rather than the desire, affect, activation, aspiration, or energy. Hull's drive reduction theory gave rise in 1966 to Abraham Maslow's (1908-1970) hierarchy of needs theory asserting humans are motivated in achieving certain needs (Osemeke & Adegboyega, 2017a). Motivation theory can be classified into content theories. Content theories attempt to identify people's needs and their relative strengths and the goals they pursue in order to satisfy these needs. They place emphasis on the nature of needs and what motivates. On the other hand, process theories take a dynamic approach and they tend to highlight the process of developing motives. They are more concerned with how behavior is initiated, directed and sustained; they place emphasis on the actual process of motivation. The study reviews motivation theories that are applicable in this study's context. These theories are presented in two broad categories, the content theories and the process theories (Osemeke & Adegboyega, 2017b). Maslow's hierarchy of needs explains the needs of public servants where the basics being their job is regarded as a resource as it helps address their basic needs which funnels to safety and security emotionally, physically and socially then their focus shifts to love and

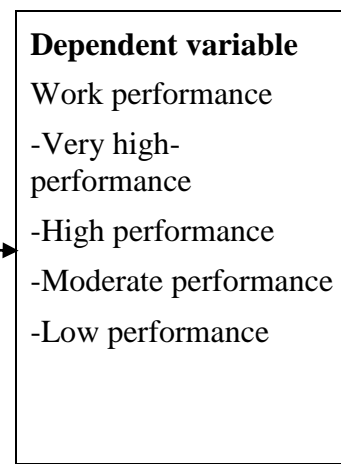
belonging followed by esteem before self-actualization. The work environment is therefore necessary as it influences the first three foundational needs of an employee. Herzberg's two-factor theory is a process theory that describes the factors that cause job satisfaction while others cause job dissatisfaction. They can also be classified as motivators and hygienic factors. This study therefore applies the theory to determine whether the public servants' work environment is a job satisfaction factor or dissatisfaction.

Conceptual Framework

Variable (a)



Variable (b)



Variable ©

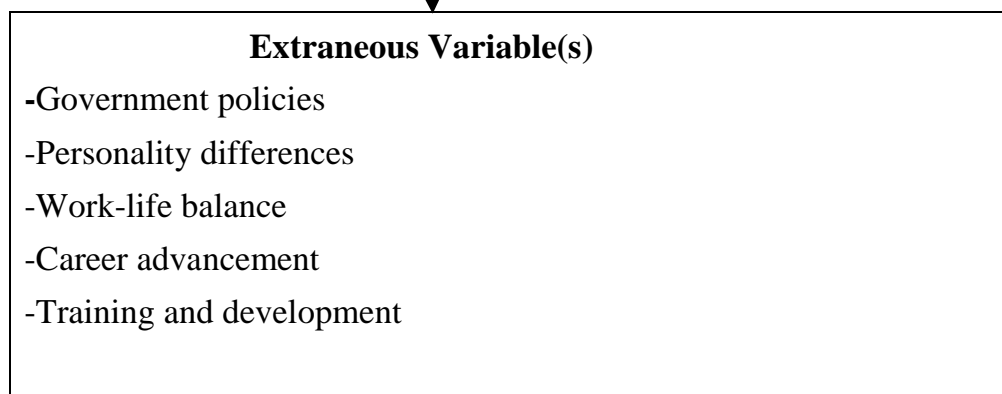


Figure 1: Conceptual Framework

Empirical Review

If an organization successfully keeps the staff it has, the cost of recruiting and training new staff is reduced. Keeping staff motivated should therefore be among the top objectives of every organization. The advantage of motivation is job satisfaction and good quality work from the employee and the employer respectively. Motivation needs to be maintained by managers to ensure a high level of performance and productivity, and to create a working environment where employees will have positive attitudes, commitment toward their work and, most importantly,

the belief that they are not only valued but of crucial interest to the company (Priyadharshany *et al.*, 2020).

One of the primary tasks managers faces is finding out how to motivate their staff. By understanding employee needs, managers can understand what rewards to use to motivate them. Corporate institutions are beginning to appreciate the benefits of having motivated employees and the challenge in finding such employees (Al-Haidan *et al.*, 2022). Whereas motivation can be considered as something self – driven, it is important to note that an organization also has a role to play in motivating its employees (Fithri *et al.*, 2019). This is because motivation has been greatly linked to productivity of the employee and therefore the growth of the organization. It is what keeps employee's morale up and must be done regularly and not as a saving

resort. For this reason, motivation is an important aspect that must be addressed by any organization that is looking to move forward with innovative employees who are willing to go the extra mile (Mathews & Khann, 2016). Whereas there can never be a situation where an employee is completely satisfied, an employer can ensure that the basic motivators are put in place for workers to function properly. As the process continues to appear complex with a gamble effect on results, organizations must engage in carefully motivating employees because it helps to stretch employees to their greatest potential and it increases commitment and engagement (Preena, 2021).

Work Environment

A nurturing workplace is characterized by the cultivation of trust, safety, collaboration and fairness, where the holistic welfare of individuals is a priority. Considering that employees dedicate a significant portion of their time to work, the environment significantly influences their overall performance. In the contemporary competitive landscape, relying solely on financial incentives falls short in motivating employees. Beyond monetary rewards, a supportive work environment plays a pivotal role in enhancing employee performance and in turn organizational profitability (Zhenjing *et al.*, 2022). The study respondents suggested that 71% of highly motivated employees reported a positive work environment aided by open communication and support from their seniors.

Human beings are influenced by their surroundings whether in the physical or non-physical form, constituting what is commonly referred to as the environment. The workplace's tangible elements, encompassing amenities like a staff lounge, comfortable office furniture, proper ventilation, a dedicate space for mothers, parking facilities and additional perks such as refreshments during breaks, contribute to creating a favorable work environment. These factors directly influence employees' health and safety, productivity, comfort, concentration, job satisfaction and morale (Preena, 2021)

The work environment also entails non-physical aspects such as work culture, work relationships, autonomy and empowerment, free and open communication pathways, fostering connections among colleagues and promoting a sense of teamwork. The behavioral aspect of the environment relates to workplace occupant's etiquette towards one another. A sense of inclusion and belonging should be fostered by providing opportunities for social interaction and collaboration (Huka & Leah, 2019). This study suggested that majority of the sampled employees 65% stated that their work environment provided them with a sense of inclusion and belongingness hence making them to develop ideas that enhanced their work performance.

Research Gaps

This study noted that most of the previous studies focused more on the extrinsic motivators among public servants and how they influence performance. Factors considered are more of salary increment and allowances. This study seeks to identify the relationship between work environment and employee performance especially in public service in Kenya especially among senior managers

METHODOLOGY

Quantitative cross-sectional research design was adopted for this study. The target population was all public servants working as at November 2023. The accessible population was the senior public servants who were undertaking their senior management course at Kenya School of Government. Descriptive statistics provided meaningful comparisons between groups or datasets (Sudha, 2017). While multiple linear regression demonstrated the importance of the independent variables' influence on the dependent variables. It was also efficient to investigate and visualize data using descriptive statistics, as well as to develop a prediction model. Histograms and pie charts were the graphical representations that provided visual insights into variable distribution, shape, and linkages. These visualizations helped in the finding of patterns, outliers, and potential connections that guided further inquiry used for this analysis (George & Mallery, 2019).

Population of the Study

The study's population was the KSG SMC 409/2012 class with 112 trainees.

Sampling Technique

Simple random sampling was applied as the SMC 409/2023 class was already in place following nomination by their respective institutions, a representation of various agencies of the government. The class was already a controlled group in sense that they met the minimum criteria being in public service and being a representation of different government agencies as well as a representation in terms of length of service in public service, age and gender. They all had equal chance of being selected for the training by their organization and as part of the study

Sample Size

The total population of students in the class register of KSG SMC 409 Class is 112. A sample size should be 30% of the total population (Charan and Biswas, 2013) To improve the accuracy and ensure all factors are captured in the model, the study used Tabachnick and Fidell to calculate the sample size for the chosen respondents since it's accurate for multiple regression analysis.

$$n = 50 + 8m$$

with $\alpha = 0.05$ $m =$ no. of variables $n =$ sample size

$$n = 50 + 8(3)$$

$$n = 74$$

Data Collection

To obtain quantitative data, a survey questionnaire was created. The survey questionnaire contained questions about the relationship between work environment and employee

performance in the public sector, as well as their perceptions of its influence on their work performance. Responses were measured using a Likert scale or multiple-choice questions. A variety of factors including the practicality and preferences of participants determined how the survey was to be done i.e., online through a Google form link which was shared to the members. The questionnaire was administered through the link below.

<https://docs.google.com/forms/d/1YW8058v3m0KwGGfU0nzF93qtavWOabApM3gkuCv6Ufo/edt>

Test of validity and reliability of the data collection instrument

To evaluate the caliber and accuracy of measurements and data, research methodology uses two key concepts: validity and reliability. The degree to which a measurement or research instrument measures what it is meant to measure is referred to as validity. It is concerned with whether a research's conclusions correctly depict the phenomena or construct that is the subject of the study. Reliability refers to the consistency, stability, and recurrence of measurements or research instruments. It shows how likely it is that the measurement would provide the same findings if it were repeated under the same circumstances (Sudha, 2017)

The validity of the research was done through a content validity approach to determine whether the items or questions accurately reflect the construct being examined. Subject-matter specialist (the supervisor) who analyze the items' relevance and representativeness made the determination. The reliability of the study will be done using the inter-rater reliability test where other observers and the supervisor assessed the instrument to determine its reliability.

Data Analysis and Representation

Survey results were examined quantitatively using relevant statistical approaches that included descriptive statistics and a multiple regression equation. The collected data was cleaned and evaluated to find trends, correlations, and links between work environment and employee performance in the public sector. The information was represented using the appropriate visual representation including bar graph pie charts, and line graphs (Sudha, 2017). The data was analyzed using SPSS version 27 and Microsoft Excel 2021 for visualization.

Ethical Considerations

Throughout the study procedure, ethical rules were observed. All participants were provided with informed consent, assuring their voluntary involvement as well as the preservation of their confidentiality and anonymity.

RESULTS

The current section begins with data analysis, progresses to results, and concludes with interpretation. The study aimed to investigate the effect of non-financial motivators on employee performance. The information was gathered through the use of questionnaires, analyzed, and displayed in pie charts and bar graphs.

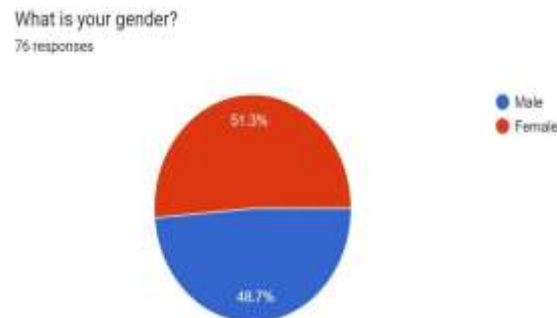
Response Rate

Response rate is defined as the percentage of the individuals who took part in the survey in responding to the questionnaires as a proportion of the total individuals that were approached to respond to the questionnaire in the sample. Out of the possible 112, 80 participants filled out the questionnaire, which is 71.42%, but 3 of the 80 did not answer the questionnaire at all;

hence, there were 77 respondents. This means that the respondents exceeded the required sample size of 74. Some of the respondents did not answer all questions.

Demographic Information

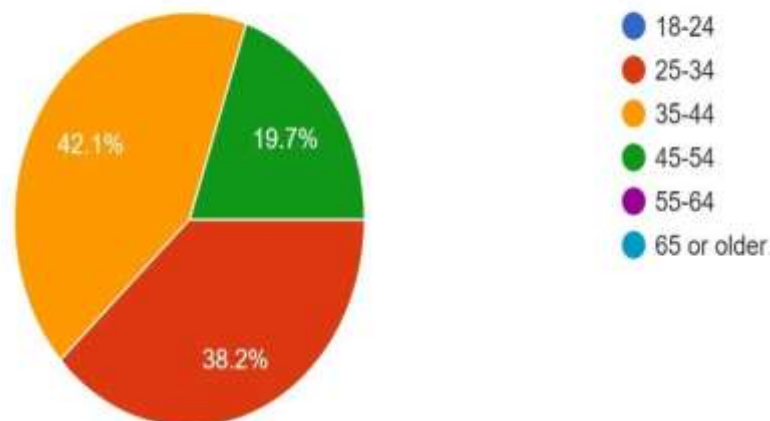
Gender 51.3% of the participants were female, while 48.7% of the participants were male in terms of gender distribution. This is 39 females and 37 males, respectively.



Age Distribution

As per the age distribution in the six categories, the majority of the respondents, 42.1% of the respondents were between 35 and 44 years old, 38.2% are between 25-34 years old, and 19.7% were between the age of 45 to 54 years old. The respondents were 32, 29, and 15 in number, respectively.

What is your age?
76 responses

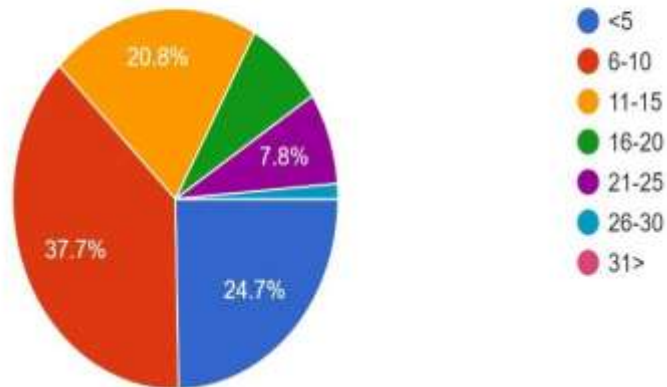


Work Experience

37.7% (29) people have worked between 6 to 10 years. 24.7% of the respondents had worked less than five years, which cumulatively were 19 respondents. 20.8% of the respondents had worked between 11 to 15 years in the public sector, which cumulatively were 16 respondents. 7.8% had worked between 16 to 20 years, which were six respondents. Six people had worked between 20 and 25 years, which was cumulatively 7.8%. And the least is one person who had worked for 26 to 30 years in the public center, which contributes to 1.3%.

How long have you been working in the public sector?

77 responses

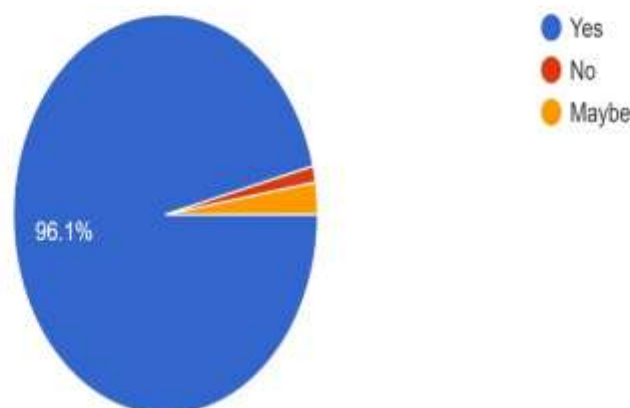


Work Environment

96.1% percent of the respondents believed that the work environment positively affected their job performance, which is 72 respondents, while 1.3% believed that it does not, which is only one respondent. Two respondents were unsure if the work environment affects their job performance.

Do you believe that a supportive work environment environment positively affects your overall job performance?

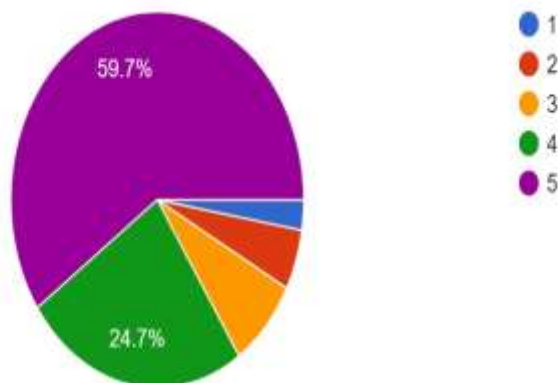
77 responses



In the measurement of the extent of the work environment influencing their performance, 59.7% of them (46) agreed that it has very strong effects. 24.7% (19) respondents believed that work environment has a strong impact on their performance, 7.8% were not sure if it has or doesn't, 5.2% (4) respondents disagreed that each has an effect on the performance, while two people strongly disagreed if it has which is 2.6 percent.

On a scale of 1 to 5 (1 being strongly disagree and 5 being strongly agree), how would you rate the importance of a supportive work environment in influencing your performance in the public sector?

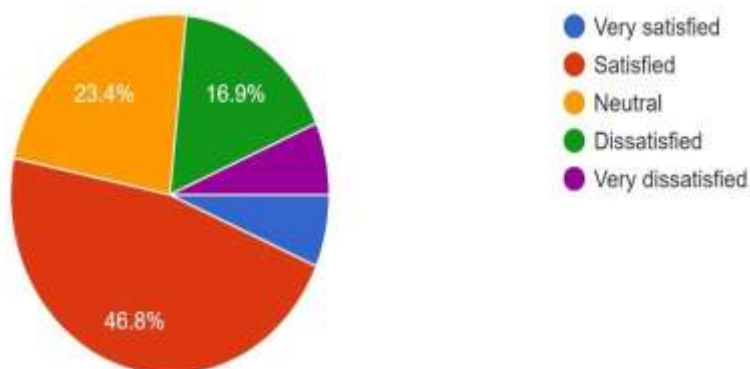
77 responses



46.8%, which is 36 people, were satisfied with their current work environment. 6.5%, which is five people, were very satisfied with their current work environment. 23.4%, 18 respondents, were neither satisfied nor dissatisfied with their current work environment, 16.7% (13) respondents were dissatisfied with their current work environment, and 5, 6.5%, were very dissatisfied with their current work environment.

How satisfied are you with your current work environment?

77 responses



	Mean	Std. Deviation	N
On a scale of 1 to 5 (1 being poor and 5 very strong) how would you rate your overall performance at work?	3.66	.960	76
How satisfied are you with your current work-life balance?	2.71	1.030	76
How satisfied are you with your current level of career advancement opportunities?	2.54	1.012	76
How satisfied are you with your current work environment?	2.59	1.022	76

The following are the descriptive statistics for several elements of job satisfaction among 76 respondents. The mean rating for overall performance at work is 3.66 on a scale of 1 to 5, with 1 being terrible and 5 being extremely good, showing a fairly favorable sentiment with a standard deviation of 0.960, indicating a pretty consistent distribution of answers. Work-life balance satisfaction had a lower mean of 2.71 and a greater standard deviation of 1.030, indicating a broader range of viewpoints among respondents. Similarly, with a mean of 2.54 and a standard deviation of 1.012, satisfaction with job progression chances is quite low, indicating mixed feelings. Work environment satisfaction, with a mean of 2.59 and a standard deviation of 1.022, reflects a moderate level of satisfaction with some variability in responses. Overall, these descriptive statistics offer insights into the central tendency and variability of perceptions regarding different aspects of work satisfaction among the surveyed individuals.

Correlations					
	On a scale of 1 to 5 (1 being poor and 5 very strong)	how would you rate your overall performance at work?	How satisfied are you with your current work-life balance?	How satisfied are you with your current level of career advancement opportunities?	How satisfied are you with your current work environment?
Pearson Correlation	how would you rate your overall performance at work?	1.000	.384	.261	.318
	How satisfied are you with your current work-life balance?	.384	1.000	.241	.469
	How satisfied are you with your current level of career advancement opportunities?	.261	.241	1.000	.396
	How satisfied are you with your current work environment?	.318	.469	.396	1.000
Sig. (1-tailed)	On a scale of 1 to 5 (1 being poor and 5 very strong) how would you rate your overall performance at work?	.	.000	.011	.003
	How satisfied are you with your current work-life balance?	.000	.	.018	.000
	How satisfied are you with your current level of career advancement opportunities?	.011	.018	.	.000
	How satisfied are you with your current work environment?	.003	.000	.000	.
N	On a scale of 1 to 5 (1 being poor and 5 very strong) how would you rate your overall performance at work?	76	76	76	76
	How satisfied are you with your current work-life balance?	76	76	76	76
	How satisfied are you with your current level of career advancement opportunities?	76	76	76	76
	How satisfied are you with your current work environment?	76	76	76	76

A weak positive correlation exists between overall performance at work and satisfaction with work environment ($r = 0.318$, $p = 0.003$). These findings suggest interconnected perceptions among overall work performance, work-life balance, career advancement opportunities, and the work environment, shedding light on the relationships within these dimensions of non-financial motivators.

1	Regression	13.023	3	4.341	5.573	.002b
	Residual	56.082	72	.779		
	Total	69.105	75			

a. Dependent Variable: On a scale of 1 to 5 (1 being poor and 5 very strong) how would you rate your overall performance at work?

b. Predictors: (Constant), How satisfied are you with your current work environment? How satisfied are you with your current level of career advancement opportunities ?, How satisfied are you with your current work-life balance?

The analysis of variance (ANOVA) results indicates a statistically significant relationship between the dependent variable, which is the rating of overall performance at work on a scale of 1 to 5, and the work environment as predictors considered in the model. The regression model, the current work environment, career advancement opportunities, and work-life balance as predictors demonstrate a collectively statistically significant impact on overall performance at work ($F = 5.573$, $p = 0.002$) at 95% confidence level.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.434a	.188	.155	.883

a. Predictors: (Constant), How satisfied are you with your current work environment? How satisfied are you with your current level of career advancement opportunities ?, How satisfied are you with your current work-life balance?

In the model summary, the value of R square (18.8%) indicates that the regression model in this analysis explains only 18.8% of the overall factors that affect employee performance.

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.278	.359		6.341	.000	1.562	2.994
	How satisfied are you with your current work-life balance?	.271	.112	.291	2.414	.018	.047	.495
	How satisfied are you with your current level of career advancement opportunities ?	.134	.110	.141	1.218	.227	-.085	.353
	How satisfied are you with your current work environment ?	.118	.120	.126	.987	.327	-.120	.356

a. Dependent Variable: On a scale of 1 to 5 (1 being poor and 5 very strong) how would you rate your overall performance at work?

From the coefficients table the model can be summarized as;

$$y = 2.278 + 0.134 (\text{Career Advancement Opportunities}) + \mathbf{0.118 (\text{Work Environment})}$$

$$+ 0.271(\text{Work - Life Balance}) + \epsilon$$

$$y = 2.278 + 0.134X1 + 0.118 X2 + 0.271X3 + \epsilon$$

CONCLUSION AND RECOMMENDATIONS

Conclusion

A positive work environment has been shown in the study to improve employee performance, commitment, and achievement-striving ability. Similarly, the physical characteristics of a workplace environment can have a direct impact on employees' productivity, performance, health and safety, comfort, concentration, job satisfaction, and morale, as per the

recommendations of the respondents. 96.1% percent of the respondents believed that the work environment has a positive effect on their job performance. The work environment plays a crucial role in employee performance in the public sector. A positive and supportive work environment can lead to improved employee performance, productivity, and job satisfaction.

The study provided an in-depth analysis, presentation, and interpretation of the data collected through questionnaires. The primary objective was to investigate the effect of work environment on employee performance. The response rate was satisfactory, with 76 out of 112 potential participants completing the questionnaire, exceeding the required sample size of 74. The demographic information revealed a balanced gender distribution and a majority of respondents aged between 25 and 44 years. Most respondents had work experience ranging from 6 to 10 years. The study found that a significant majority the respondents believed that work environment influences work performance, 96.1% of respondents believed that it positively affects their job performance. In measuring the extent of the work environment's influence on performance, 59.7% agreed that it has very strong effects.

In conclusion, the data analysis suggests that work environment, specifically positive work environment, significantly influences employee performance. These findings underscore the importance of these factors in enhancing employee performance in the public sector. Future studies could explore other non-financial motivators and their impact on employee performance.

Recommendations

Based on the findings of the study, here are some recommendations:

Work Environment: The fact that most respondents agreed that work environment has a very high impact on their performance demands public sector organizations to try to have a conducive working environment. This entails creating good working environments, encouraging better organization's cultures, and offering health-care plans (Shammout, 2021).

Work-Life Balance: The public sector organizations should adopt policies aimed at aiding employees with the attainment of work-life balance. This could mean extended working hours and remote jobs as well as support of a family obligations (Oktosatrio, 2018).

Continuous Feedback and Improvement: Therefore, organizations should constantly obtain information from workers to be aware of the issues they face. Such feedback can help in enhancing the working environment, the chances of promotion as well as balancing works life (Moruri *et al.*, 2018).

Further Research: Thus, other non-monetary incentives should be studied in relation to their influence on organizational performance of employees. In this way, a better appreciation of what can be done to improve public sector worker productivity may ensue.

These proposals intend to improve workers' output through considering major nonmonetary incentives revealed in the research. Adoption of these findings would see increased employee satisfaction, productivity and general performance of the organization at large (Zhenjing *et al.*, 2022).

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