

# Study of the Factors that Impact Employees' Productivity in Relation to the Conditions of the Workplace

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**Abstract:** Several businesses restrict their efforts to improve staff productivity to skill acquisition. Approximately 80% of productivity issues are attributed to the work environment within firms. The work environment significantly impacts employees' performance. The work environment in which people operate has a significant impact on the success of organizations. The aim of the study is to assess the influence of the work environment on the productivity of future workers. An investigation has shown that several aspects in both the external and internal work environment, as well as present employment policies, are detrimental to the improvement of labor productivity. Hence, it is crucial for organizations to investigate methods of enhancing and modernizing infrastructure in order to create a work environment that is more favorable for increasing labor productivity. Employers must examine job and organizational characteristics, as well as employment policies, to determine if they can be improved to create a more favorable environment that motivates workers to increase their productivity. The study utilized primary data, which was collected using standardized questionnaires containing closed-ended questions. The research hypotheses were tested using a T-test. The participants were recruited at random from four specific companies in the automobile industry. The T-test results suggest that the issues with employee productivity are specifically related to the work environment. An setting that is conducive to work enhances the creative abilities of employees. The enhancement of the work environment and the presence of unfavorable working conditions both contribute to a decrease in employee productivity.

**Keywords:** Workers, productivity, infrastructure, environment, employment policies

## I. INTRODUCTION

India is an emerging economic powerhouse in the global arena. The primary driver of the Indian economy is the Automobile Industry. The automobile industry in India has experienced significant expansion in recent years and is poised to continue this trend in the foreseeable future. The Indian automobile industry has made significant progress since the inaugural car drove on the roads of Bombay in 1898. Currently, the automobile industry in India is a crucial component of the economy.

Employment terminology. The industry directly and indirectly employs about 13 million individuals, and this number increases further when considering the employment in the auto-component and auto auxiliary sectors. During the early years following independence, the Indian automobile sector faced challenges due to unfavorable government regulations. In the passenger automobile class, the only options available were the Ambassador, a Morris model from the 1940s, and the Maruti 800, a model evolved from Suzuki in the 1960s. The automobile industry in India experienced a transformation due to the liberalization policies implemented in 1991. The Indian automobile sector saw a significant turnaround due to key measures such as easing foreign exchange and equity laws, lowering import tariffs, and improving banking policies. Prior to the mid-1990s, the Indian automobile industry was comprised of only a small number of domestic enterprises. Nevertheless, following the liberalization of the sector to foreign direct investment in 1996, multinational corporations entered the market. The automobile sector in India has also experienced an unintentional increase in growth due to the implementation of strict government controls on auto emissions in recent years. This assured that vehicles manufactured in India adhered to the requirements of the developed countries.

The Indian automobile industry has undergone significant development in recent years and now provides distinct vehicles tailored to various segments of society. It is currently penetrating the rural middle-class market following its penetration of the metropolitan markets and rural affluent population. Recently, the Indian automobile market has experienced a series of investments. India is a focal point of interest for all prominent international vehicle manufacturers. The Indian automobile sector is rapidly becoming as a global outsourcing center for vehicle firms, as seen by the significant increase in automobile exports from the country. Currently, Hyundai, Honda, Toyota, GM, Ford, and Mitsubishi have established their manufacturing facilities in India. Owing to swift economic expansion and increased discretionary spending, it is widely assumed that the Indian automobile industry's triumph will persist for the foreseeable future. Therefore, considering the crucial importance of the sector to the country's economy and its ability to generate extensive economic benefits, it is necessary to develop highly skilled local workforce to actively participate in the sector's activities and reduce foreign dominance. The urgent need to establish a local technical staff has become even more important in light of the expected influx of significant investment in the sector.

The success and expansion of a corporate entity heavily rely on the efficiency and output of its employees. Indeed, the prosperity of a nation and the socio-economic welfare of its citizens rely on the efficacy and proficiency of its different subcomponents. Labour is commonly considered the most dynamic force in wealth creation, with the ability to revitalize and function as a catalyst for other resources. Productivity is crucial for individual workers, organizations (both commercial and non-commercial), and the overall national economy. It plays a significant role in improving the welfare of citizens and reducing, if not eliminating, mass poverty. Subsequently, there has been a growing emphasis on productivity, particularly in this industry, leading to the creation of the national productivity center inside the Ministry of Employment, Labour, and Productivity. The primary obstacles faced by these automobile firms involve fostering a sense of productivity awareness among employees and devising and providing appropriate technical remedies for productivity issues throughout the industry.

**Productivity in a company can be affected by several internal and external factors, which can be classified as:**

1. General determinants include climate, geographic distribution of raw materials, fiscal and credit policies, adequacy of public utilities, and infrastructural amenities.
2. Organizational and technical elements refer to several aspects such as the level of integration, capacity utilization, production size, and stability.
3. Human factors encompass several aspects such as labor-management interactions, social and psychological work environment, wage incentives, physical tiredness, and trade union procedures.

Despite previous efforts to address the issue of low productivity, which has been a persistent worry in Indian companies, the problem has largely persisted. There is no question that India possesses abundant and exceptional capital, human, and mineral resources, which are the fundamental factors for increasing productivity. However, despite having these resources, India has been unable to utilize them effectively to achieve a corresponding level of outputs. As a result, even after several years of gaining political independence, the country is still plagued by poverty. Yesufu (2000) argues that the foundation of a growing economy and the resulting level of living is increasing efficiency, which is indicated by productivity. Therefore, it becomes relevant

To determine the degree to which the organizational environment contributes to the relatively low productivity of Indian workers. Therefore, this study has endeavoured to offer solutions to the subsequent fundamental inquiries:

1. What are the potential impacts of certain specified factors in the external work environment on workers' efficiency?
2. To what degree are issues inside the internal work environment seen as negatively impacting productivity?
3. To what extent do certain explicitly identified amenities in the workplace contribute to improving employees' efficiency?
4. To what degree does the worker's place of residence impact their productivity?

According to Brenner (2004), the capacity of employees to exchange information inside an organization is contingent upon the circumstances of their work environment. Nevertheless, the poll uncovered that corporate executives from different industries admitted that numerous organizations fail to properly use their physical work space to facilitate enhanced collaboration, innovation, and job performance. Furthermore, it has been noted that employees exhibit higher levels of productivity when working in a work setting that is equipped with excellent facilities. Moreover, the level of

pleasure and productivity of workers is directly influenced by the quality of comfort that may be obtained from the work environment. The productivity of workers cannot reach its maximum potential if the conditions of the work environment are not favorable. Enhancing the work environment will increase staff productivity. Standard health facilities provide essential protection for the well-being and safety of workers. If there is any potential danger or risk when working, individuals can have a certain level of guarantee regarding their pay. This guaranteed income helps to reduce any inhibiting worries that may prevent people from fully dedicating themselves to their profession. The success and expansion of a corporate entity heavily rely on the efficiency and output of its employees. Indeed, the prosperity of a country and the socioeconomic welfare of its citizens are contingent upon the efficacy and proficiency of its diverse sub-elements. Labour is widely recognized as the most dynamic force in wealth creation, with the ability to energize and function as a catalyst for other resources. Productivity is crucial for individual workers, organizations (both commercial and non-commercial), and the overall national economy. It plays a significant role in improving the welfare of citizens and reducing, if not eliminating, mass poverty. Productivity refers to achieving optimal performance while minimizing resource utilization. The aforementioned statements align with the prevailing perspective on productivity, which, as stated by Adamu (1991), refers to the correlation between output and input. As Adamu further explains, relations include comparing outputs to one or more inputs, such as labor and capital, in order to establish meaningful metrics:

- 1.The work environment must ensure safety and promote good health, meaning it should be free from hazards and avoid any unnecessary risks.
- 2.It is crucial to always have the chance to successfully utilize one's talents in order to learn new skills and knowledge for personal growth and progress.
- 3.Employees at all hierarchical levels have opportunities to enhance their skills through problem-solving and strategic planning.
- 4.The organization's social atmosphere is characterized by a lack of prejudice and inflexible categorizations.
- 5.The job does not excessively consume time and energy from other areas of life.

The focus of this research is on the lack of consideration by both management and workers regarding the impact of the work environment on worker productivity. This lack of consideration is evident in the negative attitudes of workers towards their work. The workers' perception of low productivity may be attributed to various factors such as inadequate compensation, lack of additional benefits, ineffective leadership style, unsuitable job location, and unfavorable organizational changes.

Therefore, the question arises regarding the type of work environment that should be maintained by an organization to improve workers' productivity. The study will focus on the work environment and its impact on workers' productivity. A conducive work environment eliminates issues such as psychological distress, stress, and poor worker health.

The aim of the study is to assess the influence of the work environment on workers' productivity, specifically by evaluating the current physical work environment and identifying the type of work environment that will enhance productivity.

## **II. REVIEW OF LITERATURE**

The chronic drop in productivity in India has been a cause for concern among economic and business analysts in recent years. As the decline continues, there is an ongoing search for ways to address this issue (Bowman, 1994; Burnstein and Fisk, 2003; Balk, 2003). Many firms have tried to address their productivity issues by implementing different cutting-edge management strategies (Balas, 2004). Several private sector agencies have adopted incentive programs to exert influence and enhance efficiency.

According to scholarly literature, the industrial revolution and the shift from an agrarian society are seen to be the crucial moment in history that sparked the focus on workers' productivity (Kartzell and Yanalorich, 2000). Since the mid-nineteenth century, the productivity has been influenced by two significant schools of thought: Fredrick W. Taylor and the Human Relations Movement. Several factors that have been claimed to influence productivity include the expansion of labor unions, technological progress, and the evolving role of government. Government is believed to exert effect on productivity, however this influence is frequently indirect and achieved through labor legislation,

consumer protection regulations, and tax regulations. These regulations can change the allocation of factors of production.

Ensuring a secure work environment for employees has been a longstanding priority in the field of human resource management. The Beer (1994) model of human resource management recognizes that work systems can impact commitment, competence, cost effectiveness, and congruence. Additionally, it acknowledges that work system designs can have long-term implications for the well-being of workers, including their physical health, mental health, and overall life expectancy. An optimal work environment promotes employee well-being, leading to increased dedication and productivity in their roles (Akinyele, 2007). The Longman dictionary of modern English (2003) has the following definitions: "work environment" refers to all the circumstances, occurrences, individuals, and other factors that impact the manner in which individuals live or work, while "work" is described as a paid occupation or a regular activity undertaken to earn money.

According to Kohun (1992), the work environment is defined as the complete set of forces, actions, and other relevant elements that are currently or potentially affecting an employee's activities and performance. The work environment encompasses the complex network of relationships among employees and between individuals and their surrounding work environment. Brenner (2004) argued that the capacity to disseminate information inside organizations relies on the strategic design of the work environment, which allows firms to leverage it as a valuable resource. This facilitates organizational improvement and enables employees to leverage pooled knowledge. Furthermore, Brenner (2004) contended that creating a work atmosphere that caters to employee pleasure and encourages open communication of ideas is a more effective means of inspiring people to achieve higher levels of productivity. An adequately designed work environment has the ability to motivate people and increase their productivity. In order to achieve the desired outcome, the management of any firm must discover the aspects in both the employment situation and the psychology of the workers that most effectively motivate them. They must then ensure the provision of these factors in order to enhance productivity.

Opperman (2002) defines the work environment as a combination of three main sub environments: the technological environment, the human environment, and the organizational environment. The term "technical environment" encompasses many physical or technical components such as tools, equipment, technological infrastructure, and other related factors. This atmosphere facilitates the execution of employees' individual duties and tasks. The human environment encompasses the individuals with whom employees interact, including peers, team members, and work groups. It also includes factors such as interpersonal dynamics, leadership, and management. The human environment is intentionally structured to promote informal interaction in the workplace, hence fostering more opportunities for knowledge sharing and idea exchange. This is a fundamental approach to achieve optimal productivity. The organizational environment encompasses several elements such as systems, procedures, practices, values, and ideologies. Management possesses authority over the organizational environment. For example, in a measuring system where individuals are incentivized based on quantity, workers will have minimal motivation to assist their colleagues who are striving to enhance quality. The productivity of employees is influenced by issues related to the organizational environment.

According to Kyko (2005), there are two distinct categories of work environments: favorable and poisonous. A conducive work environment provides employees with a delightful experience and allows them to fully utilize their strengths and exhibit appropriate behaviour. This atmosphere also fosters self-actualizing behaviours.

For example, an employee who lacks responsibility can transform into a responsible employee when placed in a work atmosphere that promotes positive behavior. A toxic work environment creates negative experiences and undermines employees' conduct. This atmosphere perpetuates and encourages behaviors that hinder self-actualization, thereby impeding personal growth and progress.

Regarding the employees' behavior, there are a number of undesirable features. In a toxic work environment, a responsible and sensible individual may adopt an irrational and reckless approach as a means of survival.

Kyko (2005) identified six elements that contribute to a toxic work environment, resulting in decreased worker productivity. The determinants include opaque management, a biased supervisor, business policies, working conditions, interpersonal relationships, and salary. According to Mali (1978), productivity is defined as the evaluation of how resources are combined and employed inside organizations to achieve a specific set of outcomes. Productivity refers to

achieving the maximum level of performance while minimizing resource usage. Employee productivity is a term that is frequently used to describe the amount of goods and services that are produced or provided by each employee within a certain time period, such as a year, month, week, day, or hour. Productivity refers to the capacity of employees to generate output in the form of goods and services, which is typically determined by factors such as the state of the organization and the techniques employed (Lambert, 2000; Nwachukwu, 1987).

In his research, Lambert (2005) demonstrated that the presence of a greater number of management functions in the work environment was the primary factor hindering increased productivity. He characterized the managerial functions as: providing sufficient fringe benefits, supervising, establishing work methods, and organizing. Nwachukwu (1987) highlighted supervision, subordinates, the environment, and outcome as the primary variables that impact productivity. According to Cecunc (2004), productivity is defined as "a measure expressed as the ratio of output to input" (Weihrich and Koontz, 1994; Bedejan, 1987). Lambert (2005) suggests that labor productivity is typically not directly measured, but rather inferred from changes in employees' attitude and behavior, such as organizational commitment, organizational citizenship behavior, and job satisfaction. The work environment encompasses various aspects that can either enhance or hinder employee productivity to its fullest potential (Elywood, 1999). The efficiency of a job design cannot be accurately assessed without considering the working environment in which it is implemented, as it is an integral aspect of the whole picture. The variables that can either enhance or hinder employee productivity include temperature, humidity, air movement, noise levels, lighting conditions, personal elements of the employees, presence of contaminants and risks in the workplace, and the specific sub-environment in which they work.

In a workplace index survey conducted by Brenner (2004) for Steelcase, employees identified several factors that they believed would enhance their productivity in the work environment. These factors included improved lighting, increased elbow room, innovative approaches to space utilization, opportunities for personalization, more spontaneous meetings to recognize exceptional work, and involvement in decision-making processes that affect their daily work lives. An organization seeking to enhance employee productivity will utilize the tools employed for managing the work environment in which those personnel operate. Effective work environment management involves creating an appealing, innovative, comfortable, fulfilling, and stimulating work environment that instills a feeling of pride and purpose in employees. Here are few tools utilized to effectively manage the work environment and enhance productivity. The topics discussed include noise reduction, management of contaminants and hazards, improvement of a positive and supportive human environment, alignment of job requirements with employee skills, provision of rewards and feedback, modeling of a conducive work environment, development of high-quality work life concepts, and optimization of physical working conditions (Cecunc, 2004; Opperman, 2002; Elywood, 1999). Brenner (2004) advocated for the implementation of work environment modeling as a means to enhance employees' productivity. This approach entails management taking on the responsibility of maintaining cohesion, boosting motivation, and fostering commitment within the work environment. He proposed the PRIDE model, which managers can utilize to achieve success in modeling the work environment. Creating a work environment that effectively fulfills both the company's objectives and the employees' objectives requires the implementation of a high-quality work-life experience. This entails providing employees with opportunities for personal development, accomplishment, accountability, acknowledgment, and compensation in order to get high-quality productivity from them (Cecunc, 2004).

Yesufu (1984) emphasizes that the physical conditions in which employees work significantly impact their productivity. Uncomfortably hot and poorly ventilated offices and factories can significantly impair productivity. There need to be an ample provision of high-quality protective garments, potable water, restrooms, lavatories, first aid amenities, and so forth. Both management and staff must prioritize safety at all times and strictly adhere to the basic requirements outlined in the factories act.

The pursuit of increased productivity in public sector entities is not a recent occurrence. While these elements may hold significance, it is crucial to recognize that the attitudes and management styles of mid-level managers have a direct impact on staff productivity. One of the main responsibilities of managers is to inspire individuals within the organization to achieve exceptional performance levels (Steers and Porter, 2000; Caldwell, 2001; Christesen, 2002). There is a consensus that managers who can accurately determine what motivates their employees will be more successful in maximizing productivity, improving performance, and promoting organizational accountability (Chernis and Kane, 2004). Several public sector productivity initiatives have been implemented. The onset of the previous



century was marked by a significant focus on productivity, which declined as the approach of the Second World War became imminent. The progression towards a more efficient public sector can be divided into four distinct time periods: Government by the efficient (1900 - 1940), government by administrators (1940 - 1970), government by the managers (1970 - 1980), and government by the private sector (1980 - 1990) (Public productivity and management review, 1990).

**Findings on the basis of available literature:**

1. The insufficient provision of some infrastructure amenities in the external work environment has greatly hindered the productivity of the workers.
2. The internal work environment, including job-related stresses, also have a detrimental impact on labor productivity. In addition to these, there are the human elements, including the worker's interactions with management and colleagues, the extent of fringe benefits, especially those that are not in the form of cash, and aspects related to the workers' place of residence.
3. Several physical facilities and psychological aspects that are deemed relevant for improving productivity are currently under labor expectation.
4. Several employment rules, including as new staff orientation, staff training and development opportunities, promotion criteria, and job security, are currently seen as unfavorable to workers and consequently have a detrimental effect on productivity.

**III. CONCLUSION**

This study has yielded valuable insights on the impact of the work environment on workers' productivity. According to the finding, 33.87% of the respondents said that the work environment negatively affected their productivity. 70.96% of the participants said that higher earnings and a better work environment are key elements in enhancing workers' productivity. Additionally, 3.22% of the participants expressed uncertainty on methods to boost their productivity. 62.89% of the participants reported experiencing stress, fatigue, physical discomfort, monotony, lack of motivation, and dissatisfaction. This percentage is significant, and it is encouraged to enhance the work environment in order to improve workers' productivity. The T-test study revealed that the issues with staff productivity are inherent to the workplace. Efforts aimed at improving employee productivity should focus only on the work environment. An setting that is conducive to work promotes the creativity of employees, which can result in the development of improved procedures that enhance productivity. Based on the T-test results, it can be inferred that enhancing the work environment is associated with increased employee productivity, while poor working conditions are linked to decreased production.

**IV. RECOMMENDATION AND IMPLICATIONS**

Enhancements in productivity can have a wider impact on society, leading to improvements in living standards and generating cash. They play a crucial role in the process of generating economic growth and accumulating capital. In order to thrive and expand in a competitive business landscape, corporate entities must establish a conducive climate that fosters enhanced work performance. There is compelling evidence that businesses must take significant action to create a conducive work environment that meets employees' expectations, promotes job satisfaction, and ultimately improves workforce productivity. The results of this study have clearly demonstrated that:

1. The internal work environment is influenced by various factors, such as job-related pressures, which negatively impact labor productivity. Additionally, human factors, such as the worker's relationship with management and coworkers, the level of non-cash fringe benefits, and factors related to worker safety and health, also play a role.
2. There are certain physical facilities and psychological aspects that are important for improving productivity, which are currently expected by the workforce.
3. The primary elements in the external work environment, specifically the insufficient availability of resources and poor infrastructure, have significantly hindered the productivity of the workers. Issues pertaining to domestic and familial matters significantly impact the productivity of workers.
4. Several job-related employment rules, such as job orientation for new staff, staff training and development opportunities, and promotions, are seen as unfavorable to workers and consequently have a detrimental influence on

productivity. Organizations must prioritize assessing external variables in the work environment, such as worker safety, health, and infrastructure, in order to enhance and update them.

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