

WORK ENVIRONMENTAL FACTORS AND EMPLOYEE'S PERFORMANCE IN SELECTED PRIVATE SECURITY COMPANIES IN FEDERAL CAPITAL TERRITORY, NIGERIA

¹JOHNSON, Dahbo, Patrick & ²ROCK, Hassana

¹Department of Business Administration, Nasarawa State University Keffi

²Department of Business Administration and Management, Federal Polytechnic Kaura-Namoda, Zamfara State, Nigeria.

Abstract

Private security outfits over time have multiplied in many commercial cities in Nigeria complementing the mainstream security service by rendering their services to many organizations including public and private in Nigeria. The study investigated the effect of work environment factors on employees' performance of private security firms in FCT, Nigeria. the population of this study comprise all employees of the 113 licensed private security in Abuja with 68,508 employees. The sample size for this study is 398 employees, primary data was collected using well structure questionnaire. The data was analyzed with the aid of Partial Least Square Structural Equation Model (PLS-SEM). The study found that organizational culture and recognition have positive and significant effect on employee's performance. Based on the study's findings, it is recommended that private security firms should continue to improve on their culture to allow for employees to take risk, be innovative and share ideas among themselves as well as subordinates and superiors. This can be fostered by allowing room for open communication in the organization. Also, that private security firms should continue to reward outstanding employees whilst considering both monetary and non-monetary forms of rewards. A clear guideline for selecting such outstanding employees should be outlined and well communicated to the employees.

Keywords: Firms, Employees' Performance, Organizational Culture, Recognition.

INTRODUCTION

Globally, the importance of employees' towards improving performance cannot be overemphasized as though improved performance is accomplished through the employees of the organization thus, putting employees as a most valuable asset every firm needs to improve performance (Nor, 2018). Whenever employees are used to their greatest capacity, business may attain limitless productivity, efficiency, and performance. All employees may not work in the same way since they have distinct working styles, their performances are however determined by their willingness and openness to complete their jobs which will in turn grow their productivity and subsequently contribute to improved performance (Raziq & Maulabakhsh, 2015).

In the dynamic and often demanding field of security services, the conditions and atmosphere in which employees operate play a pivotal role in shaping their effectiveness and overall job performance. The workplace environment is the major key factor that exists in the organization environment and its employees. The environment of an organization involves surroundings, employees' relationships, location, rules & regulations, culture, resources, and operations, these factors will have an impact on the employees' performance and commitment to their work (Rachman, 2021). Work environment encompasses physical setting, work characteristics, broader structure options, and aspects of additional organisational settings, implying that work environment is a combination of the interrelationships that exist between employees and employers, as well as the working context of employees, which includes the technical, social, and political aspects (Awoken, 2019). Similarly, Aggarwal et al. (2023) submitted that work environment can be referred to as the elements that consist of the setting in which employees put effort and work. Generally, it can be called the setting where the employees perform their tasks. It has been observed that a work environment is an essential element of job performance since it affects employees' actions.

The private security industry plays a crucial role in maintaining public safety and protecting assets in Nigeria. With an estimated over 500,000 personnel private security firms contribute significantly to societal security (Olayinka & Okunola, 2020). However, despite their importance, the industry faces

challenges related to low employee morale, high turnover rates, and suboptimal performance (Amodu & Adeniran, 2018). Private security firms are tasked with safeguarding various assets, individuals, and properties, necessitating a vigilant and responsive workforce. The nature of this work involves facing diverse challenges, ranging from potential security threats to maintaining order in various settings. Consequently, the work environment, encompassing factors such as physical facilities, organizational culture, leadership styles, recognition, teamwork, and interpersonal dynamics, becomes a critical determinant of how well employees fulfill their roles (Zainab, 2022; Amodu & Adeniran, 2018). For the purpose of this study, organizational culture and recognition were adopted and formed the focal point of the study. Samadara (2020) explained that organizational culture is the set of assumptions, beliefs, values, and norms shared by an organization's members. Besides, Qianqian and Zhihua (2020) noted that organizational culture can build friendly, family work atmosphere and care about development of employees, which is attractive for some employees who seek for employment ability, personal value, and career development. In essence, organizational culture shapes the environment in which employees operate, influencing their behaviors, attitudes, and interactions. A strong alignment between the organizational culture and the values and goals of employees often results in enhanced performance and productivity. Wickham (2022) asserts that when employees get recognition for accomplishing a task, they are more likely to be highly engaged, motivated and have a greater feeling of self-esteem, recognition promotes employee motivation and enhances performance.

Private security outfits over time has multiplied in many commercial cities in Nigeria complementing the mainstream security service by rendering their services to many organizations including public and private in Nigeria. The demand for their services by these organizations has seen a lot of investment in the sector thereby leading to a careful recruitment process aimed at sustaining the security firms leveraging on capable hands (employees) delivering quality service to clients. Since, the firm rely so much on employees, they organize series of training for these employees so as to equip them with relevant skills on quality service delivery. However, despite these investments in facilities and training, organizations continue to raise concerns about negative behaviors of security guards deployed to their organizations with some even having to terminate the contract with such security firms and others asking that erring guards be transferred out. Since employee's performance accumulates to organizational performance, this study saw the need to examine the effect of work environment on employees' performance of private security firms in Abuja, Nigeria.

Studies have been conducted to link work environment and employees' performance (Aladetan, 2023; Aggarwal, et al. 2023; Angin, et al., 2021; Donley, 2021; Aisyah, et al. 2020; Badrianto & Ekhsan, 2020; Al-Omari & Okasheh, 2017; Awan, 2015; Chandrasekar, 2011). However, majority of these studies were conducted outside the geographical area of Nigeria while others focused solely on job satisfaction and not employees' performance. the study of Duru and Shimawu (2017) although was conducted in Nigeria, but did not focus on the private security companies in FCT Abuja nor did the study focus on employees' performance thus creating geographical, sectoral and contextual gaps which this current study seeks to close by examining the effect of work environment on employees' performance in selected private security firms in FCT Abuja Nigeria.

Objectives of the Study

The main objective of the study is to investigate the effect of work environment on employees' performance of private security firms in Abuja, Nigeria. Specifically, the study set out to:

- i. assess the effect of organizational culture on employees' performance of private security firms in Abuja, Nigeria; and
- ii. examine the effect of recognition on employees' performance of private security firms in Abuja, Nigeria.

LITERATURE REVIEW

Work Environment

The work environment itself according to (Saputri, & Pamikatsih, 2022) is everything that is around the worker and can affect him in carrying out the tasks assigned. The work environment in the organization has an important meaning for individuals who work in it, because the work environment will affect directly or indirectly the people who are in it (Saptono, et al., 2020). The work environment is an environment where an employee does his daily work which can affect him in carrying out his duties. According to (Putra, et al., 2022) a working environment condition is said to be good, if employees can carry out activities or work optimally, healthy, safe, and comfortable. Therefore, creating a good work environment will be able to determine success in achieving the expected goals of the company. Work environment is everything that exists around workers both inside and outside the room including those that are physical or not that affect employees in carrying out the tasks they carry (Mohammad et al, 2016). Olanipon et al. (2023) posited that a typical working environment which consists of behavioral and physical features are critical. All components which are linked to an employee's ability to physically engage with the workplace are referred to as the physical setting. While behavioral environmental components relate to workplace occupants' etiquettes with one another. Work environment can be anything that exists around the employee and can affect how he performs his duties (Al-Omari & Okasheh, 2017). According to (Bahri, 2019) the work environment is all aspects of the physical work, psychological work, and work regulations that can affect job satisfaction and productivity gains. Khair (2018) describes the work environment as the physical environment in which employees work can affect their performance, safety and quality of work life.

Organizational Culture

Organizational Culture (OC) referred to the mindset of an organization comprising of belief systems, values and attitudes expected to shape the conduct and interactions among the members (Kanyuira & Kibuthu, 2020). OC is profiled in many ways such as through the domineering style of leadership, success definition, role models, language use, dress codes, hairstyles, flags, exchange of greetings and religious ceremonies. Cameron et al. (2020) defined organizational culture as the shared values, beliefs, assumptions, and practices that shape the behavior and interactions of people within an organization. Organizational culture is a critical aspect of organizational behavior that influences employee behavior, communication, decision-making, and the overall success of an organization. Organizational culture comprises the unwritten customs, behaviors and beliefs that determine the "rules of the game" for decision-making, structure and power. It's based on the shared history and traditions of the organization combined with current leadership values. In effect, culture dictates the way we do business and the organizational survival tactics that facilitate assimilation and personal success (Hanna, 2019).

Asita and Satish (2019) asserted that organizational culture covers values, beliefs and behaviors that contribute to the unique social and psychological environment of a business which guide the behavior of employee. It is a combination of values and beliefs, norms of behavior that are acceptable, policies, and expectations coming down from the top, formal and informal systems, through procedures, and networks. Organization culture influences the way people interact, the way employees resist certain changes, knowledge created, the way in which things are done around an organization. Thus, Organizational culture is an important concept and a pervasive one in terms of its impact on organizational change programs. Sharma (2017) defined organizational culture as the collection of traditions, values, beliefs, policies and attitudes that constitutes a pervasive context for everything for everything one does and thinks in an organization.

Recognition

According to Narpati et al. (2020) recognition is the process of granting a certain status in an organization to an employee. Recognition is acknowledging the existence of employees in the organization or company. Recognition is a strategic and thoughtful practice employed by organizations to acknowledge and express appreciation for the exemplary efforts, achievements, and positive contributions of their employees, aiming not only to boost morale and job satisfaction but also to foster a culture of motivation,

loyalty, and continuous improvement within the workforce. (Atmoko & Noviriska, 2022). It begins with an official acknowledgment of the relationship between the employee and the organization or company. Recognition, according to Muhammad and Nawaz (2017) is the act of verbally expressing gratitude to someone for the work they have done. Saying "good work," "well-done," or "pat on the back" are examples of how to express that an employee's work has been acknowledged. When employees receive praise for their efforts, it increases their level of enthusiasm, satisfaction, and sense of worth. According to Khan et al. (2017), recognition is the act of thanking staff members for their achievement and level of performance, as well as their contribution in achieving a goal. It can be personal or public, essential or formal. It is always in the account to be paid. According to Larrey (2021), acknowledgment is the act of providing a reward in connection with a performance, such as the completion of a project or work or the attainment of a goal. It can be non-monetary in the case of verbal or written praises or appreciations, or monetary in the case of cash prizes.

To Abdullah et. al. (2016), recognition means the deliberate acknowledgment and appreciation bestowed by an entity, such as an organization or team, upon individuals for their noteworthy achievements, efforts, or positive contributions, serving as a pivotal factor in inspiring and incentivizing continued high performance and commitment. Sija (2021) coined recognition as a reward given to the employees once they have accomplished certain jobs or achievement on reaching the target. Further explained recognition is a basic need in human life where each individual need recognition, craves for it and responds to it which makes recognition significant to the employee. Husain et al. (2019) defined recognition as employees' contributions as being valued and cared for. However, for Amoatema and Kyeremeh (2016), held that recognition refers to the acknowledgement of a person's behaviour either formally or informally, an effort or achievement of which is clearly beyond employer's normal expectations. Employee recognition can be in the form of appreciation written or verbal appreciation such as appraising employee or writing employee's name in the organization's newsletter or board.

Employees' Performance

According to Buchanan and Badham (2020), an employee's performance is defined as the outcome of the quality and quantity of work he completes while performing the obligations assigned to him. Employee performance indicators include but not limited to: quality of work, quantity of work, work discipline, cooperation, initiative. According to Sultana, et al. (2012) performance is the achievement of set targets in terms of expected standards of accuracy, completeness, cost and speed. Employee performance is a result of the quality and quantity of work that can be achieved by an employee in performing tasks in accordance with the responsibilities (Ruky, 2015).

According to Sila (2014), performance is how well someone completes a particular task and additionally the perception with which he/she completes that task. Who further posits that job performance can be defined in terms of quantifiable outcomes of work behaviors such as number of sales, numbers sold and also in terms of behavioral dimensions. Furthermore, performance is about generating actions or behaviors effectively to meet the set targets. According to all above definitions, employee performance means the accomplishment of a given task measured against present known standards of accuracy, competency, cost and speed. Employee performance is achieving and accomplishing specific and well-determined tasks in the organization, these tasks will be measured with well-planned and predefined goals, objectives (Safitri & Lathifah, 2019).

Organizational Culture and Employee Performance

Agus and Neneng (2023) examined the effect of organizational culture for improving corporate performance at PT. XYZ Discreet. The research method used was quantitative research by distributing questionnaires using the organizational culture assessment instrument (OCAI) to employees of PT. XYZ District. Quantitative approaches place an emphasis on objective measurement and analysis using statistics, either mathematical or numerical, derived from data collected via surveys and questionnaires. 340 participants were sampled for the study on corporate culture evaluation using OCAI. The survey results show that at PT. XYZ District has a current hierarchy culture, but the study found that employees

prefer clan culture as their corporate culture. In other words, they support the culture with kinship, openness, loyalty, mutual trust, and agreement in every activity. However, the study focused on PT. XYZ District whereas this study focused on selected private security companies as such the data may differ.

The organizational culture of scale-ups and performance was investigated by Julia et al. (2022). Using the markets, hierarchy, adhocracy, and clan cultures, the study examined organizational culture in scale-ups and its relationship to performance. In five scale-ups, both quantitative and qualitative data were gathered. Data from surveys included 116 employees. Correlation analysis was performed on the performance metrics and overall results. Ten senior managers participated in interviews and mirrored against the quantitative data. The results show that top managers and employees have different perspectives on the culture scale-ups are supposed to have. Top managers perceive market culture as more and present in their organizations than employees. The clan and adhocracy culture are positively correlated to performance and are preferred by employees. Market and hierarchy culture types are negatively correlated to performance and are least preferred by employees. The study however used correlation analysis which is not a final technique of which a robust outcome can be gotten as compared to PLS-SEM used in this current study.

Mugwika and Kavale (2022) established the relationship between organizational culture and performance of commercial banks in Kenya. The specific objective of the study was to establish the effect of market culture on organizational performance of commercial banks in Kenya. The target population was 86 respondents from commercial banks in Kenya from which a sample size of 70 was drawn. Primary data was collected by use of structured questionnaires. Data was analyzed using SPSS and descriptive and inferential statistics were generated. The study found out that there was a positive significant relationship between organizational culture and performance of commercial banks in Kenya. The study concluded that market culture had positive significant effect on performance of commercial banks in Kenya. The study concluded that managers should encourage market culture so as to increase the performance of commercial banks in Kenya. The study was conducted in Kenya, and findings may not be applicable to Nigeria.

The impact of organizational culture on performance in Saudi Arabian small and medium-sized enterprises (SMEs) was investigated by Hakami (2022). The Competing Value Framework (CVF), which comprises four different types of cultures (clan, adhocracy, market, and hierarchy), served as the basis for the organizational culture assessment instrument (OCAI) tool utilized in the study. Via the use of a questionnaire and statistical and quantitative techniques, data was gathered and analyzed using SPSS. Participating in the survey were 43 workers from over 30 SMEs. The study found that there is a positive and insignificant relationship between clan culture and organizational performance at SMEs in Saudi Arabia. The research gave insights for entrepreneurs to diagnose the type of current culture in the enterprise and the desired culture that is consistent with organizational goals and positively affects performance. The sample size used in the study is very small compared to the number of SMEs used, a larger sample size may give a more robust result. The study used SPSS as a tool for data analysis while this study used SmartPLS as such the findings may differ.

Adeyinka and Umar (2021) investigated the influence of organizational culture on the performance of Small and Medium Enterprises (SMEs) using Abuja, Nigeria as a case study. The questionnaire used was created based on Cameron and Quinn's Organizational Culture Assessment Instrument (OCAI) in identifying different types of organizational culture. Using a cross-sectional survey research design, the primary data was obtained through administered structured questionnaire to one hundred and twenty-seven (127) SMEs at different sampled locations in Nigeria. Pearson Product Moment Correlation analysis was used to identify the relationship that exists between the variables and the results revealed that organizational culture measured by clan culture, market culture, adhocracy culture and hierarchy culture variables have significant relationship with performance. The study concludes that organizational culture has significant influence on the performance of Small and Medium Enterprises (SMEs) in Abuja

and that hierarchy culture is found important in promoting innovative performance than the other type of culture. The study focused on SMEs in Abuja while this study focused on private security companies in FCT.

Recognition and Employee Performance

Using data gathered from restaurant frontline employees in three waves in Ghana, Ampofo et al. (2023) explored the interrelationships of employee recognition, job embeddedness (JE), knowledge sharing, service orientation and abusive supervision. Specifically, the model proposes that JE mediates the impact of recognition on knowledge sharing and service orientation, while abusive supervision moderates the indirect influence of recognition on knowledge sharing and service orientation via JE. The model also proposes that JE and knowledge sharing mediate the link between recognition and service orientation in a sequential manner. The hypothesized links were gauged via structural equation modeling using Mplus 7.4. The vast majority of the hypothesized relationships were supported by the empirical data. Specifically, JE mediated the impact of recognition on knowledge sharing and service orientation. JE and knowledge sharing sequentially mediated the impact of recognition on service orientation. However, the study was conducted on restaurant frontline employees in Ghana whose findings cannot be applicable to private security company employees in FCT, Nigeria.

Ramya and Vanithamani (2023) examined the impact of employee recognition on organizational culture, employee engagement, and performance. The study delves into various forms of employee recognition, including verbal appreciation, rewards and incentives, career development opportunities, and work-life balance initiatives. The study adopted the content analysis method and collected secondary data from reviewed journals, articles and publications. The study concluded from the literatures reviewed that recognition create a positive work environment where employees feel valued, motivated, and committed to the organization's goals. Similarly, Sahibzada and Khawrin (2023) study highlighted the importance of understanding the relationship between salary and recognition on job satisfaction for academic staff, specifically for lecturers at Paktia University. Data of the study were obtained with a specific goal in mind constituting the primary data. A convenience sample technique was used to conduct a survey of 60 lecturers in the Afghan province of Paktia utilizing an online Google Form to collect the needed data for the research. Data was analyzed through SPSS version 24 via Pearson product moment correlation. The study found that the implementation of the payment system at Paktia University has had a positive impact on the academic staff. The improved payment system has led to an increase in job satisfaction and recognition, which in turn has improved job satisfaction among the university's lecturers. The study used Pearson product moment correlation to analyze its data which differs from the PLS-SEM used for this current study.

Using a cross-section sampling approach, 256 valid questionnaires from 58 groups by the leader-member dyad method were collected by Yang et al. (2022) in order to explored the role of the emotion pride on the relationship between employee recognition with task performance and OCB. And the questionnaire was divided into a leadership and employee questionnaire. The population consisted of leaders and their volunteer employees. Each leader randomly selected three to five employees in the team to participate. The participants must have a full-time job and have been working in the current team for over six months. SPSS v20.0 and Amos21.0 were used to run the analysis. Also, to verify the significance of the research variables, confirmatory factor analysis (CFA) was conducted on the model using Amos 21.0. The results showed that employee recognition has a significantly positive effect on task performance and OCB. Further revealed that authentic pride mediates the relationship between employee recognition with task performance and OCB, and that hubristic pride positively moderates the relationship between employee recognition with task performance and OCB. However, confirmatory factor analysis was used to test the hypotheses which differs from the PLS-SEM used in this study.

Chantal et al. (2022) looked at the relationship between employee recognition programs and employee performance of Shyogwe diocese. The study used a correlational research design. 300 Pastors, Teachers, Administrative, Audit Department, Human Resource, and Academic Staff from Shyogwe Diocese made

up the population. A sample size of 171 respondents were used for the study selected using the simple random sampling method. A questionnaire survey and an interview guide were used to obtain data. Frequencies, percentages, means, correlation and regression were used to analyze quantitative data. Content analysis was used to analyze qualitative data. The results showed that employee recognition was fair, according to descriptive data. According to inferential analysis, employee recognition, on the other hand, was unfavorable but small effect on employee performance. As a result, it was recommended that promotions, in addition to monthly salary, bonuses, allowances, paid yearly leaves, and insurance policies, be included in the extrinsic rewards and provide employees with the required abilities to accomplish their responsibilities, building employee confidence. Nonetheless, the study's focus was on employee performance of Shyogwe diocese while this current study's focus is on employee performance of private security companies.

Using a Canadian hospital as case study, Chênevert et al. (2022) in their study examined the different non-monetary recognition practices and how it affects employee turnover. Questionnaires were mailed directly to 1055 caregivers who had direct contact with physicians, co-workers and patients. Each questionnaire was accompanied by a stamped return envelope. 222 questionnaires were returned. Data was analyzed using descriptive statistics and multiple regression analysis techniques via SPSS software. The results revealed that when distal organizational nonmonetary recognition is aligned with recognition from proximal sources, employees had lower turnover intentions and, indirectly, were less likely to quit 2 years later. For the most part, these relationships do not differ significantly based on the level at which alignment of distal and proximal recognition occurs. In terms of contrasts, when distal recognition exceeds the level of proximal recognition from the supervisor, turnover intentions are higher. For other proximal sources (co-workers, physicians and patients), turnover intentions were higher irrespective of the type of contrast. The study was conducted in Canada which limits its findings from general applicability due to geographical constraint.

Xiaoming et al. (2022) investigated the effects of rewards, recognition, distributive justice and procedural justice on employee engagement and examined innovative behavior as a linchpin mechanism for the relationship between organizational engagement culture and organizational performance. A multilevel analysis method was used. Sample data were collected through a questionnaire survey targeting employees from 39 hotels in Guangzhou, China, in 2019. A total of 323 valid questionnaires were completed and used for analysis. Hierarchical linear modeling (HLM) was used to test the multilevel hypotheses formulated. The results confirmed the significant positive effect of organizational empowerment, leadership and collaboration atmosphere on employment engagement. Rewards, recognition, distributive justice and procedural justice significantly affected employee engagement. It was also confirmed that employee engagement ultimately improved performance outcomes at the individual and organizational levels. Additionally, the mediation effect of organizational innovation culture on the relationship between organizational employee engagement and organizational performance was confirmed. Hierarchical linear modeling was however used for analysis while this current study adopts the partial least square structural equation modeling technique for analysis.

Haitao (2022) investigated the relationship between challenges, recognition and coworkers to job satisfaction. The method used in writing the research was the qualitative and library research method, which is sourced from online media such as Google Scholar, Mendeley and other academic online media. The results of this study showed that challenges, recognition and colleagues are related to job satisfaction. Apart from these 3 exogenous variables that affect the endogenous variable Job Satisfaction there are still many other factors including the variables of Salary, Work Environment and Workload. However, the study used secondary data to draw its conclusions while this study used primary data directly from respondents and analyzed through a scientific method to draw its conclusions which gives a robust output as compared to the previous study.

Resource-Based View (RBV) Theory

The starting point of resource-based view theory is dated back to the era of Penrose, (1959) who suggested that resource possessed, deployed and used effectively would give more results than other

industrial structure employed. The RBV analyze and interpret resources of the organizations to understand how organizations achieve sustainable competitive advantage. The RBV focuses on the concept of difficult-to- imitate attributes of the firm as sources of superior performance and competitive advantage (Barney, 1991; Prahalad & Hamel, 1990). Resources that cannot be easily transferred or purchased, that require an extended learning curve or a major change in the organization climate and culture, are more likely to be unique to the organization and, therefore, more difficult to imitate by competitors.

However, the theory has been criticized for vagueness of terminology, and the lack of commonality of terms (Rugman & Verbeke, 2002). Moreover, the RBV researchers also challenge the foundation of the theory, suggesting that the view appears to assume what it seeks to explain (Hoopes et al. 2003). In spite of these criticisms, the theory has heightened knowledge regarding the nature, characteristics and potential usage of resources in unique ways (Kiiru, 2015). The RBV takes an 'inside-out' view or firm specific perspective on why organizations succeed or fail in the market place (Grant, 1991). Resources that are valuable, rare, inimitable and non-substitutable (Barney, 1991) make it possible for businesses to develop and maintain competitive advantages, to utilize these resources and competitive advantages for superior performance (Wernerfelt, 1984). According to RBV, an organization can be considered as a collection of physical resources, human resources and organizational resources (Barney, 1991; Amit and Shoemaker, 1993). Resources of organizations that are valuable, rare, imperfectly imitable and imperfectly substitutable are main source of sustainable competitive advantage for sustained superior performance (Barney, 1991). This theory relates to this study because employees are part of the intangible resources of an organization and therefore the organization should fully utilize the available resources which include financial, time and human capital to ensure that their employees are valuable, rare difficult to imitate and non-substitutable.

METHODOLOGY

This study adopted survey design. the population of this study comprise all employees of the 113 licensed private security companies operational in FCT Abuja at least for a minimum period of five (5) years. According to data obtained from the Human Resource Department of the various companies, the total number of employees of the 113 selected companies is 68,508. The sample size for this study is 398 employees of selected private security guard companies in FCT Abuja. However, additional 10% (40) was added as recommended by Singh and Masuku (2014) to allow for attrition bringing it to a total of 438. The study adopted a simple random sampling technique to select the sample from the population. This allows all respondents equal chances of being part of the study and hence scientific. For the purpose of this study, only primary sources of information were used. The study applied descriptive and inferential statistics to the data collected. The mean, and the standard deviation were used to analyze the survey's item responses, and SmartPLS's Partial Least Square Structural Equation Model (PLS-SEM) was utilized to evaluate the hypotheses that were put forth at the 0.05 level of significance.

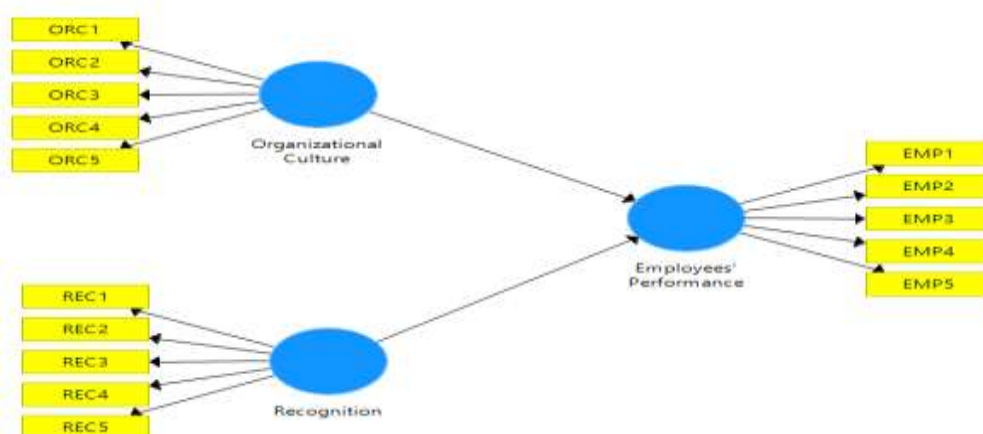


Fig.1: Theoretical Model on Work Environmental Factors and Employees' Performance of Private Security Firms in FCT.

RESULTS AND DISCUSSION

Out of the four hundred and thirty-eight (438) distributed questionnaires, 401 were properly filled and returned giving a response rate of 91%. Subsequently, all further analyses were done using 401 responses data.

Assessment of Measurement Model

In assessing the measurement model, the researcher began by assessing the item outer loadings. As a rule, loadings above 0.708 are recommended, as they indicate that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item reliability (Hair, et al., 2019). However, Hair, et al., (2019) posited that low but significant indicator loading of 0.50 can be included hence justifying why indicators with loadings less than 0.708 and above 0.50 were not deleted from the model as seen in figure 2 below.

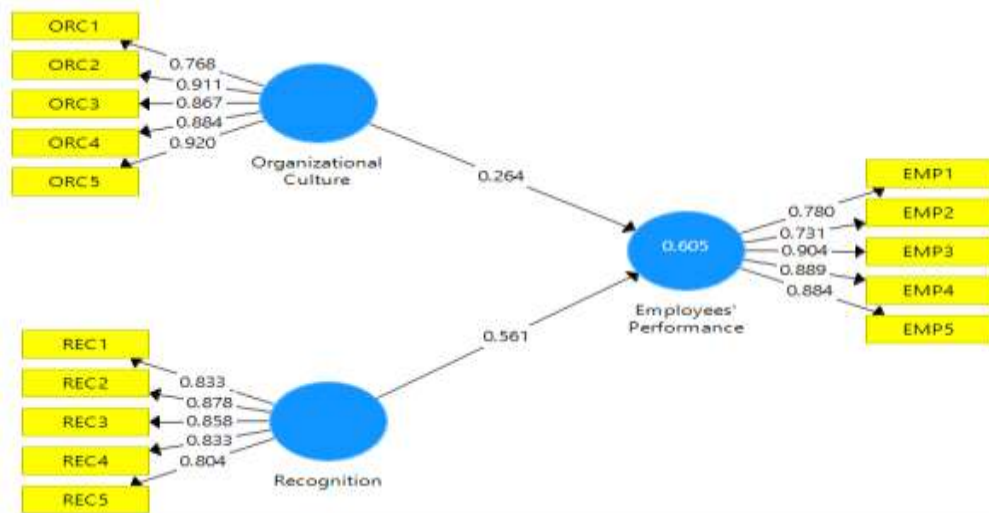


Fig 2: Indicator Loadings.

Table 4.2: Reliability of study scale

S/N	Variables		Factor Loadings	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)	No of Items
1	Organizational Culture (ORC)	ORC1	0.768	0.920	0.940	0.760	5
		ORC2	0.911				
		ORC3	0.867				
		ORC4	0.884				
		ORC5	0.920				
2	Recognition (REC)	REC1	0.833	0.897	0.924	0.709	5
		REC2	0.873				
		REC3	0.858				
		REC4	0.833				
		REC5	0.804				
3	Employees Performance (EMP)	EMP1	0.780	0.894	0.923	0.706	5
		EMP2	0.731				
		EMP3	0.904				
		EMP4	0.889				
		EMP5	0.884				

Source: SmartPLS Output, 2024

Composite reliability of Jöreskog's (1971) was applied to test for internal consistency of the study. All the values fall within the Hair et al. (2019) rating of good consistency. The Cronbach alpha value were above 0.60 which is the minimum threshold as recommended by Sekaran (2010). To test for the convergent validity, the average variance extracted (AVE) was used. All the latent variables showed values greater than 0.50 which indicates that the constructs explain at least 50 percent of the variance of its items. According to Henseler, et al., (2015) the Fornell-Larcker criterion does not perform well when explaining discriminant validity, particularly when the indicator loadings on a construct differ only slightly. As a replacement, they proposed the Heterotrait-Monotrait (HTMT) ratio of the correlations which is the mean value of the item correlations across constructs relative to the (geometric) mean of the average correlations for the items measuring the same construct (Voorhees et al., 2016). Discriminant validity problems are present when HTMT values are high than 0.90 for structural models (Henseler, et al., 2015).

Heterotrait-Monotrait Ratio (HTMT)

	ORC	REC	EMP
ORC	1.000		
REC	0.815	1.000	
EMP	0.841	0.743	1.000

Source: SmartPLS Output, 2024

The Variance Inflation Factor (VIF) was used to evaluate collinearity of the formative indicators. All the VIF values were less than 5 indicate the absence of critical collinearity issues among the indicators of formatively measured constructs (Hair, et al., 2019).

Model Goodness of Fit (GoF)

Sequel to the need to validate the PLS model, there is a need to assess the goodness of fit of the model as Hair, et al. (2017) suggested. This study used the standardised root mean square residual's (SRMR). The choice of this index was based on the fact that the SRMR provides the absolute fit measure where a value of zero indicates a perfect fit. The study adopted Hu & Bentler (1998) suggestion that a value of less than 0.08 represents a good fit while applying SRMR for model goodness of fit. The study result indicates an SRMR value of 0.062. This indicates the model is fit.

Assessing the Structural Model

Having satisfied the measurement model assessment, the next step in evaluating PLS-SEM results is to assess the structural model. Standard assessment criteria, which was considered include the path coefficient, t-values, p-values and coefficient of determination (R^2). The bootstrapping procedure was conducted using a resample of 5000.

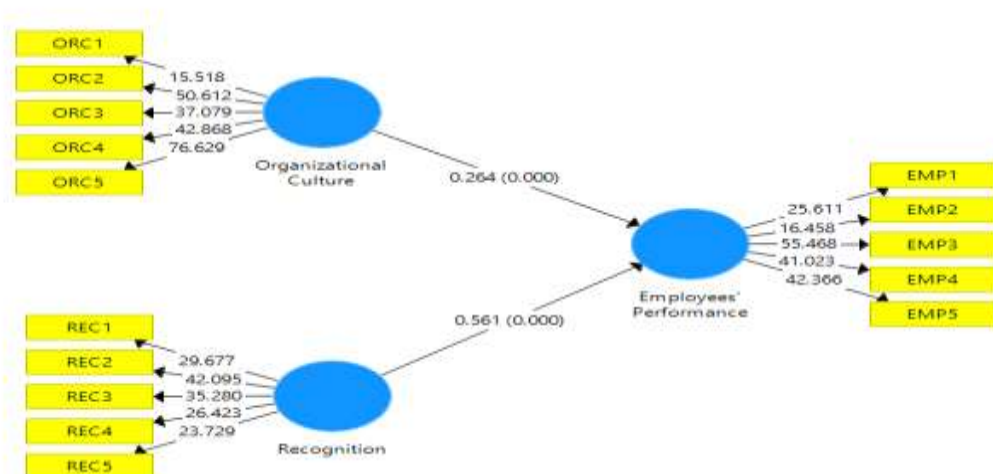


Fig. 3: Path Coefficients of the Regression Model.

R Square Table		
	R²	Q²
Employees Performance	0.605	0.595

Source: SmartPLS Output, 2024

The R-square value stood at 0.605 indicating that work environment proxied by organizational culture and recognition are responsible for approximately 61% variation in employees' performance. The remaining 39% variation could be explained by other factors not included in the study. Based on Hair, et al., (2019), the r-square is considered moderate. The result of the path analysis is presented in the table below:

Table 4.4: Path Coefficients

Hypotheses	Variable	B	T-Value	P-Value	Decision
Ho ₁	Organizational Culture -> Employees' Performance	0.264	3.780	0.000	Rejected
Ho ₂	Recognition -> Employees' Performance	0.561	8.387	0.000	Rejected

Source: SmartPLS Output, 2024

The result from the analysis indicates that organizational culture has positive and significant effect on employee's performance. The decision was reached based on the t-value of 3.780 which is greater than 1.964 and a beta value of 0.264 with a p-value of 0.000. This finding implies that there is existence of a strong culture among the security firms and this has contributed to increase in employees' performance. This finding is in agreement with that of Mugwika and Kavale (2022) Hakami (2022) and Adeyinka and Umar (2021) who found positive effect of culture on performance. it however, disagrees with the finding of Julia et al. (2022) who found negative effect of organizational culture on employees' performance.

The result from the analysis indicates that recognition has positive and significant effect on employee's performance. The decision was reached based on the t-value of 8.387 which is greater than 1.964 and a beta value of 0.561 with a p-value of 0.000. This implies that existing recognition among the companies has increased employees' performance with many putting in their best to clinch the award. This finding agrees with that of Ramya and Vanithamani (2023) and Sahibzada and Khawrin (2023) who found significant effect of recognition on employees' performance but however, the finding disagrees with that of Chantal et al. (2022) who found insignificant effect of employee recognition on employees' performance.

CONCLUSION AND RECOMMENDATIONS

Based on the findings of the study, it is concluded that the existing culture as well as the recognition practiced by security firms has engineered significant increase in performance of employees. Based on the study's findings, it is recommended that:

- i. Private security firms should continue to improve on their culture to allow for employees to take risk, be innovative and share ideas among themselves as well as subordinates and superiors. This can be fostered by allowing room for open communication in the organization.
- ii. Private security firms should continue to reward outstanding employees whilst considering both monetary and non-monetary forms of rewards. A clear guideline for selecting such outstanding employees should be outlined and well communicated to the employees.

References

Abdi, F. B. (2016). *Factors affecting employees' performance: The case of Ethio Telecom Addis Ababa Zonal Offices*. A thesis submitted to St. Mary's university, school of graduate studies in partial fulfilment of the requirements for the award of Degree of Master in Business Administration.

- Aggarwal, A., Sharma, D., Vohra, P., Sharma, S., & Sharma V. (2023). Work Environment and Job Satisfaction among Employees. *The International Journal of Indian Psychology*, 11 (1), 1248-1254.
- Aisyah, S., Deswindi, L., & Indrajaya, D. (2020). Are physical and non-physical working environment effect employees' productivity with motivation as an intervening factor? *Advances in Economics, Business and Management Research*, 149, 242-247. <https://doi.org/10.2991/aebmr.k.200812.042>
- Aladetan, F. I. (2023). Work Environment and Teachers' Job Performance in Public Primary Schools in Ondo State Nigeria. *International Journal of Education, Teaching, and Social Sciences*, 3(1), 68 - 81.
- Ali, A. (2012). Leadership and its influence in organizations: A review of intellections. *International Journal of Learning & Development*, 2(6), 73-85.
- Al-Omari, K. & Okasheh, H. (2017). The influence of work environment on job performance: A case study of engineering company in Jordan. *International Journal of Applied Engineering Research*, 12(24), 15544-15550. <http://www.ripublication.com/>
- Amir, F. (2010). Measuring the impact of office environment on performance level of employees: A case of private sector of Pakistan. *Proceedings of the 2nd International Conference of AGBA South Asia Chapter on Nurturing Innovation, Entrepreneurship, Investments and Public Private Partnership in Global Environment*, Bhurban, Pakistan
- Amodu, L. T., & Adeniran, S. A. (2018). The challenges of private security personnel in Nigeria: Implications for training and development. *International Journal of Management, Accounting and Economics*, 5(8), 821-830.
- Andersen, J. A. (2016). An old man and the sea of leadership. *Journal of Leadership Studies*, 9(4), 70-81
- Angin, D. P., Silalahi, M., & Ambarita, M. H. (2021). Work environment factors in affecting employee performance. *International Journal of Social Science*, 1(3), 203-208. <https://doi.org/10.53625/ijss.v1i3.413>
- Apriyanti, R., Sudiarditha, I. K. R., & Saptono, A. (2021). Effect of reward and work environment on employee performance through work satisfaction as a mediation (Study on employees of pt. International chemical industry). *Dinasti International Journal of Economics, Finance & Accounting*, 1(6), 979-1002. <http://doi.org/10.38035/DIJEFA>
- Arsita, S. & Rachman, T. (2022). The effect of supervision, work discipline, and physical environment on the performance of Sirnajaya Village Government employees. *Strategic Management Business Journal*, 2(1), 57-64. <https://doi.org/10.55751/smbj.v2i01.26>
- Awan, A. M. T. (2015). Impact of working environment on employee's productivity: A case study of Banks and Insurance Companies in Pakistan. *European Journal of Business and Management*, 12. <https://www.semanticscholar.org/paper/Impact-of-working-environment-on-employee%27s-A-caseAwan+Tahir/ddff90fafc7685dcecfad779e8ff8177f2c0277f>
- Badrianto, Y. & Ekhsan, M. (2020). Effect of work environment and job satisfaction on employee performance in PT. Nesinak Industries. *Journal of Business, Management, and Accounting*, 2(1), 85-91. <http://e-journal.stie-kusumanegara.ac.id/>
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Barney, J. B., & Wright, P. (1998). The resource-based view of the firm: On past and future perspectives. *Journal of Management*, 24(5), 643-658.
- Budianto, A. A. T. & Katini, A. (2017). Pengaruh lingkungan kerja terhadap kinerja pegawai pada PT Perusahaan Gas Negara (PERSERO) Tbk SBU Distribusi wilayah I Jakarta. *Jurnal Ilmiah Prodi Manajemen Universitas Pamulang*, 3(1).
- Burbar, M. Y. (2021). The impact of work environment on employee's performance in banking sector in Palestine. *International Business Research*, 14(8), 85-100. <https://doi.org/10.5539/ibr.v14n8p85>
- Chandrasekar, K. (2011). Workplace Environment and its impact on Organizational Performance in Public Sector Organizations. *International Journal of Enterprise Computing and Business System*, 7(1), 1-20.
- Chen, G., Sharma, P. N., Edinger, S. K., Shapiro, D. L., & Farh, J. (2011). Motivating and demotivating forces in teams: Cross-level influences of empowering leadership and relationship conflict. *Journal of Applied Psychology*, 96, 541-557. <http://dx.doi.org/10.1037/a0021886>

- Chughtal, M. S. & Khan, H. S. (2023). Knowledge oriented leadership and employees' innovative performance: a moderated mediation model. *Current Psychology*. <https://doi.org/10.1007/s12144-023-04502-7>
- Donley, J. (2021). *The impact of work environment on job satisfaction: Pre-COVID research to inform the future*. *Nurse Leader*, 19(6), 585-589.
- Duru, C. E., & Shimawu., D. (2017). The effect of work environment on employee productivity: A case study of Edo city transport services Benin City, Edo state Nigeria. *European Journal of Business and Innovation Research*, 5(5), 23–39.
- Duru, C. E., & Shimawu., D. (2017). The effect of work environment on employee productivity: A case study of Edo city transport services Benin City, Edo state Nigeria. *European Journal of Business and Innovation Research*, 5(5), 23–39.
- Ejimabo, N. O. (2015). An approach to understanding leadership decision making in organization. *European Scientific Journal*, 11(11), 1-24
- El-Zeiny, R.M.A. (2013). Interior design of workplace and performance relationship: Private sector corporations in Egypt. *Asian Journal of Environment-Behavior Studies*, 4(11).
- Ester Manik, K. B. (2011). Pengaruh kepemimpinan kepala sekolah, budaya organisasi dan motivasi kerja terhadap Kinerja Guru Pada SMP Negeri 3 Rancaekek. *Jurnal Ekonomi, Bisnis & Entrepreneurship*, 5(2), 97–107.
- George, K. A., Isaac, S. O., Hoedoafia, M. A., & Atakorah, Y. B. (2017). The effect of work environment on job satisfaction: Evidence from the banking sector in Ghana. *Journal of Human Resource Management*, 5(1), 12-18. <http://doi.org/10.11648/j.jhrm.20170501.12>
- Gharibvand, S. (2012). The relationship between Malaysian organizational culture, participative leadership style, and employee job satisfaction among Malaysian employees from semiconductor industry. *International Journal of Business and Social Science*, 3(16), 289- 298
- Grant, R. M. (1991). The resource-based theory of competitive advantage: Implications for strategy formulation. *California Management Review*, 33(3), 114-135. <https://doi.org/10.2307/41166664>
- Gupta, N., & Shaw, J. D. (2014). Employee compensation: The neglected area of HRM research. *Human Resource Management Review*, 24(1), 1–4.
- Hadida, S., Laksmi, A. D., & Rahayoe, M. P. (2020). Relationship between perception of physical work environment conditions and employee performance at bank Syariah Mandiri, Indonesia. *European Journal of Human Resource Management Studies*, 4(4), 28-39. <http://dx.doi.org/10.46827/ejhrms.v4i4.934>
- Ivanova, T, Zivkovic, S., & Ivanov, A. (2011). Leadership potential as a key factor in the success of managers in companies of Ulyanovsk Region. *African Journal of Business Management*, 5(33), 12754-12761.
- Kearney, T., Coughlan, J., & Kennedy, A. (2023) The influence of the physical work environment on retail employees. *Journal of Services Marketing*, 37(6), 719-731. <https://doi.org/10.1108/JSM-04-2022-0130>
- Khair, H. (2018). Pengaruh gaya kepemimpinan dan lingkungan kerja terhadap kinerja karyawan dengan kepuasan kerja sebagai variabel intervening. *Jurnal Ilmiah Magister Manajemen*, 1(1), 59–70. <http://doi.org/10.30596/maneggio.v1i1.2241>.
- Kiiru, G. W. (2015). Dynamic capabilities, strategic orientation and competitive advantage of Small and Medium-Retail Enterprises in Kenya. A published thesis Doctor of Philosophy in Business Administration, Jomo Kenyatta University, Kenya.
- Koech, P. M. & Namusonge, P. G. (2012). The effect of leadership styles on organizational performance at State Corporations in Kenya. *International Journal of Business and Commerce*, 2(1), 1-12.
- Kohun, S. (2019). *Business environment*. Ibadan: University Press .
- Lemma, N., Dugassa, E., & Temesgen, W. (2022). The effect of indoor physical work environment on employees' performance. *Journal of Ergonomics*, 12(1), 1-7. <http://doi.org/10.35248/2165-7556-22.12.295>
- Lopez-Cabarcos, M. A., Vazquez-Rodríguez, P., & Quinoa-Pineiro, L. M. (2022). An approach to employees' job performance through work environmental variables and leadership behaviors. *Journal of Business Research*, 140, 361-369. <https://doi.org/10.1016/j.jbusres.2021.11.006>

- Marta, O. E. (2011). Analysis of influence of leadership style and organizational culture on organizational performance: Responsiveness as an intervening variable (Unpublished thesis). Semarang: Diponegoro University.
- Masoud, E. Y. & Hmeidani, T. A. (2013). The effect of perceived work environment on frontline employees' service recovery performance: The case of four- and five-star hotels in Jordan. *European Scientific Journal*, 9(11), 129-147.
- Mohammad, K. A. S., Toryila, A. S., & Saanyol, D. B. (2018). The Role of Interpersonal Relationship on Job Performance Among Employees of Gboko Local Government Area of Benue State, Nigeria. *International Journal of Social Sciences and Management Research*. 3(4), 99-104.
- Nor, A.I. (2018). Enhancing employee performance through human resource management practices: a review of literature. *Eur J Hum Resour Manag Stud*. <https://doi.org/10.46827/ejhrms.v0i0.492>
- Northouse, P. G. (2016). *Leadership: Theory and practice*. Sage Publications.
- Olanipon, O. O., Ebhoaye, S. O., Oyamendan, A. E., Akionla, A. A., Adalakun, G. C. & Akinradewo, T. R. (2023). Work environment and employee performance among staff in Federal Polytechnic Ado-Ekiti, Ekiti State. *Fuoye Journal of Finance and Contemporary Issues*, 4(2), 64-81.
- Olayinka, T. O., & Okunola, A. A. (2020). The role of private security sector in national security: A case study of Nigeria. *European Journal of Criminology*, 17(6), 799-813.
- Omigie, N. & Egbon, O. (2022). Effect of the physical work environment on employees' performance in selected manufacturing firms in Nigeria, *Gusau Journal of Business Administration*, 1(1), 1-10.
- Onuoha, U. D., Ukangwa, C. C., & Otuza, E. C. (2020). Work environment and the job satisfaction of librarians in private universities in South-East and South-West, Nigeria. *Library Philosophy and Practice*.
- Opperman C. S. (2002). Tropical business issues. Partner Price Water House Coopers. *International Business Review*.
- Parlinda, V. (2012). Influence of leadership, motivation, training, and work environment on employee performance at the Regional Water Company of Surakarta (Thesis published, Surakarta Muhammadiyah University of Surakarta).
- Penrose, E. T. (1959). *The Theory of the Growth of the Firm*. New York: John Wiley.
- Persada, I. N., Maizar, L., & Septa, D. N. (2023). The influence of leadership, motivation and incentives on the performance of personnel of the operations section of Polda Kepri. *International Journal of Accounting, Management, Economics and Social Sciences*, 1(4), 403-416.
- Prahalad, C. K., & Hamel, G. (1990). The core competence of the corporation. *Harvard Business Review*, 68(3), 79-91.
- Putra, A. M. A., Landra, N., & Puspitawati, N. M. D. (2022). Pengaruh stres kerja, lingkungan kerja fisik, keselamatan dan kesehatan kerja terhadap kepuasan kerja karyawan pada CV. *Values*, 3(2), 540-551
- Qianqian, H., & Zhihua, D. (2020). The Relationships among Corporate Culture and Employee Performance" International Conference on Big Data Application & Economic Management (ICBDEM 2020). DOI: <https://doi.org/10.25236/icbdem.2020.033>
- Qomariah, N., Nyoman, N., & Martini, P. (2022). The influence of leadership style, work incentives and work motivation on the employee's performance of Regional Revenue Agency. *Journal of Economics, Finance and Management Studies*, 5(07), 1942–1954.
- Rachman, F.A. (2021). Employees' job satisfaction and their work performance as elements influencing work safety. *System Safety: Human-Technical Facility-Environment*, 2(1), 18-23.
- Rahmawanti, N. P., Bambang, S., & Prasetya, A. (2014). Pengaruh lingkungan kerja terhadap kinerja karyawan (Studi pada karyawan kantor pelayanan pajak pratama malang utara). *Jurnal Administrasi Bisnis*, 8(2), 1-9.
- Raziq, A. & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Econ Financ*. 23, 717–25. [https://doi.org/10.1016/S2212-5671\(15\)00524-9](https://doi.org/10.1016/S2212-5671(15)00524-9)
- Ruky, A. (2015). *Sumber Daya Manusia Berkualitas*. Jakarta: Gramedia Pustaka Utama.
- Safitri, A. & Lathifah, N. (2019). The effect of training, discipline, motivation, and satisfaction on employee achievement. *SSRN Electronic Journal*, 5(3), 1–13. <https://ssrn.com/abstract=3313138>

- Samadara, P. D. (2020). Internal service quality and employee performance: Case of Swiss Belin Kristal Hotel- Indonesia. *The International Journal of Social Sciences World*, 2(1), 109-115. <https://doi.org/10.5281/zenodo.4146874>
- Saptono, N. K., Supriyadi, E., & Yusuf, T. (2020). Pengaruh work life balance dan lingkungan kerja terhadap kepuasan kerja melalui employee engagement dengan kesehatan mental sebagai variabel moderator pada karyawan generasi milenial: Direktorat Keuangan PT Angkasa Pura I (Persero). *Ekobisman-Jurnal Ekonomi Bisnis Dan Manajemen*, 5(2), 88-108.
- Saputri, B., & Pamikatsih, T. R. (2022). Analisis pengaruh gaya kepemimpinan, lingkungan kerja, komunikasi, dan motivasi terhadap kinerja karyawan pada pdam kota Surakarta. *Jurnal Ilmiah Ekonomi Bisnis*, 8(1), 060-072.
- Sedarmayanti, H. (2011). Manajemen sumber dayamanusia. *Reformasi Birokrasidan Manajemen Pegawai Negeri Sipil, CetakanKelima*.
- Setiawan, Y., Qomariah, N., & Jember, U. M. (2022). The role of competence, leadership, work environment and motivation in improving employee performance. *International Journal of Humanities and Social Science Invention*, 11(2), 47–58.
- Shakil, H. (2020). The effect of leadership and motivation on employees' satisfaction: Evidence from Mirpur Division AJ&K in Restaurant Sector. *International Journal of Management Progress*, 2(1), 1-12.
- Sharma, D. M. K. & Jain, S. (2013). Leadership management: Principles, models and theories. *Global Journal of Management and Business Studies*, 3(3), 309-318.
- Sila, A. K. (2014). Relationship between training and performance: A case study of Kenya women finance trust Eastern Nyanza Region, Kenya. *European Journal of Business and Social Sciences*, 3(1), 95-117.
- Sultana, A., Irum, S., Ahmed, K. & Mehmood, N. (2012). Impact of training on employee performance: A study of telecommunication sector in Pakistan. *Interdisciplinary Journal of Contemporary Research in Business*, 4(6), 646-661.
- Surbakti, M. P. (2013). Analysis of effect of transformational leadership and motivation on employee performance (unpublished thesis). Semarang: Diponegoro University.
- Tabassum, S., Imdad, H. S., & Muhammad, H.S. (2021). Impact of physical workspace environment factors on employee performance & turnover intention. *International Journal of Management*, 12(1), 573-597. <http://www.iaeme.com/IJM/issues.asp?JType=IJM&VType=12&IType=1>
- Ulum, M. & Mun'im, A. (2023). Leadership and performance of teachers and employees of SMK Sunan Drajat Lamongan. *Multidisciplinary Journal of Education, Economic and Culture*, 1(1), 1–12. <https://sunanbonang.org/index.php/mjeec>
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(1), 17-29.
- Zainab, S. (2022). Effect Of Work Environment On Employee Performance: A Case Study Of Umaru Musa Yaradua University Katsina, *international Journal of Management, Social Sciences, Peace and Conflict Studies*, 5(1), 481-491.
- Zhang, S., Hua, X., Huang, G., & Shi, X. (2022). How does leadership in safety management affect employees' safety performance? A case study from mining enterprises in China. *International Journal of Environmental Research and Public Health*, 19, 1-19. <https://doi.org/10.3390/ijerph19106187>
- Zulmariad, R., Indrayani, M., Khaddafi, M., & Chablullah, W. (2022). The effect of leadership, motivation and discipline toward employee's performance. *International Journal of Educational Review, Law and Social Sciences*, 2(2), 305-310. <https://doi.org/10.54443/ijerlas.v2i2.233>

Appendix I: Research Questionnaire

Instruction: Tick the column like this ☒ for the option which best address your answer

Please read each statement carefully and indicate your level of agreement on a scale of 1 - Strongly Disagree, 2 – Disagree, 3 – Neutral, 4 - Agree, 5 - Strongly Agree

S/N	Statements	Agreement scale				
	Organizational Culture (OC)	5	4	3	2	1
OC1	The organization encourages creativity and innovation					
OC2	I feel comfortable expressing my ideas and concerns to my colleagues and managers					
OC3	The organizational culture aligns well with my personal and professional values					

OC4	There is a strong sense of collaboration and teamwork within the organization					
OC5	I am satisfied with the overall culture of the organization					
S/N	Statements	Agreement scale				
	Recognition (RN)	5	4	3	2	1
RN1	I always get credit for Job well done					
RN2	I'm praised regularly for my work					
RN3	My hard work is always acknowledged					
RN4	The organization cares about appreciating her employees					
RN5	I receive praise for every task I perform with good output					
S/N	Statements	Agreement scale				
	Employees' Performance (EP)	5	4	3	2	1
EP1	I meet deadlines and deliverables in a timely manner					
EP2	I consistently produce high-quality work					
EP3	I consistently achieve the goals set for my role					
EP4	I am able to identify and solve problems effectively					
EP5	I ensure that my work is thorough and accurate					