



**EFFECT OF WORK ENVIRONMENT SUPERVISION AND JOB SATISFACTION ON
EMPLOYEE PRODUCTIVITY IN THE FEDERAL CAPITAL TERRITORY AREA COUNCILS,
NIGERIA.**

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ABSTRACT

Globally, the business environment has evolved and remains ever-changing. However, the attainment of employees' high level of productivity remains the ultimate goal of private and public enterprises. Nonetheless, the challenge most organizations encounter is how to motivate employees through adequate supervision and reward. Notably, employee productivity in Nigeria has remained a question yet unanswered in the minds of public actors with decreasing levels due to demotivational factors. This study investigated the effect of work environment supervision and job satisfaction on employee productivity in FCT area councils. A descriptive survey approach was adopted for the study where all employees of the six area councils were used. Out of the population, a sample of 384 employees was used with the information collected using a structured questionnaire. The study was predicated on Social Exchange Theory to expose the relationship between the study variables. Correlation and Multiple regression techniques were used. The findings of the study showed a positive and significant effect of both work environment supervision and job satisfaction on employee productivity of area councils in the FCT, Abuja, Nigeria. Therefore, the study recommends that the government of the local councils should endeavour to come up with a leadership model that encompasses ideals, inspiration, stimulation and individualized consideration to diffuse the possibility of dissatisfaction with the management and leadership style. This will ensure there are proper ways and means to communicate county strategies and goals to the employees.

Keywords: *Work Environment, Supervision, Job Satisfaction and Employee Productivity*

Introduction

Contemporarily, the work environment has continued to witness tremendous changes in physical, mental and psychological behaviour of employees due largely to the uncondusive and inability of organizational management to meet up with the yearnings of employees which serves as a source of motivation to work commitment that results

in the high level of employee productivity. Consequently, organizations break down employees' tasks based on experience and level of expertise which enables the smooth running of the organization for optimum performance. Therefore, hierarchy in the organizational structure remains crucial to the alignment of personal goals and organizational objectives. As a result, the supervision of employees ensures efficient and effective task performance and employee appraisal (Qureshi and Hamid, 2017).

Both private and public organizational settings over the years have faced the challenge of determining how best to satisfy their employees due to the insatiable nature of human wants. Therefore, gaining competitive edge entails continuous prioritization of employee satisfaction to adapt to the ever-changing business environment. The achievement of high productivity is highly correlated with job satisfaction, which creates a good sensation as a result of the idea that the job satisfies a very essential employment value (Saharuddin, 2016). Consequently, organizations must ensure that good working conditions are provided to employees through direct employee supervision to enable the employees to work freely without obstacles that can prevent them from performing to the level of their full potential (Karamanis, Arnis & Pappa, 2019). Although, effective and efficient supervision of the work environment and job satisfaction ensures maximum productivity from employees, inadequacy of the same results in a lack of commitment and low productivity. Furthermore, Nilsson and Nilsson (2021) observed that successful managers of organization sets attainable goals, instill good work environment and raise employee understanding of the fundamental value of training for increasing productivity.

Public and private organizations are consequently compelled to engage in a variety of capacity development projects in order to be more cost-effective, pursue innovation, and overall be more competitive than any other industry competitors (Awan & Tahir, 2015). The majority of these organizations derive their competitive advantage from their financial prowess, intangible assets like technical know-how and operational patents, as well as from human capital and locational advantages. The use of these resources, however, is no longer necessary in the absence of employees' dedication to their jobs, which makes it impossible for task supervision to be successful and organizational management to appropriately meet employees' demands, which lowers employee productivity (Suryadewi, Sintaasih & Giantari, 2020). A conducive work environment will positively affect the continuity of work, while a less conducive work environment would negatively affect the continuity of work (Pawirosumarto, Sarjana & Gunawan, 2017).

Undoubtedly, one of the most important resources a corporation might own is its personnel. Local councils in Nigeria faces challenges when attempting to maximize human productivity due to the limited motivational processes involves in obtaining employees' best efforts. Employees determine how well the local councils' resources can be utilized as pointed out by Shimawua and Sunday (2018). This suggests that even if the local councils possessed excellent resources, proper management, recruiting and

retention tactics may hinders its delivery of service. According to Wandari and Mujiati (2021), supportive supervisory relationships, positive workplace dynamics, opportunities for growth and development, alluring incentives, and reasonable workloads all contribute significantly to creating a work environment that increases employees' productivity levels. This suggests that a good work environment, both physically and psychologically, and job satisfaction within the workplace increase employees' productivity.

The productivity of local councils employee is highly connected to the conduciveness of the working environment which provides a certain level of job satisfaction to employees. Employee motivational levels, performance, and productivity can all be strongly impacted by the quality of the supervision provided in the workplace. According to Putra & Ardana (2016), job satisfaction boosts output, but it also has an impact on output when it is higher. Both supervision and job satisfaction have a significant effect on the level of employees' productivity. Following the aforementioned, this paper seeks to establish the effect of work environment supervision and job satisfaction on employees' productivity. The paper is divided into five sections with the introduction as the first part, the review of related literature, methodology, results and discussions as well as the conclusion and recommendations.

Statement of the Problem

The majority of work environments in businesses tend to be hazardous and unhealthy. This includes inappropriate furniture, improperly designed offices, a lack of ventilation, excessive noise, poor lighting, a lack of protective equipment for human resources, and insufficient safety precautions, all of which have persisted in the majority of organizations because of ineffective supervision. As a result, people who work in that environment are more likely to get occupational sickness, which lowers their productivity. According to Supit, Pelleng and Kalangi (2017), the atmosphere in the majority of public corporations and government organizations is unsafe for employees and detrimental in terms of workplace design, lighting, security measures, equipment and tools, and air quality. As a result, those who work in such an atmosphere are more prone to contract occupational diseases and have lower levels of productivity. As a result, there has been a public outcry in the FCT area councils about the quality of services, including poor solid waste and dirt management, pollution, water shortages, and poor roads, among other things. The primary cause is poor service delivery, which is attributed to low staff productivity as a result of employees' discontent and inadequate management of the work environment.

To attain high productivity in the local councils, the government has consistently implemented a variety of reforming measures. These initiatives, however, have been hampered by a lack of administrative autonomy and bureaucratic corruption in the local councils thus, leading to poor service delivery. Due to poor workplace supervision and job satisfaction, all of these initiatives have been hindered, which has decreased workers'

overall productivity. Although, employee minimum wage has been reviewed, these local councils find it challenging to implement which lowers the morale of supervisors and employees in the discharge of duties. The daunting challenges confronting the area council workers productivity pose a serious threat to optimum efficiency and effectiveness of work environment supervision and employees' satisfaction which the research examined.

Specifically, the study sought to achieve the following objectives.

1. To determine the effect of work environment supervision on employees' productivity in the FCT Area councils.
2. To establish the effect of job satisfaction on employees' productivity in the FCT Area councils.

Literature Review

Work Environment

The location of one's workplace can be used to define or identify the work environment. It might occur at a constitutional site, at home, in the kitchen, in an office building, while driving, etc. However, a healthy work environment refers to a variety of aspects, including coworkers, air quality, ergonomic seating management, child care, parking, and noise. According to Ikechukwu, Achori, Uchenna and Okechukwu (2019), a person's work environment includes their physical workspace, organizational philosophy, current job profile, and current market conditions, all of which are interconnected and have an effect on their overall performance and productivity. According to Suifan (2019), a healthy work environment is one that has physical and psychological elements, practices, structures, connections, and rules that have a beneficial impact on employee satisfaction, motivation, and output at work.

Supervision

Supervision is the act or process by which a superior officer in an organization oversees the work of his subordinates by providing guidance on the tasks that must be completed in the workplace. The way supervisors act in assisting their staff members to display the abilities, information, and attitudes learned through the training program is referred to as supervision (Ashraf, 2019). Park and Kang (2018) assert that supervisors are crucial to the success of the training. The process of transfer of training cannot be successful without the supervisor's cooperation. This is because an unmonitored or unsupervised employee tends to lose attention, thus, hindering effective transfer of training.

Job Satisfaction

When a worker's desire is met at work, it is said that they are satisfied with their jobs. Job satisfaction is the collection of psychological, physiological, and environmental factors that contribute to a person's sense of job contentment (Qureshi & Hamid, 2017). Job satisfaction as defined by Kocman and Weber (2016), is a favourable sentiment

about one's work that arises from an assessment of the job's qualities. In essence, it is the difference between expectations conveyed by someone who contributes to the progress of an organization thus, aligning with what gives happiness at work place.

Employee Productivity

To ensure that employee productivity meets the necessary criteria, companies must offer suitable working conditions. According to Ekienabor (2016), productivity is a measurement of the quantity and quality of work done while taking into account the costs associated with carrying out the activity. Sima, Gheorghe, Subic and Nancu (2020), who hold the belief that today's performance, must be better than yesterday's and tomorrow's performance must be better than today's accomplishments, define productivity as including attitudes and actions that promote continuous development. The main goal of productivity is to maximize output at the lowest feasible cost or to increase or generate the highest-quality goods and services using effective resources (Ndembo & Wainaina, 2021). When the workload is higher than the stated threshold, employee productivity declines. Employee productivity increases by maintaining the working circumstances and work environment to a certain threshold level.

Theoretical Framework

The study is anchored on social exchange theory. This hypothesis was developed by Homans in 1961. The supposition is premise on the fact that workplace conduct is influenced by the anticipation of a reward, such as social approval, a better quality of life, or freedom. Social exchange is a particular type of behavior between two people in which, if one person behaves in a certain manner, the other person's behavior, and not only the behavior of a third party, punishes or rewards that person (Homans, 1961). The cost was seen by those involved as more important than missed opportunities or substitute activities. Therefore, rewards—whether they come from a non-human environment or are given by other people—have an impact on employee behavior that is justified psychologically on the principles of reinforcement (Cropanzano & Mitchell, 2005; Silver, Singh, Precup & Sutton, 2021).

The underlying premise of the social exchange theory is that different people make social decisions based on how they perceive the costs and advantages of those choices (Molm, 2003). This presumption suggests that people consider the costs and rewards of their social relationships when deciding whether to engage in them. People typically start and maintain societal relationships with the expectation that they will be mutually beneficial because their voluntary activities are motivated by the benefits they anticipate those relationships to deliver (Zafirovski, 2005). People frequently base their judgments of relationships on the expenses and advantages necessary to attain those expenses. Furthermore, because people are self-interested, they will want to maximize advantages while reducing expenses. Thus, the fulfillment or otherwise of an individual with the relationship is reliant on the ratio of the returns to costs.

Employee perceptions of supervisor support and workplace rewards are significant to this study because of social exchange theory, which holds that when workers feel that an organization is supporting them, they will feel compelled to do the same and put in a lot of effort for it (Korsgaard, 2010). Therefore, the social exchange theory is pertinent to the study because it establishes a foundation for how the workplace influences employee job performance, leading to higher productivity.

Empirical Review

The productivity of employees remains crucial to the survival of any organization which stemmed from employees' level of satisfaction. However, several works of literature have been put forward to investigate the relationship between work environment, job satisfaction and employee productivity. Bushiri (2014) assessed the impact of working environment on employees' performance at Institute of Finance Management in Dar es Salaam Region. Descriptively, the study found that, organization working environment had an impact on members. Furthermore, employees' will improve their performance if the problems such as flexibility of working environment, work noise distraction, supervisor's interpersonal relationship with subordinates, presence of job aid, the use of performance feedback and improve of work incentives in the organization are tackled by the management.

Awan and Tahir (2015) measured the impact of working environment on productivity of employees. Employing both descriptive and correlation, it was observed that the factors like supervisor support, relation with co-workers, training and development, attractive and fast incentives and recognition plans, adequate work load at work place are helpful in developing a working environment that has positive impact on employee's level of productivity in the organizations. Qureshi and Hamid (2017) attempted to outline the prominence of supervisor support in relationship with job satisfaction. The research noted that role fairness perceptions could potentially play to buffer the relationships between supervisor support and job satisfaction.

Massoudi and Hamdi (2017) analyzed working environment of a foreign private banks operating in Kurdistan Region of Iraq and examines the relationship between the workplace physical conditions and employee's productivity. The result obtained from qualitative approach showed that there is a relationship between office environment and productivity of employees. Behavioral components of office environment have a greater effect on productivity, than the physical components alone while satisfaction of employees towards overall workplace environment leads to productivity. Karugu (2018) using regression technique investigated the influence of working environment on job satisfaction of employees in Cytonn investment. The study revealed that physical work environment, managerial practices, employee relationships and work life balance positively and significantly influenced employee job satisfaction.

Tambe (2019) explored the relationship between work environment on employee performance and job satisfaction. The study applied descriptive technique of analysis

where it was observed that workload, lack of communication with seniors, overtime, maintain healthy balance between work and personal life, amount of paid leaves offered by an organisation etc. are some factors to increase job dissatisfaction. On the other hand, good working condition, refreshment and recreation facility, health and safety facility, workplace flexibility offered by organisation increases the degree of job satisfaction and employee performance. Using correlation and multiple regression, Nderitu and Ndeto (2019) identified the influence of the work environment on employee productivity in relation to the NCC. The study established that conducive work environment ensures the wellbeing of employees which invariably will enable them exert themselves to their roles with all vigor that may translate to higher productivity. Moreover, it was established that workplace reward, training and development, supervisor support as well as physical working environment had an influence on employees' productivity.

Ezeamama (2019) investigated the relationship between job satisfaction and employee productivity in Anambra State University. The results obtained from Freidman's Chi-square test and Spearman's ranked correlation analysis showed that the employees of Anambra State University are significantly satisfied from the job they do and are significantly productive. Further results indicated that there is very weak positive but insignificant relationship between job satisfaction and employee productivity in Anambra State University. Utilizing both qualitative and quantitative analysis, Taheri, Miah and Kamaruzzaman (2020) tried to understand the impact of working environment on job satisfaction in Bangladesh districts. The study showed significant impacts of working environment on job satisfaction.

Hannang, Qamaruddin and Salju (2020) determined the implementation of supervision and employees' performance and how much influence the level of supervision on employees' performance in the City of Manpower Office of Palopo. Employing descriptive techniques, the study revealed that the leaders carry out routine inspections of subordinate workspaces, conduct discussions, and evaluations to determine barriers to employee performance. Ndembo and Wainaina (2021) found out the effect of performance supervision on employees' productivity in the Ministry of Lands, Environment, and Natural Resources in Taita Taveta County. The study established that performance supervision had a positive connection with employee productivity as noted by the regression technique.

Chaudhry, Ullah, Shahzad and Sulehri (2021) studied the effect of library's work environment for job performance of librarians and existence of any relationship between work environment and job performance of librarians. Regression analysis showed that there is the shortage of calm environment to the employees. Job descriptions are not clearly designed. No proper training opportunities are provided to the workers. Employees are not properly motivated. Elaho and Odion (2022) analyzed work environment and determined what impacts it holds on employee productivity of 147 business centers registered in University of Benin Ugbowo campus. The regression

analysis revealed that safe work place, workload and supervisors support all have a significant impact on employees' productivity.

Given the ample empirical literature review on the variables, it is obvious that none of the studies have been able to establish the nexus between work environment, job satisfaction and employee productivity in FCT council areas, Abuja. Therefore, this presents an empirical gap that this paper intends to fill.

Methodology

Osso and Onen (2009) define research designs as the overall strategy for addressing the research question. The descriptive survey approach was used in this study's research design. The major goal of this form of research is to guarantee that the situation is fully described, to ensure that there is no bias in the data gathering, and to minimize errors in the interpretation (Kothari, 2008).

According to Orodho, Waweru, Getange and Miriti (2013), the target population is the collection of factors on which the researcher focuses and to which the findings of a sample study should be extrapolated. The target demographic was chosen after taking into account factors like how simple it is to acquire and collect data as well as how much the topic of the study tends to affect the targeted respondents (Mugenda & Mugenda, 2003). The population of all local council employees in the FCT, spanning all local council departments in the FCT Abuja, was the subject of the study.

A sampling frame, according to Baltes and Ralph (2022), is a set of components that are directly related to the population and from which the sample is really drawn. The personnel of six (6) local councils in the Federal Capital Territory (FCT) of Abuja, who were selected from various departments, made up the sampling frame. They were taken into account since they offered insightful information about the workplace, management, job satisfaction, and worker productivity at the local councils.

Japheth (2014) defined sampling technique as choosing the necessary sample size in a way that ensures the chosen sample is representative of the entire population being studied. Since probability sampling techniques attempt to accomplish the element of representativeness—the degree to which the sample accurately represents the overall population—this study used them. When studying a specific subgroup within a larger population is the purpose of the research, this sort of research is most effective. As it is used in this context, a sample is a portion or proportion of the entire population that will respond to the study questions (Sathian, 2010). The Cochran formula was used to determine a sample size of 384, and the results are as follows:

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$
$$n_0 = \frac{Z^2 pq}{e^2}$$

Where: n_0 = estimated sample size; z = standard normal deviation of 1.96 which corresponds to 95% confidence level; p = proportion of male employees (0.5); q =

proportion of female employees ($1-p = 1-0.5$); $e =$ margin of error = 0.5 corresponding to 95 confidence level.

$$n_0 = \frac{1.96^2(0.5)(0.5)}{0.5^2}$$
$$n_0 = \frac{0.9604}{0.25}$$
$$n_0 = \frac{0.9604}{0.0025}$$

$n_0 = 384$ employees

Therefore, to arrive at the employees' sampled in each area council, the sample size was divided by the number of area councils in the study area ($384/6 = 64$ employees). Questionnaires were used to collect the data for the investigation. Because they are simple to administer and permit respondents to preserve their anonymity and review their comments, questionnaires were mostly employed by the researcher (Nderitu and Ndeto, 2019). The Pearson correlation and multiple regression were used in the study. The regression equation was stated as:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \varepsilon$$

Where:

Y = Employee Productivity

X_1 = Work Environment Supervision

X_2 = Job Satisfaction

ε = Stochastic term

Result and Discussions

The outcome of the response and non-response rates of the area councils' employees of the FCT Abuja was recorded to determine the rate of response from the respondents. The study's response and non-response rates were 71.1 percent and 28.9 percent, respectively. In order to determine a good level of response rate, Cooper and Schindler (2009) suggested that a threshold of 50 percent and above is regarded as adequate for investigational purposes. As a result, the study's outcome revealed a 71.1 percent response rate, which is high and sufficient for the study's analysis.

Gender distribution of the respondents was determined indicating that both male and female were represented in the sample, with male respondents being 245 (64.6%) and females 135 (35.4%). In other words, area councils in the FCT Abuja are stereotyped to gender. This indicated that the employment in the area councils discriminate with regards to gender. Furthermore, the age distribution of the area councils' employees were representatives from the lowest working age of below 20 years to the age of 50 years and above. A considerable number of employees were between the ages of 40 and 49. This shows that there is no bias towards any one age group and the responses are therefore valid as they reflect all active working ages.

Additionally, the outcome indicated the work experience of the respondents in the area councils in the FCT. The result of the study revealed that out of the total respondents,

majority of the employees had work experience between the age of 16 and 20 years. However, all the workers in the area councils had a certain level of work experience. This result showed that all the respondents had worked in the area councils in the FCT thereby providing them with adequate knowledge about the employees' productivity, work environment supervision and job satisfaction. This result showed that all the respondents had one form of qualification or the other. This implies that the majority of the employees are equipped with an undergraduate degree and this therefore meant they had the relevant knowledge, skills and capabilities to execute their duties. Correlation and multiple regression analysis was employed to test the influence among predictor variables. Correlation analysis was conducted and the findings are presented in Table 1.

Table 1: Pearson Correlation Results

		Employee Productivity	Work Environment Supervision	Job Satisfaction
Employee Productivity	Pearson Correlation	1		
	Sig. (2-tailed)			
Work Environment Supervision	Pearson Correlation	.784**	1	
	Sig. (2-tailed)	.001		
Job Satisfaction	Pearson Correlation	.721**	.685**	1
	Sig. (2-tailed)	.023	.037	

Source: Study Data (2022)

From the findings, work environment supervision is a key determinant of employee productivity. Based on the results, there is a strong positive correlation between work environment supervision and job satisfaction with employee productivity as indicated by a correlation coefficient of 0.784 and 0.721. The relationship was statistically significant since the significance value 0.001 and 0.023 is less than 0.05. This implies that improving work environment supervision and job satisfaction are the ways the area councils in the FCT can use to enhance employee productivity. The findings are in agreement to the results of Hannang, Qamaruddin and Salju (2020) who suggest that the leaders carry out routine inspections of subordinate workspaces, conduct discussions, and evaluations to determine barriers to employee performance. The findings is at variance with the results of Ezeamama (2019) who noted that there is very weak

positive but insignificant relationship between job satisfaction and employee productivity in Anambra State University. The study concluded that job satisfaction is not a contributor to the employee productivity in the public sector of Nigeria, as the Institutions do not cue their plans towards satisfying the needs of the employees.

Model Summary

Table 2 shows the model summary, including the R square and Adjusted R square.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872a	.7604	.681	.02186
a. Predictors: (Constant), Work Environment Supervision, Job Satisfaction.				

Source: Study Data (2022)

The R value of 0.872 suggests a substantial positive relationship between work environment supervision, job satisfaction and employee productivity at the area councils in the FCT. Work environment supervision and job satisfaction accounted for 76.04 percent variation in the productivity of employees, according to the R-square of 76.04. This suggests that the explanatory variables account for 76.04 percent of the variation in the productivity of employees. As a result, the model fails to account for 23.96 percent of the variation in employee productivity of the FCT area councils. As a result, the disturbance term accounts for 23.96 percent of the variation in employee productivity of the FCT area councils.

Analysis of Variance (ANOVA)

The significance of the entire model was determined using analysis of variance, and the results are reported in Table 3.

Table 3: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	108.204	2	54.317	81.3129	.001 ^b
	Residual	271.796	378	.719		
	Total	380	380			

Source: Study Data (2022)

The results of the analysis of variance were shown in Table 3. The F value indicated whether or not the explanatory variables have a significant impact on the dependent variable. The F statistical value was discovered to be 81.3129. The F value was also statistically significant (p=0.000) at the 5 percentage level of significance and 95 percent

confidence level, according to Table 7. This suggests that work environment supervision and job satisfaction have a substantial effect on the productivity of employees at the area councils in the FCT Abuja. This suggests that all of the explanatory variables have a joint significant effect on the productivity of employees at the area councils in the FCT Abuja.

Multiple Regression Analysis

Multiple regression analysis was used to determine the marginal effect of the independent factors on the dependent variable. Table 4 shows the results of the regression analysis.

Table 4: Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.01	.174		11.55	.000
	X1	.714	.192	.630	3.7	.038
	X2	.785	.096	.670	8.1	.010

Source: Study Data (2022)

Table 4 revealed that work environment supervision has a positive and significant effect on employee productivity. Therefore, a percentage increase in work environment supervision would lead to 0.714 percent increase in employee productivity at the area councils of the FCT Abuja. This was in agreement Ndembo and Wainaina (2021) and Hannang, Qamaruddin and Salju (2020) who established that performance supervision had a positive connection with employee productivity which is helpful in increasing employees’ level of productivity. Job satisfaction on the other hand plays a significant effect on the productivity of employee in the study area. It was shown that job satisfaction has a coefficient of 0.785 implying that a percentage increase in job satisfaction would result in 0.785 percent increase in employee productivity in the area councils. The outcome of the study is inconsistent with Ezeamama (2019) who indicated that there is very weak positive but insignificant relationship between job satisfaction and employee productivity in Anambra State University. The study concluded that job satisfaction is not a contributor to the employee productivity in the public sector of Nigeria, as the Institutions do not cue their plans towards satisfying the needs of the employees.

Conclusion and Recommendations

The research investigated the effect of work environment supervision and job satisfaction on employee productivity of area councils in the FCT Abuja. The study concluded that work environment supervision and job satisfaction are crucial to the determination of employee productivity in the area councils. Therefore, there is need for

maximum work environment supervision and job satisfaction of the employees in order to increase the employees' productivity. Thus, proper supervision of the work environment and employee job satisfaction would enhance employee commitment toward high productivity in the area councils. To this effect, the study recommends that:

- The government of the local councils should endeavour to come up with leadership model that encompasses the ideals, inspiration, stimulation and individualized consideration to diffuse the possibility of dissatisfaction with the management and leadership style. This will ensure there are proper ways and means to communicate county strategies and goals to the employees.
- The government is advised to introduce a proper reward system that will enable the employees to feel being valued for the work they execute. Such reward system brings about satisfaction which encourages the employees to be punctual at their workplace and work even harder because their well-being is well taken into consideration by the management of the local councils.

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