

MOTIVATION-SATISFACTION-PRODUCTIVITY TRIAD: THE MODERATING ROLE OF SAFETY CULTURE AMONG EMPLOYEES IN OIL AND GAS FIRMS IN NIGER DELTA, NIGERIA

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ABSTRACT

Government control on oil and gas industry has delayed full deregulation of the sector; consequently, policies regarding industry working conditions are not implemented and enforced to the later. This situation has reduced the potentials of the oil and gas industry productivity. In this study, we explored the motivation-satisfaction-productivity triad and the moderation of safety culture. The study attempts to illustrate how safety culture may improve motivation-satisfaction model, motivation-productivity model and satisfaction-productivity model. In the method section, we used correlation design which employed moderated regression statistical tool to analyze the survey data. The result shows that direct effect results for models 1,2 and 3 show that M significantly and positively predicted S and P at $\beta(2, 624) = .46^{**}$ and $.37^*$, $p < .001$ respectively while S equally significantly predicted P at $\beta(2,624) = .43^*$, $p < .01$. The indirect model accounted for the moderation of effects of Sc on the relationship of models M-Sc-S, M-Sc-P and S-Sc-P and the results were $.35^*$, $.33^*$ and $.25^*$, $p < .01$ respectively for the models. The result indicated that in the indirect effects, SC significantly and positively moderated M-S, M-P and S-P models thus showing evidence that SC in the presence of motivation and satisfaction enhances job, employee and organizational outcomes among employees in oil and gas industry. Also, the Anova model was significant at $F(1, 625) = 94.2^{**}$, 42.4^{**} and 39.6^{**} , $p < .001$, while the adjusted R square value for the models 1, 2 and 3 is $.23$, $.11$ and $.09$ respectively showing that the models contributed to 23%, 11% and 9% of the constructs. Findings imply that without improvement on the low level of motivation, employee dissatisfaction and low productivity will abound. The low levels of the motivation is attributable to poor safety culture current visible in Nigeria oil and gas industry which have are by-products of poor policy implementation and poor compliance to industry standards. The study recommends proactive union management to be of help to the teeming employees.

Keywords: motivation, productivity, safety culture, satisfaction, psychological contract, oil and gas

INTRODUCTION

Oil and gas firms like other private sector organizations are catalysts to both macro and micro economic development in Nigeria. Their role in job creation, creation and sustenance of ancillary business ventures especially as regards small and medium enterprises ((SMEs) is as important as the huge gross domestic product (GDP) they provide for Nigeria's balance of trade. However, without proper motivation of their workforce to successfully undertake organizational tasks, both productivity and satisfaction may be elusive (Pang & Lu, 2018). Employee motivation is energizing force towards performing organizational tasks; it is a critical construct in organizational behaviour because it may be associated with several employee, job and organizational outcomes such as productivity, satisfaction, counterproductive work behaviour (CWB), turnover among others. Arguably, motivation is central to organizational success and in the private sector remains the driving force of most workforce allegiance. According to Ahluwalia and Preet (2017), organizations may undeniably struggle to breakeven without strong motivational policies which drive the human ergonomics in the workplace. This is because the workforce is the nerve of the organization and they are crucial part in actualizing the organizational objectives (Kanfer et al., 2017). In the workplace, motivation is the inertia provided by the organization to cause employees to exert their physical, mental and social energy for the sake of the organization. It is what causes employees to initiate and sustain their goal directed behaviour towards the organization. Motivation is a reward for actions undertaken by the employees for the organization. It could be intrinsic (e.g. awards, safety culture, recognitions, honour, training etc) or extrinsic oriented (e.g. wages/salary, bonus, accommodation, loan facilities, mortgage, free medical etc). Locke and Schattke (2019) conceptualized employee motivation as focal point that energizes all organizational goals and processes.

LITERATURE REVIEW

Motivation

Motivational arousal cause both overt and covert behaviours to be directed and maintained purposely for the desired outcomes (Voon, 2015) usually for the benefit of the organization. Thus, motivation could influence most organizational processes including productivity and employee satisfaction. Many studies (e.g. Miao (2019; Ciobanu, 2019) have consistently identified motivation as an important construct in organizational behaviour. It could be said that the greatest attribute of employee motivation is its strong impacts on employee, job and organizational outcomes; thus, how it influences organizational productivity and employee satisfaction is dependent on the inherent organizational climate. In Oil and Gas industry in Nigeria, Adagbabiri and Okolie (2020) reported low levels of employee motivation in comparison with their counterparts in Oil and Gas industry in the western world. Adagbabiri and Okolie also contended that best management practice in resourcing culminates in effective management of motivational policies and processes which are hitherto are consequential to organizational performance in any sector including Oil and Gas.

The perception of employees towards their motivation is a congruence of many factors including their safety concerns and the awareness of disparity in the motivation given by the organization to the indigenous workers and expatriates. For instance, in most oil and gas firms in Nigeria,

most expatriates are paid in foreign currency and sometimes there are security personnel attached to protect them from dangers such as attacks by restive youths and kidnappers for ransom. In this scenario, there is a strong theoretical deposition for Adams' (1963) Equity theory that such organizational climate may affect the morale of the employees thus endangering organizational productivity and limiting employee satisfaction.

Organizational productivity

Organizational productivity is the balance between organizational inputs and output. It reflects the sum of efforts (land, capital, labour, knowledge, etc) invested by an organization in relation to the sum of goals (products, services, revenue, success, etc) actualized through the invested efforts. Productivity is a measurement outlook of all organizational activities (Vujanović et al., 2021) implying that the very existence of organizations is equated to their productive indices. Productive indices of an organization are healthy only when the sum of the organizational inputs is less than the sum of the output or when the differential between inputs and out is positive.

Ideally, most organizations strive to increase this positive input-output differential (Sahibzada et al. 2020) with emphasis to lowering the man-hours (labour and time spent in productive process) and increasing revenue output. Thus, organizational productivity of a firm is high if the firm has can produce desired outputs with minimal inputs (energy, time, money, personnel, material etc). Employees directly affect organizational productivity (Grinza & Rycx, 2020) and could equally determine the productive level of firms given the impacts of a number of worker variables. Outside the concomitants of corruption (Ezeh & Etodike, 2016) and the ongoing COVID-19 pandemic which is negatively impacting our environment (Etodike et al., 2021), many factors associated with employee safety could affect employee's productive level. In Nigerian Oil and Gas industry, productivity related challenges abound due multifaceted employee challenges. For instance; Sotonye and Konya (2020) found that the employee productivity of oil marketing companies was influenced by the quality of work life. Equally, Akinwale (2019) decried organization climate as critical factors of productivity in Nigerian oil and gas industry.

Given the interconnectivity between productivity and the employee, there is therefore room to believe that organizational productivity is consequential of her employees' satisfaction. Hence, employee factors are anticipated as influencing factors of productivity and other job outcomes.

Employee satisfaction

Employee satisfaction is the sum of contentedness or positive affects experienced by an employee on his or current job. It defines how well employee's experience is with regard to the tasks he/she performs, his/her relationship with co-workers, management and the working environment. Satisfaction is an individual thing in the workplace which matches a worker's expectation from the organization (Eliyana & Ma'arif, 2019) especially regarding conditions of work, reward, working environment, safety, working relationship with co-workers and management and availability and use of relevant resources (materials, equipments, facilities etc). Tentama et al (2019) contended that a dissatisfied workforce is inimical to work productivity since satisfaction has a strong influence on employees' outcome since workers dissipate their energy as

organizational input. This assertion therefore finds the need to keep the workforce always motivated as a pragmatic tool of productive process.

In oil and gas industry in Nigeria, meeting the human capital needs especially in technical competence is a challenge (Ekebafé, 2010) which benefits employees at the same time becomes their undoing especially with the Nigerian private sector enjoying surplus supply of labour. This situation can become exploitative with leading indices of workers' abuse and management corruption (Eze & Etodike, 2016). All forms of workers' exploitation or harsh treatment is not a congruent factor of satisfaction (Caillier, 2020) and corruption (unethical behaviours in the workplace) is a known force that swallows employee voice (Harlos, 2016). Other challenges ranging from associated health hazards, poor working environment and critical resource demanding tasks have made the industry a peculiar. For instance, Aye (2017) opined that unmitigated precarious work remain a reoccurring problem for workers in oil and gas industry. These make workers' experience in oil and gas unsatisfactory.

Without safety regulations and policies being implemented with offending organizations heavily punished for breaches, safety remains a nightmare for workers and a concern for stakeholders in the industry. These problems and challenges in no little way retard employees' expectations from the work and hence, influence their general satisfaction. Some of these challenges in oil and gas industry border on how the industry is ran in Nigeria.

Oil and gas industry in Nigeria

Oil and gas industry in Nigeria is largely government-controlled without full deregulation. The full deregulation will be enabled by the petroleum industry bill (PIB) (de Montclos, 2014) and unfortunately it is still undergoing legislation in the national assembly. Consequently, the nature of work and working conditions in most oil and gas firms which should be the best considering that Nigeria is among the largest producers of oil and gas in the world is far from being pleasant (Aye, 2017). Workers in most oil and gas firm bemoan that their conditions of service is not anything close to standard (Lawrence, 2018).

Critically, there are security, health and safety threats and concerns which are leading cause of poor working environment in Nigeria oil and gas industry (Agboola, 2020). Without doubt, these concerns affect workers' motivation, their productivity and their satisfaction (Adim & Mezeh, 2020). The extent to which this assertion is true corresponds to the issues bordering on safety culture in each of the organizations (Vierendeels et al., 2018). Stakeholders in the industry argue that despite the lack of control on the implementation of industry standards especially regarding safety concerns, organizational climate in firms to large extent determine firms' compliance especially regarding their safety culture in the industry (Bernardi, 2019).

Safety culture in Nigeria oil and gas

Safety has a broad application within and outside the workplace. It is a state of being protected

or secluded from undesirable outcomes such as misfortune, danger or risk which may result in injuries, harm and death. In the workplace, hazards abound and the need to protect employees, equipments and materials arises; however, protecting the employees has been the greatest concern. The nature of oil and gas industry makes it susceptible to hazards and hence; the industry has greater safety concerns and challenges (Gao et al., 2019).

Without organizational collective efforts to protect her workers, exposure to hazards, risks, injuries and death will be high. Health and safety hazards in oil gas include but not limited to; falls (from scaffolds, metal works or heights), fire (exposure to naked fire, exposure to pressure pipes), chemicals (spillages, concussion and mistakes in mixtures), slippages (from slippery surface, use of worn out shoes or gloves), deafening sounds (from irregular alarms, warnings, valve/gauge sounds) etc.

Maintaining a good safety culture in organization is a collective effort of both organizational management and the employees (Osman et al., 2019). Management's proactive leadership in safety culture enjoys organizational members to be conscious of safety. Apart from this leadership, management have a significant role to play especially in the provision of safety equipments or HSE recommendations for performing tasks and also ensuring that these equipments are replaced as at when due. Others include: leading by example especially by the management, speedy identification of problems and challenges, holding workers accountable for safety issues, following industry standard work processes, emphasis on continuous safety learning and upgrading, making the working environment proactive and concerned on safety and health issues. Also, communication is the most critical factor in safety culture; organizations with good safety culture will usually ensure that there is: warning regarding high pressure pipeline route, danger signs (especially of natural gas) to avoid smoking or open flames and danger signs for confined spaces and places with limited entrance.

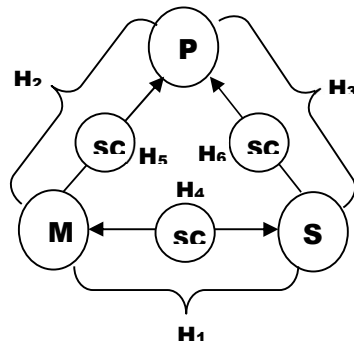
According to Adim and Mezeh (2020), anything could be a hazard in the oil and gas sector with safety and health risks if not properly handled according to industrial recommended standards; thus the industry maxim is preventive rather than corrective. In view of the importance of safety culture on employee outcomes, many studies on safety-employee outcomes (e.g. Widyanty & Kasmu, 2019; Cheng et al.2019; Harris et al., 2019; Wang et al., 2019; Beltran et al., 2018; De Boeck et al., 2017; Novak et al. 2017) contend that employees are more likely to thrive in organizations with proactive safety culture taking disciplinary approach towards enforcing the safety standards than organizations which don't. The authors contest that this is even more expedient in oil and gas industry which has several safety risks.

Motivation-Satisfaction-Productivity Triad

The relationship among motivation, satisfaction and productivity is evolutionary with organizational independence and workers' unionism shaping global understanding of how we conceptualize work, workers and working environment. Central to this understanding is the given psychological contract (Roussau, 2011) which underpins sets of expectations and obligations of both employees and the organization (owners). In this sense, employees expect to be adequately

motivated, satisfied and safe in their working environment whereas the organization expects a productive workforce to actualize their organizational goals and objectivities. Considering this relationships among variables of interest; a motivation- satisfaction-productivity triad is formed with safety culture moderating the relationships among variables. Thus, the current study is conceptualized as depicted the diagrammatic representation below.

Figure 1: Motivation- satisfaction-productivity triad



Source: Authors, 2021.

KEY: M-sc-S-sc-P = Motivation-satisfaction-productivity triad

M = Motivation, S = Satisfaction, P = Productivity, SC = Safety Culture

The first line relationship denotes that M will predict S and P while S will equally predict P corresponding to H1, H2 & H3 whereas the second line relationship denoted the moderation effects of safety culture on the relationship between M and S, M and P and S and P corresponding to H4, H5 & H6

Motivation-satisfaction-productivity triad is central to both organizational and employee goals. It is an anticipated formal leader-member exchange. In addition to this model, the current study foresees the possibility that safety culture would possibly catalyze the model relationships. Thus, the M-S, M-P and S-P relationship when catalyzed by safety culture (Sc) could be hypothesized as follows:

Employee motivation will significantly predict employee satisfaction.

Employee motivation will significantly predict organizational productivity

Employee satisfaction will significantly predict organizational productivity

Safety culture will moderate the relationship between employee motivation and employee satisfaction

Safety culture will moderate the relationship between employee motivation and organizational productivity

Safety culture will moderate the relationship between employee and employee satisfaction

Framework

Social Exchange Theory (Blau, 1964)

Human interaction especially in the workplace is a social behaviour because it influences and elicits others reaction. Social behaviours are exchanges among people which can be utilized or harnessed for greater effectiveness in the workplace. Based on these assumptions, the theory contends that social exchange as a social behaviour may have both economic and social outcomes and in the workplace may have employee, job and organizational outcomes. In the contest of this study, interpersonal interaction is both seen as extended form of intrinsic motivation and exchange which could elicit employees' behaviour. The social outcome of human interaction is that relationships that maximize our rewards/benefits and minimize our costs are chosen over others and thus represents the basis of employee attitudes among organizational members in the workplace. Hence social exchange theory describes how power and influence among leaders and members are conditioned on the availability of

METHOD

Design

The design for the study is correlation testing predictive relationship among variables and the moderating of effects in the relationships. Moderated multiple regression analysis was used as statistical tool for analysis.

Sample and Sampling

Participants in the study were 627 workers from organizations in oil and gas industry drawn from 15 organizations in Delta and Rivers States, Nigera. The States boasts largest number of organizations in oil and gas. Multi-stage sampling (purposive, cluster and simple random) was used to select the participants of the study. Demographic data reveal that there were 343 males (54.7%) and 284 females (45.3%) whose ages ranged from 27 to 61 years, with a mean age of 39years. Multi-stage sampling procedure was adopted and in the first stage, purposive sampling was used to select organizations in oil and gas industry both public and private organizations because private. The inclusion criterion for private organizations is organized structure with visible departmentalization. In the second stage, the organizations were approached with letters seeking approval of the management and the ethics committee to allow the researchers to carry out an investigation on their organizational behaviour. Although some of the organizations declined participation while ethical clearance was not approved; the participating organizations were enough to cover the sample population. Thus, the researchers obtained ethical clearance and participants' consent from 15 organizations for the purpose of carrying out the study in their organization and sampling the individual participants of the study. To achieve this, the researcher deployed the help of research assistants who helped in the survey management of organizations drawn from two states after relevant training was given to them on how to elicit participants' responses and administer test instruments. The actual sample was drawn in department clusters. After identifying with the organizations and the departments, on the spot method was used and the final selection of participants was done using simple random sampling by ballot pick. The distribution and collection process from the organizations lasted for four weeks. A total of 689 copies of the questionnaire were distributed, 646 were validly returned thus giving a return rate

of 93.8% while 627 (91%) was valid for data analysis.

Measures

Measures for the study included Employee motivation scale, Employee satisfaction scale, Organizational productivity inventory and Safety culture index all developed by the authors. The developed instruments were subjected to validation and reliability tests to ensure their suitability in the study.

In the pilot test, with the consent and permission of the participants after ethical clearance, we sampled 79 participants from six oil and gas firms in Port-Harcourt, Rivers State, Nigeria. The purpose was to validate and establish reliability of the test instruments developed by the authors. For instrument validation, convergent validity was explored with existing scales through correlation of tests. Correlation revealed the following $r = .64, .81, .75$ and $.69$ respectively for motivation, satisfaction, productivity and safety culture. Also, Cronbach's alpha reliability analysis was used to ascertain the suitability of the test instrument having been adapted to the Nigerian sample. Reliability coefficients of $.78$ (motivation), $.92$ (satisfaction), $.68$ (productivity) and $.73$ (safety culture) for intrinsic motivation were obtained. Based on confirmed validity and reliability, the measures were used in the main study.

RESULT

Table 1 Zero-order correlations of the study variables

Variables	Mean	1	2	3	4
1. Motivation	33.4	1			
2. Satisfaction	32.6	.605**	1		
3. Productivity	27.2	.646**	.417*	1	
4. Safety culture	65.2	.487*	.510*	.559**	1

**Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed)

Result from Table 1 shows that a significant positive correlation was found among the variables. Motivation positively and significantly correlated satisfaction and productivity at $r = .61$ and $.65$, $p < .05$ ($n=627$) respectively. Also there is a positive and significant relationship between satisfaction and productivity at $r = .42$, $p < .05$ ($n=627$). Furthermore, safety culture was found to have positive and significant relationship with all motivation, satisfaction and productivity at $r = .49, .51, .56$, $p < .05$ ($n=627$) respectively. Findings thus imply that whereas motivation of employees positively influences employees' satisfaction and productivity, safety culture positively and significantly influences all (motivation, satisfaction and productivity). The finding provided preliminary support for the study although, the further statistical testing is required to establish if this relationship reached predictive value and whether safety culture moderated each set of the relationship triad.

Table 2: Moderated regression indicating the predictive relationship of Motivation (M) with Satisfaction (S) and Productivity (P)

	R ²	F	df ₁ (df ₂)	SE	β	LLCI	ULCI
Model 1 direct	.23	94.17**	2(624)				
M→S				.10	.46**	.87	.25
SC→S				.05	.83*	.34	.21
M→SC→S (indirect)				.04	.35*	.22	.17
Model 2 direct	.11	42.39**	2(624)				
M→P				.06	.37*	.43	.19
SC→P				.07	.52**	.31	.23
M→SC→P (indirect)				.09	.33*	.29	.21
	.09	39.62**	2(624)				
Model 3 direct							
S → P				.08	.43*	.26	.18
SC→S				.05	.83**	.34	.21
S→SC→P (indirect)				.05	.25*	.19	.17

Based on the Table 2, data on Models 1,2 and 3 revealed direct and indirect (moderation) effects of the following: M as a predictor of S, M and S as predictors of P and the moderation effect of SC on the relationship between M and S; M and P; and S and P. Direct effect results for models 1,2 and 3 show that M significantly and positively predicted S and P at $\beta(2, 624) = .46^{**}$ and $.37^*$, $p < .001$ respectively while S equally significantly predicted P at $\beta(2,624) = .43^*$, $p < .01$. The indirect model accounted for the moderation of effects of Sc on the relationship of models M-Sc-S, M-Sc-P and S-Sc-P and the results were $.35^*$, $.33^*$ and $.25^*$, $p < .01$ respectively for the models. The result indicated that in the indirect effects, SC significantly and positively moderated M-S, M-P and S-P models thus showing evidence that SC in the presence of motivation and satisfaction enhances job, employee and organizational outcomes among employees in oil and gas industry. Also SC the Anova model was significant at $F(1, 625) = 94.2^{**}$, 42.4^{**} and 39.6^{**} , $p < .001$, while the adjusted R square value for the models 1, 2 and 3 is $.23$, $.11$ and $.09$ respectively showing that the models contributed to 23%, 11% and 9% of the constructs. Also the lower limit class interval (LLCI) and the upper limit class interval (ULCI) did not cross zero, thus confirming the significance of the beta value.

Findings imply that positive and significant predictive effects ascertained shows that the more employees are motivated, the more they feel satisfied and productive and vice-versa. Also, the more employees feel satisfied, the more they feel productive. Furthermore, the moderation effects of safety culture ascertained imply that the presence of safety culture in the organizations increases how motivation improves employees' satisfaction and productivity in oil and gas industry. It equally increases how satisfaction improves employees' productivity in oil and gas

industry.

DISCUSSION

At the end of the statistical analysis, Table 1 established the interrelationship among the variables of the study which emphasized that the constructs are interactive in the workplace and thus could influence each other in the workplace. This relationship is also indicative that the constructs of this study are interwoven as determinants of employee, job and organizational outcomes. Consequently, their relevance was further tested in Table 2 wherein it was established in 3 direct and indirect Model relationships that motivation (M) influenced predicted satisfaction (S) and productivity (P) as well as satisfaction predicted productivity. Also, findings reveal that safety culture moderated the 3 model predictive relationships of M-S, M-P and S-P.

Motivation was confirmed as a predictor of satisfaction and is consistent to the establishment of Roussau's (1988) psychological contract theory which underpins satisfaction as a motive and expectation of all employees going into any employment whether formalized or not; contractual or otherwise. This motivation is something that concerns the entire life of an employee in the work place especially as it concerns; benefits, conditions of work, organizational goals, working environment etc. In the first hypothesis (as shown in Tables 2), findings indicate that motivation significantly and positively predicted employee satisfaction. The result aligns with many motivational paradigms which assert that motivation has either a positive (e.g. satisfaction, productivity, commitment) or negative outcome (e.g. deviance, loafing, and sabotage) which is a consistent predictor of employee outcomes as contended in literature. For instance Pang and Lu (2018) found that workers' job satisfaction and organizational productivity are outcomes of organizational motivation. In oil and gas industry, Adagbabiri and Okolie (2020) established that managing motivation is the core of human resource management as it precedes varying outcomes in the workplace. The position of these findings and in addition to the findings of this study strengthens the motivation-employee outcome dyad and also re-emphasizes the importance of safety culture as a significant construct supporting the motivation-satisfaction paradigm as basic expectation of all workers which have grievous consequences. Consider in hypothesis 4, safety culture moderated M-S relationship which finds support in Harris et al. (2019) which liked safety as important element of motivation. Also, Cheng et al. (2019) established safety culture as integral part of satisfaction so did Wang et al (2019) in their patient-safety-culture attitude. The studies laid further support for hypothesis 4 and increase the understanding of M-S relationship adding the M-Sc-S moderated relationship to the existing frameworks. Without doubt, both of the M-S and M-Sc-S frameworks have critical impacts and outcomes on organizational behaviour. One of these outcomes is organizational productivity as hypothesized in hypothesis 2.

Findings confirmed that measure of organizational productivity can be explained and predicted by how motivated her workforce is; this is in line with positive and significant predictive effects recorded of motivation over productivity. Thus, M-P model of this study extends the frontiers of findings previously recorded which emphasize that the motivation-productivity relationship is central to organizational existence as the most important factor that unites management (owner)

and employees together as the summation of psychological contract (Roussau, 2011). For instance; Shimawua and Sunday (2018) found that the Nigerian public sector is challenged by poor motivation which hinders workers' productivity. This finding supports the M-P model of this study in hypothesis 2 and further lay foundation for M-Sc-P model in hypothesis 4 which derived from the position that safety culture is a part of a wider organizational climate which serves as motivational paradigm to energize productivity of employees as job and employee outcomes. M-Sc-P model is supported by Gao et al (2019) which ascertained the mediating role of safety management and its outcome in oil and gas industry. These findings are supportive of the model and they raise the awareness that motivation paradigms in the organization are faceted with many constructs which influence and affect it.

Implications

Low levels of motivation among employees in Nigeria oil and gas industry is indicative of poor management of the sector; a responsibility of government in terms of legislation and an individual organizational management inadequacy. Without improvement on the status quo, employee dissatisfaction and low productivity will abound. The low levels of the motivation is attributable to poor safety culture current visible in Nigeria oil and gas industry which have are by-products of poor policy implementation and poor compliance to industry standards.

Limitations of the study

The influence of the limitations encountered in this study were minimized and managed through randomization to reduce survey related bias. The sampling the multi stage sampling was deployed to allow effective control of selection process in order to ensure that data obtained is valid and reliable from the sample. Ethical approval also enabled the researcher to formalize the study and hence reduce participants' fear and bias regarding their responses to the survey

CONCLUSION

Motivation-satisfaction-productivity triad is a model capable of uniting employees with the management (owners). The model is the visual aspect of psychological contract in industrial and organizational behaviour and as such it is a critical variable in determining organizational success and relevant. This study by introducing the influence of safety culture to this mix has expanded the understanding of the tripartite model as a wider part of organizational climate which compliments each other. Hence, it is recommended that more research should be done in this area to further generated constituents of the motivation-outcomes under different work conditions and organizational structures.

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