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## Article

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## Unpacking Healthy Workplace Practices Effects on Intrinsic Motivation of ICT Professionals: A SEM Approach

Rasheed Olawale Azeez, Tinuke Moradeke Fapohunda,  
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### Abstract

**Purpose of the article:** This study investigated the effects of healthy workplace practices through its dimensions (work-life balance, growth and development, employee recognition, employee involvement, and health and safety) on intrinsic motivation of ICT professionals working in the Nigerian public sector.

**Methodology/methods:** The study employed the survey research design, and the simple random sampling technique was used to administer 315 copies of questionnaires distributed to ICT professionals working with the Lagos State Government, Nigeria.

**Scientific aim:** Based on the existing literature, five hypotheses were tested using the inferential statistical technique of a co-variance based structural equation modelling of the Analysis of Moment Structure (AMOS) version 21. The outcomes of the multivariate statistical procedures yielded good fit indexes from the confirmatory factor analysis, measurement and structural models, respectively.

**Findings:** The results of the tested hypotheses signposted a significant effect of work-life balance, growth and development, involvement, and employees' health and safety on intrinsic motivation. Also, an insignificant effect of employees' recognition was established on intrinsic motivation.

**Conclusions:** This study concludes that employers in the public sector (government) should endeavour to restructure their workplace policies and practices to become healthy in nature with a view to enhancing employees' intrinsic motivation and well-being on the one hand and, viability and efficaciousness of the public sector on the other.

**Keywords:** work-life balance, growth and development, involvement, recognition, health and safety, intrinsic motivation

**JEL classification:** M12, H70

## Introduction

Motivation is critical to achieving the implied or enunciated organisational vision, also being pivotal to a fruitful human resource management. Thus, motivating employees (for example, ICT professionals) to creating useful ideas or solutions that are novel, matchless and cutting-edge in an emerging economy such as Nigeria should be a focal point to human resource managers, owners of business(es) and organisational behaviour (OB) researchers. As such, the initiation of cutting-edge solutions by employees of any organisation starts with the derivation of joy from the job, which is tantamount to being intrinsically motivated.

Intrinsic motivation is theorised as the wish to devote strength to a particular endeavour due to the enjoyment one derives from the endeavour, unconstrained contentment associated with the endeavour (Deci, Ryan, 2008; Menges *et al.*, 2017), and the desire to wanting to continue to partake in the endeavour. Therefore, when the endeavour or activity becomes enjoyable, employees have a tendency to perform given assignments better. Also, intrinsic motivation occasions less averseness of work, piloting employees to work relentlessly, intelligently, lengthily, and more creatively (Gagné *et al.*, 2015). Intrinsic motivation has been seen as a precursor to higher performance on the job (Rich, Lepine, Crawford, 2010), organisational citizenship behaviour (Lazauskaite-Zabiel-ske, Urbanaviciute, Bagdziuniene, 2015), and turnover intentions (Kim, 2018). But it is rarely researched as a corollary of some prosocial practices in the workplace. The argument here is that intrinsic motivation has only been pinned down to the satisfaction the job itself brings forth to employees. But this study holds a contrary view to this stance and notes that intrinsic motivation can be massaged by a healthy workplace practices which can become part of an organisation's philosophy, and also serve as a fluid that

(prospective) employees gulp from in the organisation. Some scientists (Lepper, Greene, Nisbett, 1973), in their laboratory experiment, using children as research subjects, in the developed world, were of the opinion that inducements could have an undermining effect on intrinsic motivation to achieving specified tasks. Whereas some inducements other than pay, however, have been postulated not to have the undermining effect because receiving the inducement also enhances intrinsic motivation (Cerasoli, Nicklin, Ford, 2014). In short, controlling incentives reduce but supporting incentives (such as healthy workplace practices) might enhance intrinsic motivation (Deci, Koestner, Ryan, 1999).

Since many jobs are not thought-out to be intrinsically motivating, in most developing countries such as Nigeria, the onus lies on an organisation to initiate a healthy workplace practice to massage the intrinsic motivation of employees. That was why DeJoy, Wilson (2003, p. 338) argued that "people perceive and react to the reality they experience as members of an organisation. The subjective or perceived qualities of the organisation are at least as important as the objective or actual qualities. This process of psychological adjustment is important to understanding the effects of various job and organisational factors on employee health and productivity". Therefore, intrinsic motivation might be seen as a presage of a healthy workplace practices.

Healthy workplace practices include a group of practices (work-life balance, employee recognition, growth and development, employee involvement, and health and safety policies) that are contained in the environment of an organisation in a manner that takes into action concurrently, employee health and welfare, and accomplishment of the stated goals of the organisation (Grawitch, Ballard, Erb, 2015). Therefore, the healthy workplace practices provide a balance between the quality of working life of workers

and the realisation of organisations' efficiency objectives. From this outlook, it seems that an organisation where healthy workplace practices or initiatives are advocated, put into practise and preserved become successful and able to maintain and retain employees embellished with good physical and psychological health (Mellor *et al.*, 2013). Also, this study argues that, an organisation that promotes a healthy workplace practices might become psychologically successful which might go on to boost the intrinsic motivation of employees with a view to achieving creative performance.

In Nigeria, there are very few studies, if any, that examined intrinsic motivation as a corollary of the organisation-specific variable(s); this is because earlier literature on intrinsic motivation has postulated that intrinsic motivation occurs as a result of the love for the task itself, forgetting that most of the empirical studies on the subject-matter are laboratory experiments which occasionally negate non-laboratory settings. Furthermore, it was conspicuously noted in a more recent meta-analytic study that intrinsic motivation goes along with the presence of incentives in most applied work settings (Cerasoli *et al.*, 2014), but the authors failed to specify which of the incentive(s) will boost the employees' intrinsic motivation. Also, given that most research inquiry corroborating the undermining debates are resultant from jobs that are intrinsically enjoyable or pleasant from the start, it is imperative to grow this route of research on the grounds that numerous jobs in field settings, such as schools and organisations, are not essentially "fun" from the beginning. In the same way, it is not well-defined whether interesting or enjoyable jobs at all times are predominant over incentives (Cerasoli *et al.*, 2014).

Emanating from the arguments above, this study aims at filling the conspicuous glaring gaps, and growing the body of the existing literature of organisational behaviour and human resource management. As such, the

aim of this study is to examine how healthy workplace practice dimensions (work-life balance, employee involvement, employee recognition, employee growth and development, and health and safety policies) might influence the intrinsic motivation of ICT professionals working with the Lagos State Civil Service, Nigeria, using the co-variance based structural equation modelling (CB-SEM), with a view to realising a cosmopolitan generalisation.

## 1. Literature review

### 1.1 Intrinsic motivation

Intrinsic motivation denotes when individuals participate in an action for its innate contentment and desire resulting from engaging in it. This kind of inspired behaviour is naturally fulfilling so it continues shorn of any rewards or reinforcements (Ryan, Deci, 2000). By way of illustration, a person who goes to the football stadium because of the fun, entertainment or happiness it brought is said to be motivated intrinsically towards that endeavour. This self-enjoyable behaviour has also been grasped in people who go through what Nakamura, Csikszentmihalyi (2014) dubs "flow". The flow denotes a mental condition where the positive experience resulting from involving in an endeavour (for example, exercising one's body) is intrinsically compensated by itself. Individuals become captivated in the endeavour to the extent that they lose track of time due to the fact that nothing else seems to matter. Furthermore, intrinsic motivation has been noted to be people's usual propensities toward acclimatisation, impulsive curiosity, comprehension and investigation which has been well-thought-out to be important to cognitive and social development, occasioning pleasure and strength throughout life (Ryan, Deci, 2000). The importance of reinforcing employees' intrinsic motivation via the delivery of indirectly performance-salient in-

centives to massage employees' intrinsic motivation has earned growing attention of researchers as it is a chief factor for satisfying and attracting employees to their job (Cerasoli *et al.*, 2014). In this context, intrinsic motivation is well-thought-out to include employees being satisfied with their job, and possessing the intention to perform beyond the rule-book. As a result, intrinsically motivated individuals become high performers on the job (Diefendorff, Chandler, 2011).

## 1.2 Healthy workplace practices

It has been argued that organisational features (*i.e.* workplace practices) that have a twin influence, both on employee's well-being and organisational effectiveness should be referred to as a healthy workplace practices (Grawitch, Gottschalk, Munz, 2006). These practices culminate into a psychosomatic experience, which shapes employees' thought on the job to become a high or low performer. The psychosomatic experience when positive goes on to influence employees' state of mind to become intrinsically motivated with the job because of the organisational features. On the other hand, if the psychosomatic experience is negative, demotivation and exhibition of counter-productive work behaviours are exhibited by employees on the job. Five components of the healthy workplace practices initiative have been identified in the existing literature, and it has also been referred to as the PATH (Practices for the Achievement of Total Health) model. In this context, healthy workplace practices are considered as innovative human resource practices that take into consideration simultaneously employees' well-being and organisation's overall success. These practices are: work-life balance, employee growth and development, employee recognition, employee involvement, and health and safety policies.

### 1.2.1 Work-life balance

These initiatives assist employees to strike a balance between manifold wants of

their lives (Azeez, Fapohunda, Jayeoba, 2017). Such plans and programmes take into account the fact that employees satisfy several responsibilities in their personal and work lives which must be directed aptly to certify that their tasks in both spheres are achieved. Examples of work-life balance initiatives include: compressed work-hours, flexi-time, childcare, spa and gym programmes, and so on.

### 1.2.2 Employee growth and development

These practices offer employees the chance to develop and increase their skills, abilities and knowledge with a view to guide against expertise obsolescence, while also making the milieu to apply the newly acquired know-hows available (Olokundun *et al.*, 2018). Employee growth and development policies permit an organisation to take advantage of employees' intellectual prospects by assisting to improve their problem-solving, analytical, leadership, and other job-related dexterities, thus amplifying their motivation and creativity to accomplishing their jobs. Instances of such policies include leadership development, on-the-job training, off-the-job training, and involvement in continuous learning activities.

### 1.2.3 Employee recognition

These workplace initiatives are forms of giving back or compensating employees for their efforts towards the organisation, as well as their realisation of personal and professional achievements (Gawel, 2018). Financial incentives are the most commonly mentioned method of recognition, still, other rewards fall under the category of recognition, including award plaques, certificate of accomplishment and honorary ceremonies.

### 1.2.4 Employee involvement

These initiatives provide workers with the chance to become actively involved in the organisation's decision-making activity (Smith *et al.*, 2016). The anticipated aim of em-

employee involvement in the decision-making process(es) is to offer partners the chance to share their varied opinions and thoughts in an attempt to solve organisational trepidations and strengthen or redouble the organisational efficiency and effectiveness. Granting of job autonomy, self-directed work teams, and greater participation in decision-making characterise organisational initiatives intended to get the best out of involvement.

### 1.2.5 Health and safety

These workplace initiatives seek to get the best out of the mental and physical health of employees through the appraisal, prevention, and management of impending health perils and trepidations (Zanko, Dawson, 2012). Employee support policies for drug and alcohol addiction, wellness diagnoses, stress management training, counselling, and safety training are all instances of possible initiatives that organisations may put into practise to look after the health and safety of their workers.

## 2. Hypotheses Development

### 2.1 Healthy workplace practices and intrinsic motivation

In spite of over 60 years of organisational research that establishes that employees are motivated by more than money alone, numerous organisations persist to depend exclusively on financial remuneration. This is not to deny that money-related motivating forces are not critical; they are, but rather in the correct conditions. Cash gives an objective in itself and offers a feeling of status and acknowledgment (if, obviously, it is adequate!). It offers fulfilment to beneficiaries. The issue is that these impacts can be very short-term in nature. If used to influence behaviour or activity, short-term compliance can be produced, but not a long-lasting shift in behaviours and attitudes, and undoubtedly no greater organisational attachment comes with it (Silverman, Reilly, 2005).

In the public sector organisations, where basic target-driven performance-related pay structures might not be suitable, consideration should be allotted to non-financial aspects of work (e.g. job autonomy, employee growth and development, and flexible working arrangements) (Silverman, Reilly, 2005). As a result, this should be equated to the adoption and implementation of a healthy workplace practice in the organisations. The adoption of this set of practices goes on to affect employees to become intrinsically motivated on the job.

Since intrinsic motivation cannot be boosted directly, efforts should be made to organise job activities in a manner that provide workers with various chances to partake in the decision-making process(es), and in vital issues that affect them (Minbaeva, 2008). Additionally, job activities should be premeditated to be thought-provoking and exciting (Lunenburt, 2011). To this end, what healthy workplace practices could help organisations to realise both? Work-life balance, employee growth and development, employee recognition, employee involvement, and health and safety policies could be advantageous to employees, with a view to helping employees balance their work and other facets of their life. Also, when employees are inured with the needed competencies and expertise via their involvement in continuous growth and development programmes, it will help guide against employees' skills obsolescence and knowledge insufficiency. Additionally, recognising employees for their efforts towards the achievement of organisation goals and objectives might boost employees' inner drive to becoming a high performer on the job. The establishment of a health and safety policy for employees could serve as an inoculation to employees' intrinsic motivation. In general, intrinsic motivation could be influenced by healthy workplace practices with an emphasis on self-poise, self-discipline and self-supervision. The ultimate objective is to create an environment where

actual accomplishment of organisation's objective(s) takes place rather than a means to achieving those objectives. Therefore, by employing healthy workplace practice policies in which the inducements are implanted to serve as booster to the job or task itself, organisations would create employees that are intrinsically motivated to come up with advantageous and new answers towards solving organisations' problems. Thus, this study hypothesized that:

- H<sub>1</sub>: Work-life balance has a significant effect on intrinsic motivation.*
- H<sub>2</sub>: Employee growth and development has a significant effect on intrinsic motivation.*
- H<sub>3</sub>: Employee recognition has a significant effect on intrinsic motivation.*
- H<sub>4</sub>: Employee involvement has a significant effect on intrinsic motivation.*
- H<sub>5</sub>: Employee health and safety has a significant effect on intrinsic motivation.*

### 3. Methods

#### 3.1 Samples and procedures

This study utilised the survey research method of the cross-sectional paradigm to achieve the stated objectives. In the course of data collection for this study, a field survey of ICT professionals working with the Lagos State Civil Service in Nigeria was conducted. This study sampled 310 randomly selected ICT professionals using a website random number generator. The sampled individuals were drawn from the list of ICT professionals provided to the researchers by the Lagos State Ministry of Science and Technology, which is in charge of recruiting and training ICT staff for the Lagos State Government of Nigeria. The Ministry recruits these individuals who are subsequently sent to all governmental ministries, departments and agencies (MDAs) coordinated by the Lagos State Civil Service. The participation of ICT professionals was voluntary as the gatekeeper's

letter was obtained from the Ministry prior to the commencement of the survey distribution. Therefore, the ICT professionals sampled in this study include system analysts, programmers, networking engineers, back-end support engineers, computer engineers and so on.

315 copies of the questionnaires were distributed over a period of 3 months, and 298 copies of the questionnaires were retrieved. Of the 298 (94.6%) copies retrieved, 294 (93.3%) copies of the questionnaires were properly completed and subsequently used for the final analyses. The respondents were asked to complete the questionnaires which consisted of two parts. Part A contains the demographic variables which include sex, work experience, marital status and educational qualifications. On the other hand, Part B contains the scales as adapted and used for this current study.

The descriptive analysis shows that 62.9% of the participants were male, while 37.1% were female. Also, 70.4% of the participants are married, 29.3% are single, while 0.3% of the participants are separated or divorced. Furthermore, the results brought to the fore that 79.3% of the participants are holders of Bachelor's degree and a higher national degree certificate; 15% are Master's degree holders; 1.7% are Ph.D. degree holders; 1.4% are national degree holders and 2.7% are holders of other professional certificates respectively. Also, 16.3% of the participants have between 1–5 years' work experience; 46.9% have between 6–10 years; 20.4% have 11–15 years; 10.9% have between 16 and 20 years of experience, while 5.4% have 21 and above years of experience.

#### 3.2 Measures

In order to test the above hypotheses, this study adapted the existing scales for use within the Nigerian context. The participants provided their answers using the 5-point Likert scale ranging from strongly disagree 1 to strongly agree 5.

The healthy workplace practices variable was measured using the healthy workplace practices scale (HWPs) developed by Grawitch, Tares, Kohler (2007). The authors noted that the instrument produced a suitable and satisfactory reliability coefficient above the threshold of 0.70. They noted that it yielded acceptable indices for its components; 0.91 (involvement), 0.94 (growth and development), 0.84 (recognition), 0.95 (work-life balance), and 0.89 (health and safety). In this study, the measures yielded a Cronbach Alpha ( $\alpha$ ) of 0.91 for the overall healthy workplace practices scale. While its components yielded the following: work-life balance ( $\alpha=0.95$ ), growth and development ( $\alpha=0.88$ ), employee recognition ( $\alpha=0.75$ ), employee involvement ( $\alpha=0.92$ ) and health and safety ( $\alpha=0.77$ ). Therefore, it can be concluded that the measure is a reliable instrument to measuring the independent variable under study.

On the other hand, a 7-item subscale of the intrinsic motivation inventory (IMI) labelled interest/enjoyment that was developed by Ryan (1982) was adopted for this study. This subscale has been believed to be the most exact measure of intrinsic motivation. The authors such as Black, Deci (2000) reported an acceptable Cronbach Alpha ( $\alpha$ ) of 0.90 in their study. In this study, the intrinsic motivation subscale produced a Cronbach Alpha ( $\alpha$ ) of =0.93.

### 3.3 Data analysis technique

This study utilised the structural equation modelling (SEM) estimation technique of AMOS-SPSS version 21 to test the effects of the independent variables on the dependent variables. This technique is suitable to make clarification on the link that exists between work-life balance, employee growth and development, employee recognition, employee involvement, employee health and safety, and intrinsic motivation of employees. This technique is adequate because it helps to analyse the data via 3 distinct stages. The stages include the confirmatory factor analysis, measurement model, and the structural model.

## 4. Results and discussion

### 4.1 Confirmatory Factor Analysis (CFA)

The CFA was employed to assess the model fit, convergent validity and construct reliability of items on the research instrument. Therefore, CFA is used to verify if the items on a questionnaire are measuring what they are supposed to measure (Azeez, Genty, 2018). Aligning with the submissions of Hair, *et al.*, (2010a) and Byrne (2016), that all standardised factor loadings of each item on the construct must be  $\geq 0.50$ , the factor loadings for each item in the construct is above the stated threshold. Accordingly, the average variance extracted (AVE) should also be  $\geq 0.50$ , as noted by Fornell and Larcker (1981) to establish the convergent validity. It is instructive to note that a fresh study, such as the current study that produces a near 0.50 AVE, is acceptable insofar the standardised factor loadings are above the threshold of .50. The construct reliability (CR) on the other hand, is comparable to the Cronbach Alpha. The research instrument with  $CR \geq 70$  is judged reliable (Hair, *et al.*, 2010). The results of the CFA after model fit modifications are presented in Table 1.

### 4.2 Measurement model

The measurement model is critical to determining the data-model fit and help test for the discriminant validity of a construct in structural equation modelling. The discriminant validity denotes the extent to which a construct is correctly different from other constructs (Samah, 2017). As such, this study adopts the recommendation of Fornell, Larcker (1981) and Hair, *et al.* (2010b), which state that any high correlation between two constructs (that is,  $r \geq 0.90$ ) violates the discriminant validity. Looking closely at our measurement model, no high correlation (that is,  $r \geq 0.90$ ) is recorded, thus, the constructs within study are distinct from each other. Also, in order to achieve the model fit in SEM, earlier authors, such as Hair *et al.*

Table 1. CFA for constructs.

Constructs	Items	Factor Loadings	AVE	CR
Work-Life Balance			0.505	0.802
	HWP_WLB_1	0.637		
	HWP_WLB_2	0.663		
	HWP_WLB_3	0.818		
	HWP_WLB_4	0.712		
Employee Growth and Development			0.519	0.810
	HWP_GD_1	0.709		
	HWP_GD_2	0.762		
	HWP_GD_3	0.810		
	HWP_GD_4	0.581		
Employee Recognition			0.525	0.816
	HWP_ER_1	0.747		
	HWP_ER_2	0.727		
	HWP_ER_3	0.731		
	HWP_ER_4	0.693		
Employee Involvement			0.419	0.741
	HWP_EI_1	0.548		
	HWP_EI_2	0.670		
	HWP_EI_3	0.690		
	HWP_EI_4	0.670		
Employee Health and Safety			0.496	0.795
	HWP_HS_1	0.721		
	HWP_HS_2	0.570		
	HWP_HS_3	0.743		
	HWP_HS_4	0.766		
Intrinsic Motivation			0.429	0.789
	IMS_1	0.645		
	IMS_2	0.553		
	IMS_5	0.706		
	IMS_6	0.682		
	IMS_7	0.678		

Source: Authors' computations.

Table 2. Adopted goodness-of-fit indexes for the measurement model.

	CMIN (X <sup>2</sup> )	Relative Chi-square (X <sup>2</sup> /df)	CFI	IFI	TLI	RMSEA
Value	591.746 (p<0.05)	2.098	0.913	0.914	0.900	0.061

Source: Authors' computations.

(2017)knowing the appropriate technique can be a challenge. For example, when considering structural equation modelling (SEM and Awang (2015), remarked that 3–4 fit in-

dexes were desirable to establish an appropriate model fit and recommended fit indexes to include the relative chi-square (>5.0), the root mean error approximation (RMSEA)

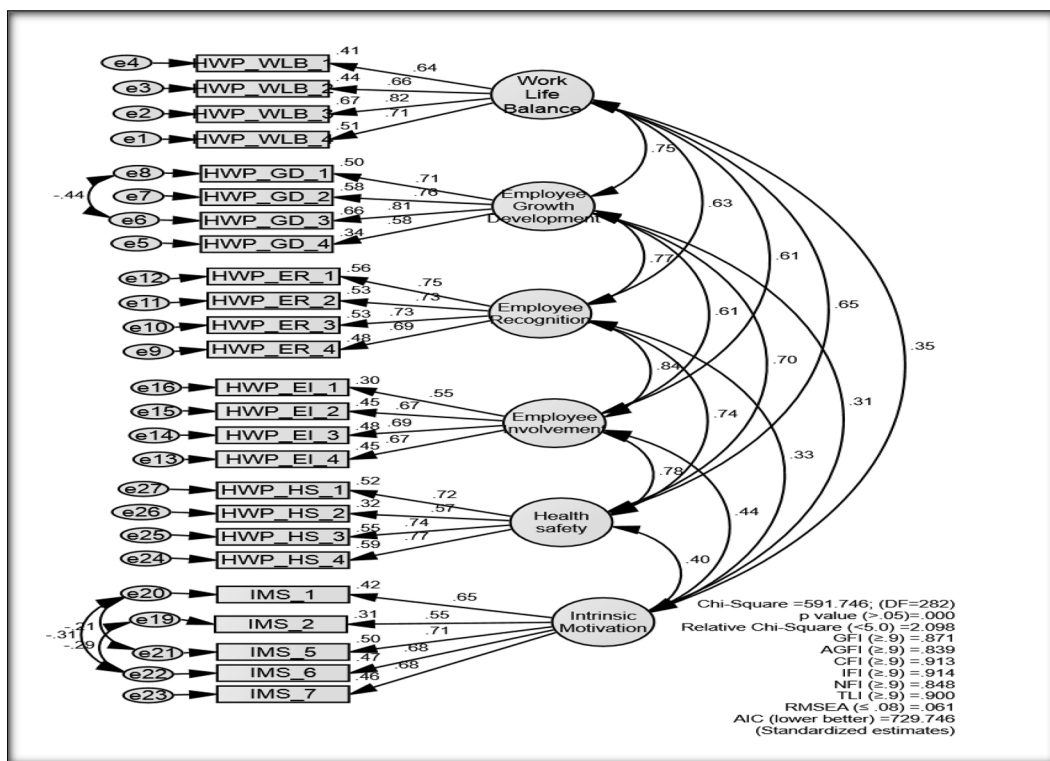


Figure 1. Measurement model. Source: Authors' computations.

( $\geq 0.8$ ), and two or more from goodness-of-fit index ( $GFI \geq 0.90$ ), adjusted goodness-of-fit index ( $AGFI \geq 0.90$ ), comparative fit index ( $CFI \geq 0.90$ ), normed fit index ( $NFI \geq 0.90$ ), and the Tucker Lewis index ( $TLI \geq 0.90$ ). Thus, the goodness-of-fit indexes in the measurement model after cycle of modifications are produced in Table 2 and the measurement model is shown in Figure 1.

It can be inferred Figure 2 that there is a suitable fit between the sample data and the measurement model. This fit was corroborated by the cut-off indexes shown in Table 2, which has a CFI value of 0.913, IFI value of 0.914, TLI value of 0.900, and RMSEA value of 0.061. These indexes fall within the satisfactory model fit indexes yardstick.

### 4.3 Structural model

Since the measurement model of this study has achieved satisfactory fits, the next step is to test the above hypotheses between

the exogenous and endogenous variables. Therefore, the structural model clarifies the strength of effect among work-life balance, employee growth and development, employee recognition, employee involvement, health and safety, and intrinsic motivation. The structural model is presented in Figure 2.

Figure 2 and Table 3 show and describe the effects of healthy workplace practices through its dimensions. The structural model showed that employee work-life balance ( $\beta = 0.118$ ,  $CR = 1.000$ ,  $p < 0.05$ ), employee growth and development ( $\beta = 0.048$ ,  $CR = 0.290$ ,  $p < 0.05$ ) and employee recognition ( $\beta = -0.241$ ,  $CR = -1.057$ ,  $p > 0.05$ ), employee involvement ( $\beta = 0.443$ ,  $CR = 1.931$ ,  $p < 0.05$ ) and health and safety ( $\beta = 0.122$ ,  $CR = 0.847$ ,  $p < 0.05$ ) have the effect on intrinsic motivation. The joint effects of work-life balance, employee growth and development, employee recognition, employee involvement and employee

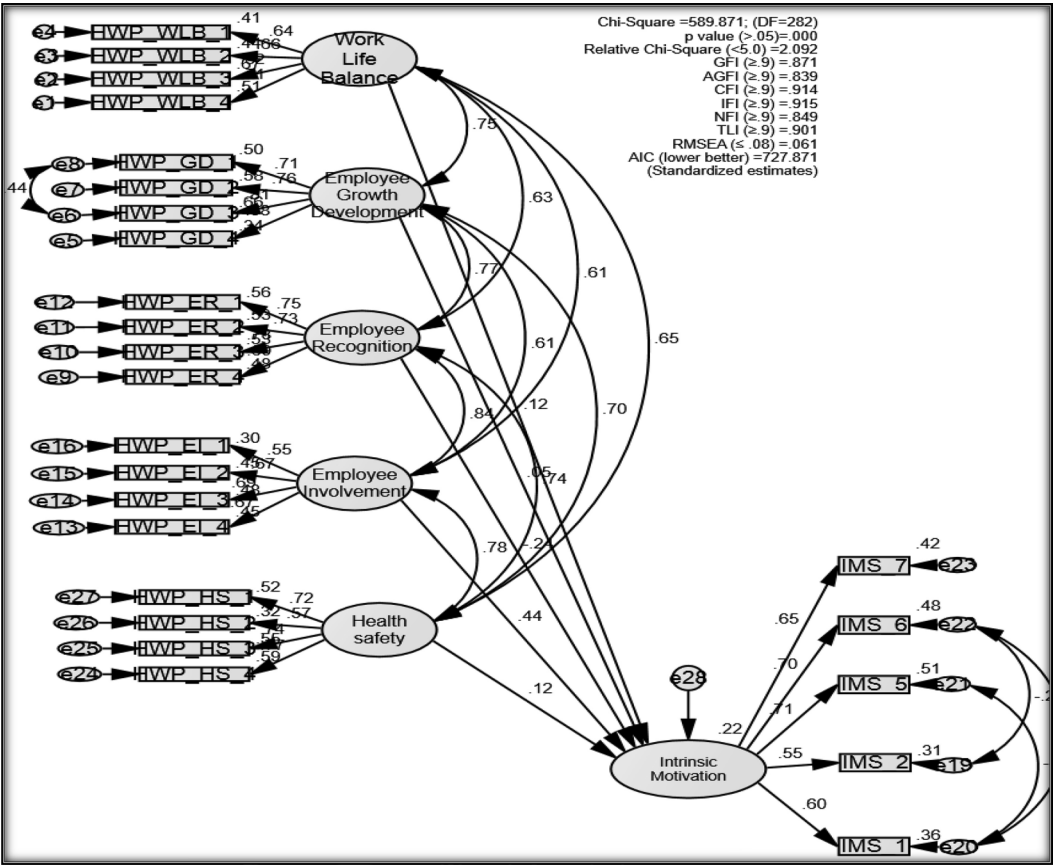


Figure 2. Structural model. Source: Authors' computations.

Table 3. Standardized Regression ( $\beta$ ) weights, Standard Errors, Critical Ratio and p value of the path model.

Hypothesized Relationship	$\beta$	S.E	CR	P
INTRINSIC_MOTIVATION <---- WLB	0.118	0.130	1.000	0.023
INTRINSIC_MOTIVATION <---- EGD	0.048	0.171	0.290	***
INTRINSIC_MOTIVATION <---- ER	-0.241	0.201	-1.057	0.291
INTRINSIC_MOTIVATION <---- EI	0.443	0.266	1.931	***
INTRINSIC_MOTIVATION <---- HS	0.122	0.125	0.847	0.016
<b>R<sup>2</sup>=0.224</b>				

Source: Authors' computations.

health and safety on intrinsic motivation of ICT professionals working with the Lagos State civil service is estimated at 22.4% (*i.e.*  $R^2$  0.224). The  $R^2$  of 0.224 can be said to be impactful based on the submission of Falk, Miller (1992) that an R-square value should be  $\geq 10$ , in order for the variance explained

of an endogenous construct to be considered satisfactory. In addition, employee involvement as perceived by ICT professionals working with the Lagos State civil service is the most predictive independent variable with ( $\beta=0.443$ ). On the other hand, the path between employee recognition and intrinsic

motivation is not significant as shown in the indices ( $\beta = -0.241$ ,  $CR = -1.057$   $p > 0.05$ ).

## 5. Discussion

In describing the nature of the relationships that exist between healthy workplace practices dimensions – *i.e.* work-life balance, employee growth and development, employee recognition, employee involvement and health and safety – on intrinsic motivation of ICT professionals working with the Lagos State Civil Service, the outcomes of the SEM analyses confirmed four and negate one of our hypotheses. The results confirm that there is a significant effect of work-life balance on intrinsic motivation of employees. This indicates that high levels of employee work-life balance are associated with a higher level of intrinsic motivation among ICT professionals working with the Lagos State Civil Service. Empirically, work-life balance initiatives enrich the intrinsic motivation of ICT professionals working with the Lagos State Civil Service. This finding connotes that work-life balance should be seen as a motivational mechanism that could help employees accomplish their stated goals and objectives and, as such, a balance between work and life roles will continue to sustain and strengthen the intrinsic motivation of employees.

In the same vein, a significant effect of employee growth and development on intrinsic motivation of ICT professionals was established. This indicates that an organisation that involves its workforce in a continuous learning activity or policy tends to create intrinsically motivated workers. This result was supported by the views of Amorose, Horn (2001), who found a positive relationship between training and instruction and intrinsic motivation. This means that more involvement in growth and development initiatives could lead to gaining more knowledge and learning of new skills on the one hand, and at

the same time, boost employees inner drive to become more a great performer on the job.

The insignificant relationship established in this study between employee recognition and intrinsic motivation of employees suggests that employees working in the public sector in Nigeria have not received adequate monetary compensation. The inadequacy of this monetary compensation to employees has made them not to regard the non-monetary compensations such as recognition. For instance, the minimum wage of employees in Nigeria is 18,500 naira (\$60.65) per month. Thus, the monetary compensation should be enhanced and the non-monetary part should complement it. This is to buttress the fact that public sector organisations mostly rely on pay for performance. Also obvious in this study is that involvement in decision-making process(es) has an effect on intrinsic motivation of ICT professionals. This presupposes that higher involvement of employees in the decision-making processes is associated with higher intrinsic motivation of employees. To support this position, and in testing the self-determination theory in the workplace, Deci, Connell, Ryan (1989) avow that managerial autonomy support, which means superiors recognising the perspectives of their subordinates, the provision of the required and necessary information to employees in a non-controlling, fostering self-initiation rather than pressurising juniors to act in a stated way, was associated with employees' being more pleased with their work, and exhibiting other prosocial work behaviours. This shows that employee involvement in the workplace aid employees' intrinsic motivation to achieving long-term organisational efficiency and effectiveness.

A significant positive effect of health and safety on intrinsic motivation was found in this study. This means that if ICT professionals are provided with a health and safety initiative by their organisation, their intrinsic motivation on the job will be enhanced. Aligning with this result is Maslow's (1943)

safety need in his hierarchy of needs theory of motivation. Maslow noted that humans would yield an optimal performance if their safety was guaranteed. Also, we cannot but agree with the fact that the initiation of a comprehensive health and safety plan by an organisation will play an abundant role in the lessening of job-related accidents or diseases, which could have a severe direct and unintended concerns on the lives of workers and their families (Ganster, Rosen, Fisher, 2018).

## 6. Conclusion, practical implications and limitations

This study examined and unpacked the structural effects of healthy workplace practices vis-à-vis the intrinsic motivation of ICT professionals working in the public sector. It engages the SEM multivariate data analytical technique to test the theoretical paths to understand the combined and separate effects of work-life balance, employee growth and development, employee recognition, employee involvement, health and safety on intrinsic motivation in among ICT professionals in the public sector. The outcomes of the analyses signposted that work-life balance, employee growth and development, involvement, and health and safety influence intrinsic motivation of employees while an insignificant path relationship was found between employees' recognition and intrinsic motivation. The outcome was buttressed by the model fit indexes shown in Figure 1 and 2 (measurement and structural models) of the AMOS-SEM outputs. Therefore, this study concludes that employee involvement in decision-making made weightier contributions to the variations in ICT professionals' intrinsic motivation in the public sector. Undoubtedly, ICT professionals are intrinsically motivated when they are involved actively in the decision-making process(es) of the organisation rather than being

an inactive co-worker or a useless cog of the machine. Maslow (1998) advocated that proprietors of businesses should note that everyone (employees) desires to feel essential to the decision-making processes, needed, valuable, efficacious, honoured, appreciated, rather than being irrelevant, substitutable, unknown, fruitless, fallow, nonessential and belittled. To this end, employers in the public sector (government) should endeavour to restructure their workplace practices to become healthy in nature with a view to enhancing employees' intrinsic motivation in the public sector.

In addition, this study also suggests practical implications to the government who recruit, retain and develop ICT professionals in the public sector. Employees' intrinsic motivation is key to achieving greater organisational outcomes such as higher performance on the job, creativity and exhibition of prosocial work behaviours. This presupposes that the government should be concerned with factors that impede intrinsic motivation of employees, and the impediments should be nipped in the bud. The involvement of employees' in decision-making contributes to more variations in ICT professional's intrinsic motivation in the public sector, while other components such as work-life balance, growth and development, or health and safety explained less the changes in intrinsic motivation. This suggests that ICT professionals derived less contentment with other practices such as work-life balance, recognition, growth and development, as well as health and safety issues. Pertinent attention should be bequeathed to matters of collective interest when developing workplace practices and policies. Furthermore, the government should endeavour to improve ICT professional's compensation management (financial and non-financial), as they work longer hours per day so as to meet deadlines. The government should note that employees' motivational enhancements will have resultant effects on organisational viability and efficaciousness.

This study has the familiar limits of survey research using cross sectional data. This is due to the fact that the analysis in this study is established on cross-sectional data; the non-use of experimental, longitudinal or panel data does not allow this study to make an absolute causal claim about the findings. Future studies may collect data using the experimental or longitudinal approach of data collection. On the methodological aspect, future studies may use the qualitative strand to investigate the relationships that

exist between healthy workplace practices and intrinsic motivation. Since the data was collected from only the ICT professionals working in the public sector, future studies might collect data from a larger sample in the public sector. In this study, caution has been taken not to generalise beyond our population. Also, this study can be replicated in other sectors, and most especially, in developing countries with a view to having cross-sectorial understandings.

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