



# MOTIVATION PRACTICES AND EMPLOYEE INTEGRITY OF SELECTED FEDERAL PARAMILITARY AGENCIES IN SOUTH - WEST, NIGERIA

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## Abstract

*There must be reasons or motives behind human behaviors as it is assumed that human beings are rational beings and in addition, human behaviors are very critical to the survival or otherwise of organizations. Managers or Commanders often experienced or have had to work with difficult employees or rebel workforce in the course of their duties .When managers failed to understand why employees behave the way they behave it might have negative impact on the performance of the organization. Integrity is an ethical issue which is capable of affecting or determining the attitudes and behaviors of employees. The low integrity of paramilitary officers has become a global issue and is now getting attentions of scholars and chief executives of organizations. Most of the previous studies conducted did not investigate the effect of motivation practices on employee integrity but rather studied integrity and productivity. However, few of the studies emphasized the importance of integrity as it reduces corrupt practices and enhances transparency. This study adopted quantitative research technique. The study population was 22,235 personnel of paramilitary agencies in South Western Nigeria. One thousand copies of validated questionnaire were used for collection of responses from respondents. The response rate was 91.5%. Data obtained were analyzed by employing both descriptive and inferential analytical methods. The research finding showed that motivation practices had effect on employee integrity in the selected Federal paramilitary agencies in South West Nigeria.*

*Keywords: Agencies, employee, integrity, motivation, paramilitary, practices*



## INTRODUCTION

Motivation practices are tools or strategies used by management of organizations to influence employees' attitude or behavior positively. Put differently motivation practices are used to discourage negative attitudes and encourage positive attitudes and behaviors' good motivation practice is capable of enhancing industrial harmony where employees can experience or enjoy management supports, as well as they giving maximum loyalty to management through their conducts. According to Adeyeye and Adeoye (2014), motivation is concerned with the factors that influence people to behave in certain ways. Furthermore, Herzberg, Mausner and Synderman (1975) as cited in (Adeye & Adeoye, 2014) identified two types of motivation as intrinsic and extrinsic motivations. Intrinsic motivation is defined as the self generated factors that influence people to behave in a particular way or to move in a particular direction. However, extrinsic motivation is defined as what is done to or for people to be motivated. These includes rewards, such as increase pay, praise or promotion and punishments, such as disciplinary action, withholding pay or criticism.

The import of motivation in human behavior in general and in work places in particular cannot be over emphasized .Motivation is a global issue that organization executives are contending with. Employees often become agitated when their organizations seem not to be offering good motivation packages like, salary, allowances and good work environment et cetera. Mintrop (2012) as cited in (Ogunkanmi, 2020) asserted that government's initiative in motivating ethics, integrity, and moral values affect accountability in a positive manner. Furthermore, motivation practice as it affects the integrity of employees is of great concern to researchers and consultants. Mintrop (2012) studied motivation and other components of human behavior such as ethics, integrity and moral values and how they affected accountability positively. In addition other previous studies focused on integrity and productivity. In addition few scholars (Otham, Omar, Azam, Ibrahim, Faruq, Rustam & Aris, 2014) studied the influence of job satisfaction and codes of ethics on integrity among police officers. Job satisfaction is regarded as a good motivator which can affect the integrity of employees. When employees are satisfied with their jobs it affect their integrity such as honesty, trust, sincerity etcetera. In the same vein codes of ethics are also capable of boosting the integrity of employees.

According to Patrician, Shang and Lake (2010) as cited in (Ogunkanmi, 2020) in the US Army Medical Department there were issues of low job satisfaction which were capable of lowering the morale of its officers. Furthermore, Martin (2011) asserted that low level of ,employee discipline ,employee integrity and high level of corruption in the US Police were due to low job satisfaction.

Also, in China there are problems of employee motivation system such as single motivation method, motivation not based on actual needs of employees, exclude long term incentive policies in both small and medium enterprises (Tong, 2013). The single motivation method will not satisfy all the needs of employees which often results in ethical issues. Improving integrity has become a major concern in the public sector in Malaysia (Otham, Omar, Azam, Ibrahim, Faroua, Rustam & Aris, 2014). According to these scholars, the increase in public sector unethical conduct has led to the intensification of efforts to boost integrity with ethics, norms and policies meant to create an effective civil service delivery system. It is also said that promoting and enhancing integrity in Malaysia is a major component of government reforms.

Coming down to Africa where South African police had issues of lack of trust by members of the public because of extortions (Motala, 2019). Furthermore, the 2019 Global corruption barometer for Africa found that 40 percent of South African respondents believed that some officers are corrupt, and 30 percent believed that most of them are, while another 19 percent believed that all of them are corrupt. These unethical behaviors are mostly attributable to poor motivational practices by organizations.

In Nigeria, the good work ethics or behavioral norms such as punctuality, honesty, integrity, discipline, diligence and frugality are fast changing negatively (Eze, 2012). In addition instead of providing the means by which workers are encouraged for effective outcomes, workers are deprived of their physiological needs through salary, insecurity, delay in the payment of salaries and falling benefits (Egbo, Alhaji & Egbo, 2018). Integrity as a variable of employee outcome depends on motivation practices of various organizations. According to Alemika (2003) there is wide spread concern about the performance, integrity, and conduct of the Nigeria police. Accounting for this, Ojo (2011) said the Nigeria police is poorly remunerated, poorly trained, poorly equipped and poor living environment. Poor motivation practices have eroded the integrity of most public officers especially the paramilitary sector, in Nigeria.

### **Statement of problems**

Most of the previous literatures that discussed integrity did not link with motivation practices but rather productivity. Few scholars also examined the importance of integrity in the public sector and private organizations as it reduces corrupt practices and enhances transparency (Othman, Omar, Ibrahim, Farouq, Rustam & Aris, 2014). Little studies have been conducted on motivation practices and integrity, inspire of its import on productivity, transparency and corrupt practices. Integrity of employees is very critical to the reputation and survival of every organization. Lack of integrity among employees is a global phenomenon, however it is more pronounced in

developing countries. The major problem is how to boost the integrity of the employees or understand those factors that can be used to boost it ,since integrity is a major issue affecting employees' productivity which often affects organizational performance and reputations. In view of these issues enumerated thus this study was conducted to examine the effect of motivation practices on employee integrity in selected paramilitary.

### **Objective of the study**

The objective of this study was to determine the effect of motivation practices on employee integrity in the selected paramilitary agencies in South West, Nigeria.

### **Research questions**

How do motivation practices affect employees' integrity in selected paramilitary agencies in South-West, Nigeria.

### **Research hypothesis**

Motivation practices have no effect on employees' integrity in selected paramilitary agencies in South -West, Nigeria.

### **Scope of the study**

The study covered the effect of motivation practices on employee integrity of selected federal paramilitary agencies in South West, Nigeria. Four paramilitary agencies studied were; Nigeria immigration service, Nigeria correctional service, Nigeria security and civil defense corps and National drug law enforcement agency. The population of the study was 22,235 officers and men.

### **Significance of the study**

The result of this study conducted in Lagos, Ogun, Oyo, Ondo and Ekiti guided the heads of the agencies studied to push for motivation policies that would boost or enhance the integrity of their officer and men. The result of this study would be of benefit to the military, police, directorate of state security service etcetera.

## **LITERATURE REVIEW**

### **Motivation**

According to Adeleke(2001),motivation is defined as the process within an individual that energizes, directs, maintains and sustains behavior towards a given goal or goals in work environment.

In the same vein, Armstrong (2012) said motivation is concerned with strength and direction of behavior and the factors that influence people to behave in certain ways. In this definition factors that affect influence people to behave in certain ways are very critical. It is therefore important for managers or management to understand factors that boost positive attitudes of employees as they affect integrity. Furthermore, Oluwayomi (2018) defined motivation as the complexity of forces that inspire a person at work to intensify his desires and willingness to use his potentials to perform in order to achieve organizational objectives. This definition aligns with Adepoju (2012) which emphasizes the sustenance of behavior towards a given goal. Mile (2004) as cited in (Oluwayomi, 2018) defined motivation as a condition which influences the arousal, direction and maintenance of behavior. In the same vein, Mitchell (1982) as cited in (Brooks, 2007) defined motivation as the degree to which an individual wants and chooses to engage in certain specified behaviors. Both elements, the wanting, and choosing must be present for motivation to be enacted (Brooks, 2007).

In another dimension, Baron (1991) defined motivation as the variable that drives employees to "want to act, and choose to act" to succeed in the work place. This emphasizes work related behavior and makes work motivation to be very specific. The word 'work motivation' gives room for researchers to further investigate motivation in the work force, more specifically the energy that encourages work related behavior and influences one's work style, direction, intensity and duration (Baron, 1991). In addition, Morehead and Griffin (2004) as cited in (Ogunkanmi, 2020) defined motivation as a set of forces that lead people to behave in particular ways. Motivation practices are necessary to enhance employees commitment, loyalty, organizational citizenship behavior and performance (Ogunkanmi, 2020). He further said employees irrespective of where they are located on the globe perceive motivation as a serious issue as it affects their well being. Also, motivation has been categorized into two by Herzberg as extrinsic and Intrinsic (i.e. motivators and hygiene factors).According to Radakovich (2019) cited in (Ogunkanmi, 2020), it is easier to control extrinsic motivation such as money, benefits or awards. However, it becomes more difficult when it comes to intrinsic motivation- confidence or personal responsibility. This research agrees with Radakovich (2019) submission to a certain extent because it believes that if positive extrinsic motivation practices- remunerations, reward ,training, promotion and work environment) are engaged or employed by organizations, influencing internal feelings or extrinsic factors become less difficult. When employees are promoted or trained it often reflects in their attitudes. Furthermore, Kast and Rosenzweig (1985) as cited in Pardee (1990) defined motivation as what prompts a person to act in a certain way or at least develop an inclination for specific behavior .In addition, York(1976) said motivation are those forces within an individual that push or propel him to satisfy basic needs or wants. Pardee

(1990) therefore was of the opinion that needs would determine what rewards would satisfy an employee. His opinion aligned with Dressler (1986) that most psychologists believe that motivation is ultimately derived from a tension that results when one or more of our important needs are unsatisfied. Maslow (1954) cited in (Burke, 1987) also stated that only unsatisfied needs provide the sources of motivation, that a satisfied needs creates no tension and therefore no motivation. Put simply, any satisfied need is not a motivator. This aligns with the thought that job satisfaction on the part of employees may even affect productivity negatively.

Russell (1971) as cited in (Pardee, 1990) identified three qualities that are common in most definitions of motivation as (1) it is a presumed internal force,(2) that energizes for action and (3) determines the direction of action. Aldag (1979) also said motivational process has been viewed as a decision making process which takes place within the employee. Most of these definitions though dated over three decades ago are very relevant in this current situation or study.

## **Integrity**

Integrity in common parlance means honesty. Alam and Johari (2018) as cited in (Ogunkanmi, 2020) said that integrity is an essential human characteristic, which at present is regarded as a significant component of a smooth organizational function in the contemporary world. On the other hand Webster's dictionary defines integrity as a position or quality of completeness, being whole, complete, a morally sound state, upright, honest, unbroken, and sincere. This definition is in tandem with earlier definition of Alam and Johari (2018) which simply puts integrity as human characteristic. However, none of these definitions discussed how to improve or boost human security. In the same vein Mintrop (2012) said that government's initiative in motivating ethics, integrity and moral values affects accountability in a positive manner. Again Yukl (2013) cited in (Engelbrecht, Heine & Mahembe, 2015) refers to integrity as honesty and consistency between a person's espoused values and behaviors, he affirms that drawing on social exchange, trust in leaders is built on ethical behavior such as integrity, and reliability behavior which likely results in trust that subordinates may reciprocate.

In another dimension, Abdullah, Salleh, Ismail and Nga (2010) cited in (Othman et al, 2014) defined integrity among civil servants as "observant of competency values, commitment to address and eliminate corruption, increase in the efficiency and effectiveness of organizations either public or private as well as family units and lastly, enhance the social welfare and the quality of life". Thus integrity is a quality of being honest and having good moral judgment either as an individual or as a public servant to eliminate unethical behavior such as being corrupt or committing fraud and other illegal activities (Othman et al, 2014). The phrase "to whom much is

given, much is expected "as it affects public officers is a big issue, even where little is given much is still expected. A public officer's character or integrity must be above board. According to Becker (1998) integrity is the attitude of being principled, practicing what one preaches regardless of emotional or social pressure and not allowing any irrational consideration to overwhelm one's rational convictions. This should not be taken to mean that integrity eliminates the possibility of personal change. A person with integrity, although unwilling to change his or her values due to irrelevant factor (e.g., social pressure) must be willing to change as his or her knowledge increases (Becker, 1998). Becker further maintains that integrity does not mean loyalty to arbitrary notions, however strongly one feels they are true, also integrity means loyalty to one's knowledge and to the conclusions one can prove logically.

Also, Hopking (2012) cited in (Sani, Endin, Masrek, Sahid, Baba et al, 2016) defines integrity in a more comprehensive manner, by seeing it as a concept of consistency of actions, values, methods, measures, principles, expectations and outcomes that connote a deep commitment to do the right thing for the right reason regardless of the circumstances.

### **Empirical Review**

Most of the previous literatures reviewed did not examine the effect of motivation on integrity but rather examined the effect of integrity on productivity, and as well as integrity and corrupt practices.

Heine, Engelbrecht and Mahembe (2017) conducted a study on integrity, ethical leadership, trust and work engagement. Empirical support was found for all the postulated relationship in the structural model such as trust in leader has a significant positive influence on the follower's work engagement, ethical leadership has a significant positive influence on the trust in the leader and the leader integrity had a significant positive influence on ethical leadership. Furthermore, Sani, Endin, Masrek, Sahid, Baba and Kamis (2016) conducted a study on integrity and job performance: the experiences of public Library leaders. The finding showed that the respondents had a integrity in fulfilling their work responsibilities. It also showed that integrity did affect one's job performance and the organization.

In addition Alam, Johari and Said (2018) in their study on empirical assessment of employee integrity in the public sector in Malaysia confirmed that they practiced integrity within their departments. Nevertheless, the priority for these factors varies according to the service schemes. In the same vein, Othman, Omar, Ibrahim, Farouq, Rustam and Aris (2014), conducted a study on influence of job satisfaction and codes of ethics on integrity among police officers, the results of the study showed that job satisfaction and codes of ethics have significant influence on the level of integrity among police officers.

In another dimension, Adeyeye, Adeniji, Osinbanjo and Oludayo (2015) in their study on effects of work place ethics on employees and organizational productivity in Nigeria, the result showed that significant relationship existed between ethical and organizational productivity in Nigeria. The result further showed that integrity cum discipline had negative impact on productivity level of the organization, which could be attributed to the nature of these virtues being abstract and could only be seen or observed over time.

### **Theoretical Framework**

In this study four motivation theories reviewed were Abraham Maslow motivation theory, Herzberg's two factor theory, Vroom's expectancy theory and Adam's Equity theory. The four theories were reviewed looking at their assumptions, their supporters and critics. In addition, the researcher looked at how each of the theories explained the variables and how they interacted with each other. The underpinning theory used for this study was Abraham Maslow's theory of motivation. Maslow (1954) suggested that there are five major needs by human beings in general. The needs according to him starts with fundamental physiological need that leads through a hierarchy of safety, social, esteem and self actualization which is the greatest of all the needs. Maslow's theory of motivation states that when a lower need is satisfied, the next highest becomes dominant and the individual's attention is turned to satisfying this higher need. The lower need still exists, even if temporarily dormant as motivators, and individuals constantly return to previously satisfied needs. One of the implications of Maslow's theory is that the higher order needs for esteem and self actualization provide the greatest impetus for motivation, they grow in strength on satisfaction. However, the jobs people do will not necessarily satisfy their needs, especially when they are routine or de-skilled. The basis for this theory is the belief that an unsatisfied need creates tension and a state of disequilibrium. This theory affirms the axiom that "a hungry man is an angry man", that is why physiological need is basic, and first in the rungs of ladder of needs by Maslow as it is capable of influencing human integrity. In addition, safety, affiliation, esteem, and self actualization have impact on employee integrity. As employee climbs this ladder of needs there is tendency for changes in his or her integrity or character. This often plays out in the military and paramilitary services where there is high power distance. Despite the relevance of Maslow's theory of motivation, it has been criticized based on following grounds. First, is the lack of empirical support with argument that in the real world there is no rigid hierarchy of human needs and it operates in a flexible hierarchy. Employee in the real world does not satisfy his higher level needs in the work situation alone (Basset, Jones & Lloyd, 2005). Graham and Messner (1998) cited in (Adeniji, Falola, & Salau, 2014), also criticized the theory for making the following unrealistic assumptions about the



employees in general:(i) all employees are alike,(ii) all situations are alike and that (iii) there is only one best way to meet needs. They argued, employees have different preferences in satisfying their needs, based on the culture to which the employee belongs. For one employee the source of motivation may be physiological needs, while for his peers the motivation may be provided by social needs. Despite the above cited criticisms and limitations, Maslow theory has a momentous impact towards management understanding of motivation and in the designing of the company to meet employee needs (Robbins & Judge, 2013). Abraham Maslow's theory, according to Ogunkanmi, Adefulu and Nwakere (2020) is a suitable structure for screening the different needs and outlook that employees have and the different motivating factors that might be useful to people at different levels. This study affirms most of the postulations of Abraham Maslow, and guided the research to explore the interactions between motivation practices and employees' integrity.

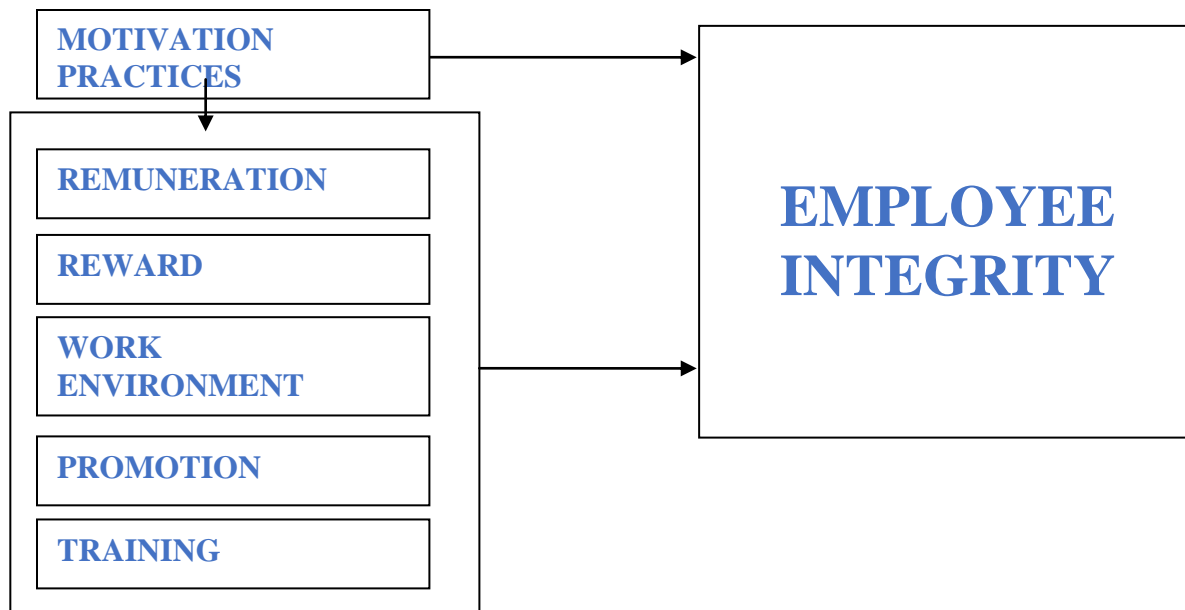


Figure 1 Researcher's conceptual model

## METHODOLOGY

The research design used for this study was cross sectional survey research. Cross sectional survey research design was used because data for the study were collected at one point in time to test the research hypothesis. Data collected represented the perception and view of people across a large geographical area which in this study was South-West, Nigeria. The population of this study was 22,235 comprised of officers and men of the four selected paramilitary agencies. The sample size determined using Krejcie and Morgan table was 988, while 12 was added to

this to make the sample size increased to 1000. This enabled more people to be involved in the study to enhance acceptability of research findings. Furthermore both proportionate and stratified sampling techniques were used. The questionnaires used were validated through content and construct validity test. In addition the reliability of research instrument was tested by internal consistency method and data were treated by multi colinearity, Normality test, Linearity test and Homoscedascity test.

## ANALYSIS AND DISCUSSIONS

Table 1 Summary of multiple regression analysis for effects of motivation practices on employee integrity in selected federal paramilitary agencies in South-West, Nigeria

Coefficients <sup>a</sup>							
Model 3	Unstandardized Coefficients	Standardized Coefficients	T	Sig.			
						Coefficients	
						B	Std. Error
$y_{3i} = \alpha_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + e_i$							
3	(Constant)	7.393	0.481		15.381	0.000	
	Remuneration package	-0.067	0.041	-0.074	-1.626	0.104	
	Training	0.134	0.041	0.146	3.281	0.001	
	Reward	0.260	0.039	0.272	6.580	0.000	
	Work environment	0.259	0.048	0.252	5.420	0.000	
	Promotion	0.070	0.042	0.074	1.684	0.093	
a. Dependent Variable: Employee Integrity							
b. $R = 0.601^a$ $R^2 = 0.361$ $Adj. R^2 = 0.358$							
c. $F(5, 909) = 102.838$ ( $p=0.000$ )							

The results of the analysis on the effects of motivation practices on employee integrity in selected federal paramilitary agencies in South-West, Nigeria presented in Table 1 revealed that motivation practices have significant effect on employee integrity in selected federal paramilitary agencies in South-West, Nigeria ( $adj. R^2 = 0.358$ ,  $F_{(5, 909)} = 102.838$ ,  $p=0.000$  at  $p<0.05$ ). Specifically, the result showed that training ( $\beta = 0.134$ ,  $t = 3.281$ ,  $p<0.05$ ), reward ( $\beta = 0.260$ ,  $t = 6.580$ ,  $p<0.05$ ) and work environment ( $\beta = 0.259$ ,  $t = 5.420$ ,  $p<0.05$ ) have positive and significant effect on employee integrity in selected federal paramilitary agencies in South-West, Nigeria. Furthermore, the result revealed that promotion ( $\beta = 0.070$ ,  $t = 1.684$ ,  $p>0.05$ ) has a positive and insignificant effect on employee integrity while remuneration package ( $\beta = -0.067$ ,  $t = -1.626$ ,  $p>0.05$ ) has a negative and insignificant effect on employee integrity.

= -1.626,  $p > 0.05$ ) has a negative and insignificant effect on employee integrity in selected federal paramilitary agencies in South-West, Nigeria.

The result of the multiple regression analysis showed that the coefficient of determination ( $R^2$ ) value of the model is 0.361 which revealed that motivation practices have a weak positive and significant effect on employee integrity in selected federal paramilitary agencies in South-West, Nigeria. Furthermore, the adjusted  $R^2$  which is the coefficient of multiple determination is 0.358 ( $F_{(5, 909)} = 102.838, p = 0.000$  at  $p < 0.05$ ) revealed that motivation practices explained 35.8% of the changes in employee integrity in selected federal paramilitary agencies in South-West, Nigeria while the remaining 64.2% could be attributed to other factors not included in this model. Also, the F-statistics ( $df = 5, 909$ ) = 102.838 at  $p = 0.000$  ( $p < 0.05$ ) indicates that the overall model is significant in predicting the effect of motivation practices on employee integrity which reveals the existence of a significant effect of motivation practices on employee integrity in selected federal paramilitary agencies in South-West, Nigeria. The regression model for this prediction is expressed as:

$$EI = 7.393 + 0.134TR + 0.260RE + 0.259WE \dots \dots \text{eq. 1}$$

Where:

EI = Employee Integrity, TR = Training, RE = Reward, WE = Work Environment

The regression model showed that when motivation practices are at constant zero, employee integrity would be 7.393. This informs that without motivation practices, employee integrity would give a positive value of 7.393. Furthermore, the regression model explains that when training, reward and work environment are improved by one unit, employee integrity would improve by 0.134, 0.260 and 0.259 units respectively. This indicates that an increase in motivation practices of training, reward and work environment would subsequently increase employee integrity in selected federal paramilitary agencies in South-West, Nigeria. Overall, the result of the analysis showed that motivation practices has a significant effect on employee integrity in selected federal paramilitary agencies in South-West, Nigeria. Therefore, the null hypothesis ( $H_{03}$ ) which states that motivation practices have no significant effects on employee integrity in selected federal paramilitary agencies in South-West, Nigeria was rejected.

## DISCUSSION

The findings of this study revealed that motivation practices components (Remuneration, training, rewards, work environment, and promotion) have a significant effect on employee integrity in selected Federal paramilitary agencies in South-West, Nigeria. The results confirmed the believe that specific guidelines on the rewards and punishment can enhance the integrity of employees. Therefore organizations can encourage their employees to develop better value

system through rewards as a component of motivation practice. In addition on the other hand, punishment could also be used to ensure that employees operate within the culture of the organization.

Conceptually the findings and results of this hypothesis conform with (Simarti, Surachman, Hadiwidjojo, and Rohman, 2016) who define motivation as a non personal trait but an interaction between the individual and the situation. According to the aforementioned authors, motivation leads to an action that is goal oriented and is also influenced by both internal and external forces. In addition, Abioro (2013) says, motivation is an abstract term, which imparts incentives that require a response on part of someone else to achieve a defined goal. Staff integrity which serves as the second leg of this discussion is defined as an essential human characteristic which at present is regarded as a significant component of a smooth organizational function in the contemporary world. Furthermore Webster's Dictionary defines integrity as a position or quality of completeness, being whole, complete, a morally sound state, upright, honest, unbroken, and sincere.

Empirically this results confirmed the findings of previous studies by (Othman, Omar, Azam, Ibrahim, Farouk, Rustan & Aris, 2014) which said improving integrity has become a major concern in the public sector. According to these authors, the KPMG integrity survey 2013 reveals nearly three out of four employees reported having observed misconduct within organizations. In addition, Monga (2016), defines integrity as a value deeply embedded in the organizational culture and a part of work culture. Since there are no known literatures on motivation practices and integrity, similar literatures were reviewed and their findings were reported accordingly. The previous studies results show that trust in leadership has a significant positive influence on the followers' work engagement and that job satisfaction and codes of ethics have significant influence on the level of integrity (Mintrop, 2012., Hein, & Said, 2018, Engelbrecht & Mahembe, 2017., Baba, Endin, Kamis, Masrek, Sahid & Sani, 2016., Alam, Johari & Said, 2018., Othman, Omar, Ibrahim, Farouq, Rustan, & Aris, 2014., Mayer & Gavin, 2005., & Ali, 2012). A divergent result was obtained from the study of (Adeleye, Adeniyi, Osinbanjo & Oludayo, 2015) who found that integrity cum discipline have negative impact on improved productivity level of the organization, which could be attributed to the nature of these virtues being abstract and could only be seen or observed over time.

Theoretically the results of this study affirmed Abraham Maslow's theory of hierarchy of need, integrity theory and model used by (Sani, Endin, Masrek, Sahid, Baba, & Kamis, 2016) in their study on integrity and job performance: the experience of public library leaders. Integrity in their study is an independent variable which is a clear divergent from the present study which treats integrity as a dependent variable. The result of this study is in line with the Herzberg two

factor theory which separated motivation factors into, intrinsic and extrinsic. Integrity in this study is regarded or classified as intrinsic factor since it can only be observed. Integrity affects employee performance as well as the performance of the organization where such employee works. It is possible according to the finding of this study to improve the integrity of employees through appropriate motivational practices.

Based on the results of similar literatures reviewed on integrity (Mintrop, 2012, Hein and Sahid, 2018., Sani, Endin, Masrek, Sahid, Baba & Kamis, 2016), which showed that trust in leader had a significant positive influence on the level of integrity, therefore the hypothesis which says that motivation practices have no significant effect on staff integrity of selected Federal paramilitary agencies in South-West, Nigeria is rejected.

## **CONCLUSION AND RECOMMENDATIONS**

This study concluded that motivation practices had effect on integrity of employee of the selected federal paramilitary agencies in South-West, Nigeria. Good motivation practices by organizations can improve the level of integrity of employees. Literatures also showed that employee integrity affects the reputations of organizations. In the same vein the culture of organizations also affect employees' integrity.

Administrators of paramilitary agencies should improve on their motivation practices such as remuneration, reward, training, promotion and work environment so as to enhance the integrity of their employees. In addition, because motivation practices affected employees' integrity which also affected employee performance, a robust motivation practices should be adopted by all paramilitary agencies 'executives to improve their various organizational performances. In the same vein employees' integrity has a rub off effect on the reputation of the organization, therefore a good compensation package is required to have a good corporate image.

## **LIMITATIONS AND FURTHER STUDIES**

Very few literatures were available in this area of study and this compelled the researcher to make use of similar literatures. In addition the study was conducted only in the south west, Nigeria. Respondents were limited to selected paramilitary agencies also.

Every study has its own focus and issues that should be addressed. It has not been known in any academic study, that a study would solve all problems. The research model showed the connection between motivation practices and employee integrity and it is therefore suggested that future studies should examine the effect of each component of motivation practices on integrity such as, reward and employee integrity, remuneration and employee

integrity, work environment and employee integrity, promotion and employee integrity, training and employee integrity.

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