

Monetary or Non-Monetary Tools: Which Motivators Influence Employee Sense of Belongings in the Nigerian Public Service?

ONYEJIAKU, Chinyere Catherine

Department of Management, University of Nigeria, Enugu Campus

ENEMUO, Joy Ifeoma

Department of Management, University of Nigeria, Enugu Campus

ODO, Anayochukwu Martha

Department of Business Administration, Coal City University, Enugu

Abstract: No two humans are alike, what influence employees sense of belongings in public sector has become a subject of debate in the recent times. This work against the identified gap, therefore, investigates the whether monetary or non-monetary factors affect most on the sense of belongings of public servants in Nigeria. In order to actualize the key objective, the study employed survey design. Data was collected through a self-administered questionnaire from a sample of 195 respondents who were staff of two conveniently selected ministries (Finance and Education) in Enugu State Government, Nigeria. SPSS was employed to aid the data analysis. Having analyzed the data, the study found out both monetary and non-monetary motivators influenced employees' sense of belongings in the Nigerian Public Service although the monetary factors influenced more. In line with findings, it was therefore recommended that Government should improve on the salary, bonus, commissions and allowances that are given to public and civil servants in Nigeria. The work also offers that there is need for open channels of communication between both the employees and employers in public so that issues relating to motivation can be openly addressed.

Keywords: Monetary Motivators, Non-Monetary Motivators, Sense of Belongings, Public Sector

1. INTRODUCTION

Managers within companies or organizations are primarily responsible to ensure the tasks or job is done through employees in the right way. To achieve this, these managers must ensure that they have a competent personnel department for the recruitment of the best employees that are capable to do the job. For the company to optimize employee's performance there is need for the employees to be sufficiently motivated. Therefore, motivation in theory and practice becomes a difficult subject touching on several disciplines. Although a lot of scholarly research has been written on motivation, this subject is not clearly understood and more often than not poorly practiced. On this score, to best

understand how motivation can impact on employee's performance one must understand human nature. In as much as motivation impacts on employee performance, there is need to blend the appropriate motivational tools with effective management and leadership to achieve this goal

According to Pate (1998) the study of motivation is concerned, basically, with why people behave in a certain way. The basic underlying question is, why do people do what they do? Kovach (1980) states that despite numerous studies done on motivation, managers still are not close to understanding employees motivation than their colleague more than fifty years ago. Motivation is something that moves the person to action and continues him the cause of action already initiated. Motivation has the role to develop and intensify the desire of every member of the organization to work effectively and efficiently in his position. Even though money occupies a major place in the mix of motivators, money alone cannot motivate employee well to work unless it is coupled with other non-monetary motivators (Frey and Osterloch, 2002).

Good motivation has been found over the years to be one of the policies the organization can adopt to increase their workers performance and thereby increase the organizations productivity. Also, with the present global economic trend, most employers of labour have realized the fact that for their organizations to compete favourably, the performance of their employees goes a long way in determining the success of the organization (Reis & Pena, 2001). On the other hand, performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Meyer & Peng 2006). An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization. Also, performance on the job can be assessed at all levels of employment such as: Personnel decision relating to promotion, job rotation, job enrichments etc (Aidis, 2005; Meyer & Peng 2006). And, in some ways, such assessments are based on objective and systematic criteria, which include factors relevant to the person's ability to perform on the job. Hence, the overall purpose of performance evaluation is to provide an accurate measure of how well a person is performing the task or job assigned to him or her. Based on this information, decisions will be made affecting the future of the individual employee. Therefore, a careful evaluation of an employee's performance can uncover weaknesses or deficiencies in a specific job skill, knowledge, or areas where motivation is lacking. Once identified, the deficiencies may be remedied through additional training or the provision of the needed rewards.

Studies on motivation depicts that there are several ways to motivate employees. These are known as theories, which can be divided into two categories. They are the content theories and the process theories. The content theory focus on what motivates employees and the process theories focus on how motivation occurs. Reis and Pena (2001) question whether motivating people to work in the 21st century with theories conceived during the past 100 years are likely to be infeasible. They conclude that the core message is that managers should reconsider the out-dated motivational patterns utilized to maintain role performance in organizations and adopt a fresh motivation formula for the 21st century based on friendship, work and respect. However, Chartered Management Institute (2001)

checklist maintains that these theories are still valid today. Even though the two theories are complementary, they are in a way opposite and their differences leads others to conduct further studies on motivation. This led to a number of ways through which employees could be motivated to increase performance. Several writers such as Roche & Mackinnon (1999) and others such as Hackman, 2010 suggest that leadership styles and freedom given to employees are significant in motivating employees. Armstrong and Murlis (2004) held the view that recognition can be used to motivate worker to perform well whilst Oldham and Hackman (2010), argued that job design has an important role to play in employees behaviour.

According to Mc Cornick and Tifflin (2007), Motivation can be either extrinsic or intrinsic. Extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, and promotion, contract of service, the work environment and conditions of work. While Intrinsic motivation on the other hand are those rewards that can be termed psychological motivations and examples are opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. So many people have carried out researches in this area, some of which are Oloko (2003), Jibowo (2007). All these issues call for research efforts, so as to bring to focus how appropriate motivational tools can jeer up or influence workers to develop positive attitude towards their job and thereby increase firms' employees' employment.

The main theme of this study revolves around motivation tools. This study will focus on the public sector to know about their performance and how motivational tools affect their performance. The variables that are determined to affect the performance at work place include remuneration systems, communication issues, promotion and financial rewards. These variables are described in different studies that affect the sense of belongings of employees in any organization. Motivation has the role to develop and intensify the desire of every member of the organization to work effectively and efficiently (Jibowo, 2007). Employers in both private and public organizations are becoming increasingly aware that motivations increases productivity. From the foregoing, and looking at today's economic trend, it is evident that the pace of change in our business environment presents fresh challenges daily. Therefore, the aim of this study is to determine the which of the monetary or non-monetary tools affect most on the sense on belongings of staff in the public sector.

2. LITERATURE REVIEW

Definitions of Motivation

Many scholars had tried to define motivation and it's studied as a field which has roots in many academic disciplines such as psychology, sociology, education, political science, and economics. Definition of motivation according to Society for Human Resource Management (2010), motivation is generally defined as the psychological forces that determine the direction of a person's level of effort as well as a person's persistence in the face of obstacles.

Bratton et al. (2007) defined it as a cognitive decision making process that influences the persistence and direction of goal directed behaviour. Work motivation can also be defined as the psychological forces within a person that determines the direction of that person's behaviour in an organization (George and Jones, 2008:183). Elements in the above definitions are: 'effort' -a measure of intensity that maximizes employees' potential capacity to work in a way that is appropriate to the job; 'persistence' i.e. the application of effort work-related tasks employees display over a time period; and 'direction' -emphasizes that persistent high level of work-related effort should be channeled in a way that benefits the work environment. Bartol and Martin (1998) describe motivation as a power that strengthens behaviours, gives route to behaviour, and triggers the tendency to continue. This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their determinations.

Denhardt et al. (2008) also define motivation as an internal state that causes people to behave in a particular way to accomplish particular goals and purposes. Whilst it is not possible to observe motivation itself, it's possible to observe the outward manifestations of motivation. For instance, the acquisition of money may be an extrinsic motivator, but it is simply the manifestation of the internal drive to meet intrinsic needs like purchasing food, paying rent for shelter, or acquiring high social status. Denhardt et al. (2008) further stated that motivation is not the same as satisfaction. Satisfaction is past oriented, whereas motivation is future oriented. Igalens & Roussel (1999) on their part also stated that workers may be very satisfied by the compensation of their job; there are countless instances where these workers are not entirely motivated to continue doing what they would do.

Motivation is central to management because it explains why people behave the way they do in organizations. Motivation may also be defined as the internal process leading to behaviour to satisfy needs. The process people go through to satisfy their needs is need - motive - behaviour - satisfaction or dissatisfaction (Lussier, 2005). Some of the authors who had worked on the principal concept behind motivation such as Kreitner (1995), Buford et al. (1995), Higgins (1994) were cited in Lindner (1998) defined motivation as "the psychological process that gives behaviour purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need and the will to achieve".

The above definition incorporates the idea of the many possible actions that a person could engage in either to keep trying or give up when faced with roadblocks and obstacles. The adoption of this definition makes it possible to examine the factors or events that move, lead, and drive certain human action or inaction over a given period of time given the prevailing conditions. The next section discusses the various forms of motivation (SHRM, 2010).

Forms of Motivation

People are motivated by a variety of things and the two types of motivation are intrinsic or extrinsic. Intrinsic motivated work behaviour stems from a person's 'internal' desire to do something, and is therefore usually self-applied e.g. pure interest in a project or a positive recognition from colleagues are examples of intrinsic motivation (SHRM, 2010). According to Malone and Lepper (1987), intrinsic motivation is what people will do without external inducement such as hunger, a sense of duty, altruism, and a desire to feel appreciated. Deci (2005) believes intrinsically motivated behaviours are seen when there is no other apparent reward except the activity itself. In Csikszentmihalyi (2003) view, very high levels of intrinsic motivation are marked by such strong interest and involvement in the work, and by such a perfect match of task complexity with skill level that people experience some kind of psychological "flow", a sense of merging with the activity they are doing.

Extrinsically motivated behaviour on the other hand is behaviour that is performed to acquire material or social rewards or to avoid punishment. The source of motivation is the consequence of the behaviour not the behaviour itself. Deci (2005) stated that extrinsically motivated behaviours as those where the controlling mechanism is easily seen and Deci and Ryan (2005) stated in their work that extrinsically motivated behaviours are generally done as a consequence of pressure and result in low self-esteem and anxiety. Extrinsic motivated work behaviour stems from such tangible rewards such as pay, bonuses, and promotion among others.

Regardless of whether people are intrinsically or extrinsically motivated, they join and are motivated to work in organizations to obtain certain outcomes. An outcome is anything a person gets from a job or organization. Some outcomes such as autonomy, responsibility, feeling of accomplishment and the pleasure of doing interesting or enjoyable work, result in intrinsically motivated behaviour. Other outcomes such as pay, job security, benefits and vacation time result in extrinsically motivated behavior (Deci & Ryan, 2005).

Factors that Motivates Employees

Motivating employees for better performance encompasses several critical factors: employee engagement, organizational vision and values, management acknowledgment and appreciation of work well done, overall authenticity of leadership, financial reward, and career advancement among others. Employees are expected to come to the workplace with the intrinsic motivation and desire to be successful, be value-added and contribute to the obtainment of an employer's vision. Conversely, it is incumbent upon the employer to provide resources, opportunities, recognition and a cohesive work environment for employees to be successful" (SHRM, 2010).

Engagement influences motivation and it is reflected in the extent to which employees commit, how hard they work and how long they stay. People join organizations for different reasons, motivated by intrinsic and extrinsic rewards. Intrinsic rewards are reflected in actions believed to be important. Examples include an employee who wants to help people by providing excellent customer service or a senior manager who gains a sense of accomplishment from overseeing a large corporation. Intrinsic outcomes include

responsibility, autonomy, feelings of accomplishment and the pleasure of doing interesting work.

Extrinsic motivated behaviour includes actions performed with the goal to have material or social rewards, with outcomes such as job security, benefits, vacation time and public recognition. It is the responsibility of managers to motivate employees, with the goal for employees to contribute to the organization. Managers can best motivate employees by offering rewards that are meaningful to them (Daniel & Metcalf, 2005 cited in SHRM, 2010). Perry (2006) did emphasize that employees who participate in their organization's decision-making processes and who feel that they have a voice in the company have a higher job satisfaction.

Employees are often motivated differently and to develop a work environment that promotes motivation, organizations need to know what is important to their employees and then to emphasize these factors. In fact, some companies and researchers are beginning to look at "work spirituality" - not in a religious sense, but in a sense that what an employee does aligns with his or her greater sense of life and purpose. Aside from monetary gain, work provides people with fulfillment on various levels, from earning a living and "doing good work" to aspiring to a vision and ultimately having an impact on the quality of life. Good organizations are always trying to structure the work so as to match the nature of the work with the nature of the employee and to make the work as interesting and enjoyable as possible (Brian, 2013).

How employees are treated is a strong determinant of employee motivation and performance. Lawler (2003) emphasizes that "treating people right is fundamental to creating organizational effectiveness and success. It is also easier said than done." According to Lawler (2003), this includes "a highly complex set of actions on the part of both organizations and employees.

Organizations must develop ways to treat their employees so that they are motivated and satisfied; employees must behave in ways to help their organizations become effective and high-performing." This winning combination for performance requires a partnership between the organization and the employees. Lawler (2003) states: "One can't succeed without the other. To provide people with meaningful work and rewards, organizations need to be successful. And to be successful, organizations need high-performing individuals. The challenge is to design organizations that perform at high levels and treat people in ways that are rewarding and satisfying." To describe this mutually beneficial relationship, he uses the term virtuous spiral, a relationship that occurs when the organization values its employees, and in return, workers are committed to high performance.

Performance is carefully noted at all levels of the organization. No matter an individual's title, everyone has the opportunity to lead in some capacity and have a positive impact on performance. Understanding the value that can be achieved through different roles is one way of providing motivation, performance and thus leadership skills. Workers have better results when they can identify with those they serve. Specifically, face-to-face interactions and task significance are key drivers for motivation and performance. Making human connections is critical for motivation, leadership and high job performance. Motivation and

performance increase simply by an employee's awareness of the impact of his or her job on others. Llopis (2012) also stated that trust is a powerful motivational tool and those leaders that are more transparent with their employees will find surprising results and new types of opportunities to develop talent.

Every organization is characterized by a particular type of reward structure, often differing from person to person and from department to department. LeBoeuf (1985) stated that "what gets rewarded gets done." If you want more of something in an organization, simply increase greater reward for that behaviour. If you want less of an activity in an organization, simply reduce the rewards or increase the punishment or disapproval for that behaviour. People respond to incentives. Money is often the first factor to come to mind, but successful managers will see that as just one part of a larger picture of incentives that drives employees to excel at their jobs. Some workers will dedicate greater time and effort for the opportunity to increase their pay through raises, bonuses or promotions. Others may be happy to accept a less competitive pay package in exchange for doing work that they enjoy. Maintaining these rewards system motivates many employees to stay with a business and do well in the organization.

Perhaps the most important factor on this list is the ability to advance. Employees are extremely motivated to achieve if this means that advancement awaits them. This requires employees to be mindful of opportunities that lie around, beneath and beyond what they seek. As leaders, you will sustain high levels of motivation from your employees if you can open doors of opportunity and accelerate their chances for advancement. Remember, just because your employees may be relevant, it doesn't guarantee advancement. So make it a point to help them get there. Llopis (2012) stated that everyone wants to be noticed and recognized for their work, therefore employees are motivated to achieve to remain relevant and as such, employees are in search of new ways to learn, improve their skills and invest in themselves.

Trends in Motivation: Monetary Motivators versus Non-Monetary Motivators

According to Ballentine et al. (2009), managers are constantly searching for ways to create a motivational environment where employees to work at their optimal levels to accomplish company objectives. Workplace motivators include both monetary and non-monetary incentives and the purpose of monetary incentives is to reward employees for excellent job performance through money. Monetary incentives include profit sharing, project bonuses, stock options and warrants, scheduled bonuses (e.g., Christmas and performance-linked), and additional paid vacation time. Traditionally, these have helped maintain a positive motivational environment for employees (Kepner, 2001).

The purpose of non-monetary incentives is to reward employees for excellent job performance through opportunities and non-monetary incentives include flexible work hours, training, pleasant work environment, and sabbaticals. Industrial and Commercial Training (1975) also in their review of money as a motivator wrote that hard cash as a motivational influence in the work situation took a nasty knock from the behavioural scientists in the 1960s. It was Herzberg (1968), who advanced the doctrine that money is not a motivational factor: increased wages could produce more commitment to production

but their effect was declared to be short-lived but commitment and involvement were to come from other factors - the motivational factors, such as the opportunity for personal growth, challenge in the job and, more recently, opportunities to join in the decision-making process.

Kohn (1993) argues that monetary incentives encourage compliance rather than risk-taking because most rewards are based only on performance. As a result, employees are discouraged from being creative in the workplace. Another argument Kohn (1993) presents is that monetary incentives may be used to circumvent problems in the workplace. For example, incentives to boost sales can be used to compensate for poor management. Employers also may use monetary incentives as an extrinsic rather than an intrinsic motivator. In other words, employees are driven to do things just for the monetary reward versus doing something because it is the right thing to do. This can disrupt or terminate good relationships between employees because they are transformed from co-workers to competitors, which can quickly disrupt the workplace environment (Kohn, 1993).

Generational non-monetary incentive differences are affected by career stage and proximity to retirement. The older the employees, the more the focus are placed on retirement or supplementing retirement income with part-time or temporary jobs. The younger the employees, the more the focus are placed on job satisfaction and the work environment. The bottom line is that incentives must be tailored to the needs of the workers rather than using the "one-size-fits-all" approach, which is impersonal and sometimes ineffective.

Monetary and non-monetary incentives vary in their roles, effectiveness, and appropriateness, depending on the type of incentive. Kohn argues that incentives actually hamper employees and companies by decreasing employees' motivation, interest, and job satisfaction. A balance between monetary and non-monetary incentives should be used to satisfy the diverse needs and interests of employees. Therefore, performance variables such as employees' qualification, experience, job security, working environment, age, health conditions among others will be used to draw conclusion on the study.

Motivation and Employee Sense of Belongings

Motivation is the most important factors influential organizational performance. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al., 2009). A motivated employee is responsive of the definite goals and objectives individuals must achieve, therefore individuals direct its efforts in that direction. Organizational facilities will go waste if it lacks motivated people to utilize these facilities efficiently. Employee motivation and performance are key factors in moving a business forward. Owners, managers and supervisors know positive motivation leads to better performance and higher productivity but may rely on the wrong tools that will create dissatisfaction among employees and leads to poor performance. Motivation increases the willingness of the workers to work, thus increasing effectiveness of the organization. Organization goal is to develop motivated

employees and support their morale regarding their respective works for better performance (Shadare et al., 2009).

METHODOLOGY

This research adopts a “*survey method*” and design. Survey Method was chosen because of its relevance in combining the use of important research tools such as questionnaire and personal interview which are veritable instruments that can be utilized to elicit necessary information from the respondents. The area of this study was Enugu State, Nigeria. The population of this work consists of the staff of the two selected ministries under Enugu State Government. The populations of this staff are:

S/N	MINISTRIES SELECTED	Staff Population
1.	Ministry of Finance	1243
3.	Ministry of Education	1149
	TOTAL	2392

SOURCE: Human Resources Units of the Ministries’ (2021)

Having defined the population, the researcher will determine the size of the sample. This is so because; time, cost, and large representation of the entire study population can never allow the researcher to have general full representation of population. The formula that was considered appropriate is that being used by Stat Trek’s Sample Planning Wizard tool. Trek. (2004). A final sample size of 195 was drawn using the Trek formula. The non-probability *convenience* sampling was used as the sampling technique for this study. Data for this study was collected mainly from primary source. Data were gathered from the primary source through questionnaire that was self-administered. The sample respondents consist of the staff of the two selected ministries in Enugu State Government of Nigeria. The only instrument used in collecting the necessary primary data for this study was questionnaire. The questionnaire was designed in a simple way to elicit information from the staff of the selected ministries.

DATA ANALYSIS AND DISCUSSION

This section presents various data gathered and the analytical techniques used. Of the one hundred and ninety five (195) questionnaires administered, only one hundred and seventy seven (177) representing 90.8% were returned and found good for the data analysis.

4.1 Test of Hypothesis

Two hypotheses were formulated and are tested as follow using z-test and chi-square

Hypothesis One:

HO₁: monetary motivators have negative influence on the overall employee sense of belongings in the Nigerian public service

HA₁: monetary motivators have positive influence on the overall employee sense of belongings in the Nigerian public service

Table 1a: Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Decisions on monetary motivators and employee sense of belongings	177	41.6000	22.71103	4.10121

Table 1b: Z-Test

	Test Value = 0					
	Z	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Decisions on monetary motivators and employee sense of belongings	6.777	24	.000	41.6000	37.3100	37.6900

Having analyzed the data from the questionnaire using z-test to examines if the monetary motivators have negative influence on the overall employee sense of belongings in the Nigerian public service , the **tables 1a&b** revealed that the z-test result shows the

existence of significant result on the variables ($z = 6.777 > \text{at } p < 0.05$). The significant level was found to be 0.00, and due to this we reject the null hypothesis and accept the alternate one which states that monetary motivators have negative influence on the overall employee sense of belongings in the Nigerian public service. The result of this work bears the same findings with the work done by Truss (2009) although the work of Dike (2013) negates our submission.

Hypothesis Two

HO₂: non-monetary motivators have negative influence on the overall employee sense of belongings in the Nigerian public service

HO₂: non-monetary motivators have positive influence on the overall employee sense of belongings in the Nigerian public service

Table 3: Chi-Square Test Statistics.

	Gender	Performance
Chi-Square	33.91	19.33 ^b
Df	177	12
Asymp. Sig.	19.33	1.000

The chi-square is computed at 0.05 level of significant

Having analyzed the third hypothesis on **table 2** above with chi-square (x^2), we found out that the calculated figure is greater than the tabulated figure ($x^2_{\text{Calc}}=24.17 > x^2_{\text{Tab}}=19.33$), we reject the null hypothesis and accept the alternate which signifies non-monetary motivators have positive influence on the overall employee sense of belongings in the Nigerian public service. The result of this research discovered that lack of effective reward management of workplace often encourages organization conflicts and issues. This is similar with what postulated by Preeti et al (2014).

CONCLUSION AND RECOMMENDATIONS

From the result and base on the objective of the study, it can be concluded that combining both salary and bonus as tools is one major trending tool used by public sector. Also working conditions, salary, promotions and other factor were the main source of motivation tools for employees. On employees' satisfactions, it can also be concluded that, staff promotion and enhancement packages impact on the job morale and commitment among employees in organization which leads to their satisfaction. Further, enhancement packages help to develop sprit of professionalism among workforce of civil service.

Based on result of the study, it is showed that both monetary and non-monetary motivators affects sense of belongings of civil and public servants although monetary measures have more influence.. If Government keeps both types of incentives for the employees then it will increase their employees' performance because both tools have different relevance. Hence, good remunerations packages can be used to retain employees who are most likely to be highly productive thereby reducing turnover. The following recommendations are made base on the research findings that:

- i. Motivational tools have been known to have a positive effect on employee performance. However no motivational tools and system is perfect, this is because motivation is personal and what motivates one employee could be different from what motivates the next. Therefore, the Government should get to know their employees well so that they can employ the right motivational strategy.
- ii. Herzberg's motivator-hygiene theory says that if higher level needs were met like a sense of achievement, opportunities for personal growth and having responsibility were met, individuals would be motivated. The Government should hence change the intrinsic nature and content of jobs by enriching them so as to enhance employees' sovereignty, opportunities for them to have additional responsibilities, gain recognition and develop their skills so that employees can achieve peak performance.
- iii. The study has revealed that promotion and opportunity for advancement are the parts of motivation tools. It is therefore recommended that Government should come out with revised and improved guidelines on how promotions and study leave with/without pay are done than the one in place to encourage employees who have consistently performed or served in the service. There is need for open channels of communication between both the employees and Government in public so that issues relating to motivation can be openly addressed.

REFERENCES

- Achamfour, C. K. A. (2013). Salaries of Ghanaian Teachers Poorest in the Public Sector, Quadrennial Delegates Conference for Teachers, Ejisu-Juaben. [Assessed: 24th January, 2014].
- Adams, J. S. (1965). Inequity in Social Exchange, in L. Berkowitz (ed.), *Advances in experimental social psychology*. Academic Press, New York
- Aguinis, H. (2009). *Performance Management*. (2nd ed.), Pearson Prentice Hall, Upper Saddl River, NJ
- Aidis, J. S. (2005). —Inequity in social exchange.|| *Advances in Experimental Social Psychology*. New York: Academics.
- Alderfer, C. P. (1972). *Existance, Relatedness, and Growth: Human Needs in Organizational Settings*. Free Press, New York

- Alexandria, V. A. (2009). 2009 Employee Benefits: A survey Report by Society for Human Resource Management, SHRM Research Quarterly, 1.
- Alvesson, Mats 2002. Understanding organizational culture. SAGE Publications Inc.
- Andersen, Bjørn. Fagerhaug, Tom 2002. Performance measurement explained: de-signing and implementing your state-of –the art system. Published by American Society for Quality, Inc.
- Anthony Robert. N, Govindarajan.Vija 2007. Management Control systems 12th edition. McGraw-Hill, Inc.
- Armstrong, M. (2007). Employee Reward Management and Practice. Kogan Page Limited London and Philadelphia.
- Armstrong, M., and Murlis, H. (2004). Reward management: a handbook of remuneration strategy and practice, Kogan Page Limited, London.
- Armstrong, Michael 2002. Employee reward 3rd edition. Cromwell Press.
- Armstrong, Michael 2006. A handbook of human resource management practice 10th edition. Kogan Page Limited.
- Armstrong, Michael 2008. How to Be an Even Better Manager: A Complete A-Z of Proven Techniques 7th edition. Kogan Page Limited.
- Asunafo North Municipal Education Directorate (2013). Annual Municipal Performance Report, Goaso, April 9, 2013, 1-37.
- Ballentine, A., McKenzie, N., Wysocki, A., and Kepner, K. (2009). The Role of Monetary and Non-Monetary Incentives in the Workplace as Influenced by Career Stage, Institute of Food and Agricultural Sciences, University of Florida, Gainesville, FL.
- Bartol, K. M. and Martin, D. C. (1998), Management, 3rd ed., McGraw Hill, New York, NY, 268–279.
- Baum, Neil. Zablocki, Elaine 1996. Take charge of your medical practice-- before someone else does it for you. Aspen Publishers, Inc.
- Binder, Jean Carlo 2007. Global project management: communication, collabora-tion and management. Grower Publishing Limited.
- Blaxter, L. (2001). How to Research, Open University Press, Buckingham
- Block, Peter 2005. Stewardship: choosing service over self interest. Berrett-Koehler Publishers, Inc.
- Bose, Chandra.D 2004. Principles of Management and Administration. Prentice-Hall of India Limited.

- Bratton, J., Callinan, M., Forshaw, C. and Sawchuk, P. (2007) *Work and Organisational Behaviour*, Palgrave Macmillan, Basingstroke.
- Breitenöder, Anna. F 2009. *The Impact of Cultural Characteristics on International Web Design in Marketing*. Diplomica Verlag, Inc.
- Brian, T. (2013). *The Four Factors of Motivation*, Retrieved from <http://www.amanet.org/training/articles/The-Four-Factors-of-Motivation.aspx>, [assessed: 17th June, 2014]
- Brink Hilla & Van der Walt Christa 2006. *Fundamentals of Research Methodology for Health-care Professionals*. Juta and company Ltd.
- Bryman, A. and Bell, E. (2011). *Business Research Methods*, Oxford University Press, New York
- Bryman, Alan. Bell, Emma 2007. *Business research methods* 2nd edition. Oxford University press Inc.
- Buford, J. A. Jr., Bedeian, A. G., and Lindner, J. R. (1995). *Management in Extension* (3rd ed.). Columbus, Ohio State University Extension, Ohio
- Burke, R. J., Onwuegbuzie, J. A. and Turner L. A. (2007). *Toward a Definition of Mixed Methods Research*, *Journal of Mixed Methods Research*, April, 2007, 1 (2), 112-133.
- Campbell, J. P. (1990). *Modeling the Performance Prediction Problem in Industrial and Organizational Psychology*. In M. Dunnette & L.M. Hough (Eds.), *Handbook of industrial and organizational psychology*, 1, (2nd ed.), Consulting Psychologists Press, Palo Alto, CA, pp. 687-731.
- Carton, Robert B. Hofer, Charles W 2008. *Measuring Organizational Performance: Metrics for Entrepreneurship*. Edward Elgar Publishing Limited.
- Chelladurai, P 2006. *Human resource management in sport and recreation*. Human
- Cianci, R., and Gambrel, P. A. (2003). *Maslow's Hierarchy of Needs: Does it apply in a Collectivist Culture*. *Journal of Applied Management and Entrepreneurship*, 8 (2), 143-161.
- Cohn, E (1979). *The economics of Education*, Ballinger Publishing Co., U.S.A:
- Cokins, Gary 2009. *Performance Management: Integrating Strategy Execution, Methodologies, Risk, and Analytics*. John Wiley and Sons, Inc.
- Cole, G. A. (2003), *Organizational Behavior*. Martins the printers, Berwick Upon Tweed
- Cresswell, J. W. (1994). *Research Design: Qualitative and Quantitative Approaches*, Sage, Thousand Oaks, CA.
- Csikszentmihalyi, M. (1975). *Beyond Boredom and Anxiety*, Jossey-Bass, San Francisco.

- Daft Richard. L 2009. Organization Theory and Design. Cengage Learning, Inc.
- Daniel, T. A., and Metcalf, G. S. (2005). The Science of Motivation [SHRM white paper]. Retrieved from www.shrm.org/Research/Articles/Articles/Pages. [assessed: 12th March, 2014]
- De Vaus, D. (2002). Surveys in Social Research (5th ed.), Routledge, London.
- Deci, E. L. (1975). Intrinsic Motivation, Plenum Press.
- Deci, E. L., and Ryan, R. M. (1985). Intrinsic Motivation and Self-Determination in Human Behavior (Perspectives in Social Psychology). Plenum Press.
- Denhardt, R. B., Denhardt, J. V., & Aristigueta, M. P. (2008). Managing Human Behaviour in Public and Non-profit Organizations. Sage Publications, Inc.
- Ditzel, Ulrike 2007. Cultural Differences in Business Life - Understanding German and American. GRIN Verlag, Inc.
- Downe-Wamboldt, B. (1992). Content analysis: Method, applications, and issues. Health Care for Women International, 13, 313-321.
- Frey, B., and Osterloch, M. (2002). *Successful Management by Motivation - Balancing Intrinsic and Extrinsic Incentives*, Springer, Zurich.
- Jibowo, A.A. (2007). –Effect of motivators and hygiene factors on job performance among extension workers in the former Western State of Nigeria|. The Quarterly Journal of Administration, 12 (1):45-54.
- Kovach, K. (1980). Why motivational theories don't work. *Advanced Management Journal*, Spring 80, 45(2), 54-60.
- Mayfield, J. R., Mayfield, M. P., and Kopf, J. (1998). The Effects of Leader Motivating Language on Subordinate Performance and Satisfaction. *Human Resource Management*, 37(3/4), 235-244.
- McCormick, E. A. and Tifflin, G. P. (2007). Building a practically useful theory of goal setting and task motivation. *American Psychology*, 57, 705-717.
- Meyer, M. B., and Peng, A. M. (2002). *Qualitative Data Analysis: An Expanded*. London: Sourcebook, Sage.
- Mullins, L. J. (2004), *Essentials of Organizational Behaviour*. England: Prentice Hall, Harlow.
- Oldham, G., and Hackman, R. (2010). Not what it was and not what it will be: The future of Job Design Research. *Journal of Organizational Behaviour*, 31(2/3), 463-479.
- Oloko, S.A (2003). *Human resources management*. Lagos: Saban Publishers.

Pate, L. E. (1998) Understanding Human Behaviour, *Management Decisions*, 26(1), 58-64.

Reis, D. and Pena, L. (2001). Reengineering the Motivation to Work, *Management Decision*, 39(8), 666-75.

Roche, W. and MacKinnon, N. (1999). Motivating people with meaningful work. *Harvard Business Review*, 48(3), 97-110.