

Motivation and Organizational Performance: Problems and Prospects.

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Abstract: *The aim of this study was to find out the problems of employees' motivation on organization performance and its prospects. An effective employee motivation system can inspire employee morale, improve employee productivity, enhance the product quality and create the cohesion of the organization. Theories and strategies of motivation that encourage the workers to improve their job performance were analyzed. The study adopts secondary sources of data collection for overall understanding of the subject matter. However, many existing problem bring negative impacts on the effective implementation of employee motivation system. It was argued that there are many ways to enhance performance of employees in organization (e.g. diversity, leadership, etc.), therefore, managers should strive to improve their professional quality, create an organizational culture, apply diversified motivation methods, pay attention to employee training and career management, use a complete set of benefits services, implement effective communication channel, establish an equitable payment system as well as build good performance evaluation system.*

Keywords: Motivation, Organization, Organization Performance

INTRODUCTION

All over the world there is this competition in all organizations, be it public or private, to attract and retain the best workers. As such, any organization that lacks an efficient and effective manpower is going to lag behind in the area of effective service delivery to clients or people. The management of social transformation in any organization therefore becomes a necessity and an indispensable task, especially if organization is to be counted among the community of other organizations that are firmly anchored on the path to development. This development entails social justice whereby the basic necessities of life such as food, shelter and clothing are not just provided by the organization, but are also within the reach of the every worker. Individuals come to organizations as a unique human being with unique personalities, traits and different needs. The traditional human relation theory, believes that a motivated worker is a satisfied employee. One of the major problems facing most employers in both public and private sector is how to Motivate their employees in order to improve performance. Motivation is concerned with why people do what they do. It answers such questions as why do managers or worker go to work and do a good job. This tries to explain what motivates people to act the way they do, with primary focus on the work place. It is the primary task of the manager to create and maintain an environment in which employees can work efficiently and realize the objectives of the organization.

Employees differ not only in their ability to work but also in their will to do so (motivation). To motivate is to induce, persuade, stimulate, even compel, an employees to act in a manner which fulfilled the objectives of an organization.

The motivation of employees depends on the strength of their motives. Motives are need, wants, desire, or impulses within the individual and these determine human behaviour. Therefore, motivation is the process of arousing behaviour, sustaining behaviour progress, and channeling behaviour into a specific course of action. Thus, motives (needs, desire) induce employees to act. Motivation therefore is the inner state that energizes people, channels and sustains human behaviour. Vroom (1964) proposed that the concept of motivation has to do with the choices made by persons or lower organisms among alternative forms of voluntary activity. Pinder (1998) views the motivation to work as a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity and duration. This is in line with the fact that motivation "is an inner state that energizes, activates or moves and that direct or channel behavior toward goals" (Igbokwe-Ibeto C.J, 2012).

In today's economy, employers have gone beyond being just employers because of their interest in the management of employees' productivity. Most business personnel have realize that their organizational set goals and objectivities cannot be achieved if their employee do not perform as much as expected. This is the reason for much concentration of effort on the concept of motivation which is concerned with encouraging workers or employees to attain to the best of their ability. Human resources, both in private or public sector are the most assets essential in any given organization, hence must be handled with care.

Motivation of the employee is one of the areas management should be concerned with in other to ensure the realization of

the planned goals and objective of their organization. People go to work in organization not for the sake of work itself but with the aim of achieving their individual objective. It then follows that the key of motivation is the satisfaction of needs. A worker will be motivated if he feels his organization is helping him to satisfy needs to a reasonable extent. In view of the fact that needs are sophisticated in nature, there has been a growing importance to understand these needs by some behavioral scientists. Thus, we have a lot of motivational theories like those propounded by Abraham Maslow, Vroom, Fredrick Herzberg to mention but a few. The needs of people are in a continuum; sometimes it could be intrinsic or extrinsic. An individual's need, at any particular times depends on the value he places on it at that time and most times it goes hand in hand with societal values. So, different people would want and need different things in different situation and at different times. (Drucker 1974).

The issue of employee performance cannot be over emphasized. The general believed is that employees will not perform to the best of their ability unless they are motivated to do so.

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 and Peng, 2006). Various researchers have come up with various ways to motivate people at work. However, because human beings are different from one another in terms of needs, culture, religion etc. so does what motivate them also varies. Some employees are motivated by financial and other incentives and some nonfinancial incentives. An individual who has possessed skills, ability and knowledge will not do much without being motivated. However, an individual with skills, ability and knowledge added with motivation is some to succeed. Motivation is the willingness to work. It is the drive and stimulation, which enables individual to perform their work.

The performance of workers has become important due to the increase concern of human resources and personnel experts about the level of output obtained from workers due to poor remuneration. This attitude is also a social concern and is very important to identify problems that are obtained in industrial setting due to nonchalant attitudes of managers to manage their workers by rewarding them well to maximize their productivity. In view of this, this study attempts to identify the impact that motivation has on employee performance in order to address problems arising from motivational approaches in organizational settings.

CONCEPTUAL CLARIFICATION/LITERATURE REVIEW

THE CONCEPT OF MOTIVATION

The term motivation was developed in the early 1880's, prior to that time, the term "will" was used by well-known philosophers as well as notable social theorists when talking motivated human behaviours (Forgas, Williams and Laham 2005). According to them motivation is believed to be; *an entity that compelled one to action*. Recently, many researchers has offered unique definitions of motivation. According to Fajana (2002), Motivation is a predisposition to act in certain manner.

Armstrong (2001) opined that motivation s concerned with the factors that influenced people to behave in certain ways. To motivate an individual, is to make individual, move in the direction you want him or her to go in order to achieve a result. Human beings are motivated based on needs, whether consciously or sub consciously by primary or secondary needs. Primary needs such as: the physiological needs for water, air, food, sleep and shelter and secondary needs such as self esteem, status affection, accomplishment etc. Through their meta-analysis of motivation, Lawrence & Jordan (2009), high task performance by employees as well as contextual performance is highly dependent on the fact that employees are well motivated. Bartol and Martin (1998) consider motivation a powerful tool that reinforces behavior and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is also a procedure that begins through a physiological or psychological need that stimulates a performance set by an objective. As compared to financial resources, human resources have the capability to create competitive advantage for their organizations. Generally speaking, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on, but this paper focuses only on employee motivation, as it has been shown to influence to a significant degree the organizational performance. In addition, these organizations are more successful, as their employees continuously look for ways to improve their work. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them.

According to Bulkus & Green (2009) motivation is derived from the word "motivate", means a move, push or influence to proceed for fulfilling a want. This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their determinations.

TYPES OF MOTIVATION

INTRINSIC MOTIVATION

Deci, (1975) defines intrinsically motivated behaviour as those in which a person engages to feel competent and self-determining. It is a self-generated factor that influences

people to behave in a particular way. These factors include responsibility, autonomy (freedom to act) interesting and challenging within an individual that gingers the individual to doing something. Intrinsic motivation is evident when people engage in an activity for its own sake, without some obvious external incentive present. According to Amabile (1993), individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work.

EXTRINSIC MOTIVATION

This is something external to an individual that gingers the individual to doing something it is what is to or for people to motivate them to act in a particular manner such as reward, pay-increase, praise, promotion etc. Furthermore, the source of extrinsic motivation is from an individual physical environment. More job benefits, bigger salary, incentives and job promotion are some rewards that leads to extrinsic motivation. Deci (1972) describes extrinsic motivation as money and verbal reward, mediated outside of a person, on the other hand intrinsic motivation is mediated inside the person. A person can be intrinsically motivated to do a task if there is no clear reward for the task done except the task itself or the feelings which upshot from the task.

MOTIVATIONAL THEORIES PROPOUNDED INCLUDE:-

The Maslow's theory of Hierarchy Needs: Abraham Maslow developed a need based theory of motivation. People are extraordinary complex creatures with many motives for behaviors on and off the job. Maslow (1954) identified and analyzed five basic needs which he believed underlay all human behaviors, these needs relate to physiology (the needs for food water, air, shelter, clothing and sex) security (safety, the absence of illness), society or affiliation (friendship, interaction, love) esteem (respect and recognition), and self actualization (the ability to reach one's potentials). These are perceptions for higher performance and productivity of individuals.

Before Maslow, most managers assumed that money primarily motivated people. With Maslow's work, managers can evaluate their own actions, their companies conduct and their individual philosophies about people. Maslow's needs theory presented a workable motivation framework for managers.

Mc Gregory's Hygiene Theories X and Y An unmet need can frustrate an employee and make him unproductive. Douglas McGregor published the human side of enterprise in 1960. In it, he explained that managers operate from one or two basic assumptions about human behaviour. **Theory X and Y** The first theory, the view traditionally held about employees, portrayed workers in organization as being lazy and needing to be coerced, controlled and directed. The second described people as McGregor thought them to be: responsible, willing to learn and given the proper incentives inherently motivated to exercised ingenuity and creativity Mc Gregory holds the view that the traditional way of

treating people regarding them as unthinking, uncertain robots – must changes. Indeed McGregor stressed that only changing these assumptions could managers tap workers or laborer's vast talents. He emphasized that what matters was how people were treated and valued in their work setting. He went further by advising managers to give employees a chance to contribute, take, control and responsibility familiarity with theories of motivation allows a manager an educated view point from which to consider how to develop workers, captive commitment and develop a positive work environment. The cores of theories X and y is that a management philosophy influences the type of work climate the manager endeavors to create and ultimately, how the managers treat people.

The ERG theory of Motivation: The ERG theory of motivation propounded by Clayton Alderfer is indeed a reaction of Maslow's theory. He argued that there are three core needs which he classified as E = Existence needs R= Relatedness needs G= Growth needs Alderfer's Existence needs has to do with the satisfaction of our basic material requirement such as food, water, pay and working conditions, they can be classified as physical and safety needs. The relatedness needs is similar to the social role needs of Maslow's theory and they includes social and interpersonal relationship. Finally, the growth need is intrinsic desire for personal development or making creative productive contribution. Alderfer argued that if the gratification of a higher level order need is stifled, the desire to satisfy a lower level need increase i. e frustration, regression and dimension (Stone et al, 2009). Alderfer also suggests that people can have the desire to fulfill the three needs at a time and pursue them simultaneously.

Another type of need theory is the **Acquired need theory**. This was made popular by David McClelland and states that some needs are acquired as a result of life experiences. He identifies need for achievement, need for affiliation and need for power to control others. **The Need for Achievement:** This is the need/desire to set challenging goals, work to achieve the goals or the desire to excel in relation to set standard. **The need for achievement** is defined by the following desire to accomplish something difficult: to master, manipulate or organize physical objectives human being or ideas. To rival and suppress others to increase self regards by the successful exercise of talents **The Need for Affiliation:** This is the need to be like and accepted by others. People with the need strive for friendship, prefer co-operative situation rather than competitive situations and desire relationship involving a high degree of mutual understanding. People with higher need for affiliation prefer to spend more time maintaining social relationship joining groups, etc individual with a high degree of need are not effective managers or leaders because they will find it difficult to make decisions without worrying about the feeding of others or being dislike by others. **The Need for Power:** This is the dislike to have impact, to be influenced and to control others. They also have the desire to coach, teach or encourage others to achieve, they love to

work and are concerned with discipline and self respect. The need for power has both negative and positive respect. The negative side is manifested in a winner's take all mentality e.g. "if I win you u lose" The positive side is focused on accomplishing group goals and helping others obtain the feeling of competence.

Other theories exist and include **equality theory** which states that it is not the actual reward that motivate but the perception, and the perception is based not on the reward in isolation, but in comparison with the efforts that went into getting it and the rewards efforts of others. **The reinforcement theory** of the B.F Skinner indicates the effects of the consequences of a particulars behaviour on the future occurrences of the behaviour which are positive reinforcement, negative reinforcement, punishment and extraction.

Vroom's Expectancy Theory Brought Quantitative into Motivation Theory. It brought together many of the elements of the previous theories. It combines perceptual aspects of equity theory with the behavioral aspects of the other theories; it gives the equation

$$M = E \times I \times V$$

Where:

M = Motivation

E = Expectancy

I = Instrumentality

V = Valence

This shows that motivational force is related to expectancy, instrumentality and valence in a multiplicative manner. The summary is that people tend to sustain behaviour that results in the satisfaction of their needs.

THE CONCEPT OF PERFORMANCE

Performance is defined according to Oxford advance Learner's dictionary 6th sixth edition "As the way a person performs i.e. how well or badly something is done or how well an act that involves a lot of effort or trouble sometimes when it is not necessary. Vroom (1964) defined performance as the extent to which a person (worker) strives to perform effectively on a job which is not solely a function of his personality or of the nature of his work role, but is complex resultant of both type of variables or incentives.

Performance is therefore the outcome of actions on the job and its also the product that (outcome) in another way, performance is the effect that people get on the job, and its also the things they do that cause those effects. Performance involves input (the action people put into the job) and output (the consequences of those actions). Good performance therefore, is a function of motivation.

A worker that is highly motivated stands a better chance of performing well than a worker without motivation. This point had been emphasized by Rose and Sender(1998) they asserted that in any organization workers usually take up appointments with the notion that pay, fringe benefits, and other incentive or reward would be commensurate with the job each is expected to do. These assist the workers to meets

their needs and provide them with a feeling of satisfaction, a factor found have a significant direct relationship with good performance.

The researcher vehemently believed that materials motivation like money. And fringe benefits cannot on the entirety induce worker to achieve a desire performance level. What need to be done by the management is to identify the workers needs, work towards satisfying those needs and at the same time creating conducive atmosphere for the workers to perform effectively and efficiently.

An effective performance management action is an important tool for employee motivation for optimal performance. However, it is not an enough condition for effective performance management. The most important issue with any performance management system is how critically it is taken and how devotedly it is used by managers and employees. (Pulakos 2009) Performance management is all about perfection, synchronizing, upgrading to create value for and from customer with the result of economic value creation to stockholders and owners. The expansion of performance management is clearly very large, which is why performance management must be viewed within an enterprise as a tool to improve on employee motivation for high performance. (Cokins 2009)

FACTORS THAT ENHANCE PERFORMANCE

The factors that enhance workers performance are as follows:-

1. The challenging nature of the job.
2. Adequate interaction with co-workers.
3. Recognition of ones performance in the organization.
4. Desires for achievement at work
5. Possibilities of personal growth and development.
6. The free flow of communication between superior and subordinate employees
7. Workers participation in managerial decision.
8. Re-designing jobs to allow workers for greater challenges and broader range of participation in the organizational activities.
9. Conducive atmosphere for work
10. Better welfare packages for the workers.

MOTIVATIONAL STRATEGIES TO ENCOURAGE PERFORMANCE

Pay-for-performance incentives are often utilized in the private sector to encourage competition among and within team, but such a model may not be directly applicable to the public sector, as resources are often tighter, and money may not be the primary source of motivation for those with an ethos of public service. Research suggests that individuals are motivated to perform well when the work is meaningful and individuals believe they have responsibility for the outcomes of their assigned tasks. It is recommended following suggestions which may help to improve productivity among workers.

1. Promote Challenges and Accomplishments: Specific and challenging goals can lead to higher levels of performance, productivity, and creativity which in turn is linked with an overall stronger commitment to the organization (Perry, Mesch, & Paarlberg, 2006). We propose developing challenging goals and timelines together with employees. By setting goals, employees obtain a clear strategy for their own professional development, which creates greater satisfaction and motivation (Ambrose & Kulik, 1999). Goals should be challenging but also attainable. Complex and abstract goals may lead to decreased work performance and negatively impact employee morale. Accomplishing goals that challenge employee creativity and problem-solving skills can improve performance, enhance employee self confidence, and improve job satisfaction which can outweigh a one-time monetary award (Perry, Mesch, & Paarlberg, 2006).

Goal setting should be followed by regular and thorough feedback given by supervisors on employee's goal achievements.

2. Create Organizational Learning Opportunities: Goal setting should be challenging and achievable, goals can also promote learning opportunities. Organizations can integrate learning opportunities through setting goals that allow employees to engage in problem solving and knowledge acquisition. We have found that merit pay and pay-for performance systems yield little positive results on employee performance or learning opportunities, yet a system of progressively giving employees more complex tasks can stimulate employee learning and consistently improve employee performance. Organizational learning opportunities can also challenge an employee to think more expansively about their own personal goals (Perry, Mesch, & Paarlberg, 2006).

3. Utilize Group Incentives as Well as Individual Incentives: Organizational learning and employee personal growth are impacted by the incentives offered in the work environment. It is recommended, implementing a variety of awards such as team awards, individual recognition based on extraordinary performance, and rewards for all employees for their achieved goals. In order to strengthen teamwork, praise employees for performance that benefits the team.

Awarding only a few people with rewards might be counterproductive. According to Bob Behn, some hard working employees might feel treated unfairly and lose their work spirit or develop resentments to other employees and the team (Behn, 2000).

4. Rethink Job Design: Incentives are just one method used to promote motivation in the work environment, another method is job design. It is advised, implementing a job design in an organization in which employees rotate job positions (if possible), gain more responsibility over their work and resources, and engage in trainings and organizational learning opportunities.

Research has shown that job design is a central element in motivation. Employees work better if they are involved in the organizations decision-making process, and if they have

control over their own professional development (Ambrose & Kulik, 1999). Jobs designed with a sense of challenge and task significance can facilitate a sense of meaningfulness, leading to better work performance and personal growth in the work setting (Perry, Mesch, & Paarlberg, 2006).

5. Use Positive Reinforcement: There is little research showing a significant relationship between merit-pay and performance, yet motivating factors such as job design and positive reinforcement has improved employee performance (Perry, Mesch, & Paarlberg, 2006). It is strongly suggested, using positive reinforcement as a key tool for motivation. The latest research about motivation in the public sector has shown that traditional approaches, such as incentive pay systems, do not lead to more motivation or better performance on the job.

6. Promote a Healthy Work Environment: Organizational practices that motivate employees and improve performance may be ineffective if little attention is paid to the working environment. It is recommend, eliminating dissatisfactory work conditions. Create an environment which your employees feel is fair and safe. Install motivators such as acknowledgment, responsibility, and learning opportunity to improve the employees' performance. There are two elements, crucial for motivated workers: the absence of dissatisfaction about the work environment and salary, which creates a neutral attitude towards work, followed by motivators to generate extrinsic and intrinsic motivation.

Contingent upon above suggestions, success requires a comprehensive strategy implemented thoughtfully. By working together, it can build a highly motivated and empowered team of talented, top performing professionals.

PROBLEMS AND PROSPECTS OF MOTIVATION THAT AFFECT ORGANIZATIONAL PERFORMANCE.

POOR LEADERSHIP STRUCTURE

When no one appears to be in charge, or worse, everyone thinks they're in charge, it can be hard to perform at peak levels. A lack of hierarchy or direct reporting structure leads to confusion, resentment and an overall lack of direction. Employees are demotivated because their objectives are unclear, and therefore, difficult to work toward. Here are some issues that contribute to this employee motivation problem:

- Unclear or nonexistent job descriptions.
- No clear chain of command.
- Disorganized directives.
- Hazy goals and objectives.

The employee motivation problem can be solved by writing detailed job descriptions, creating an internal organizational chart and setting clear organizational goals, both individually and by the department.

LACK OF CHALLENGING WORK

Employees who are bored are typically unmotivated. They may not take an interest in tasks they consider mundane or may perform poorly at the work they do attempt. Some reasons for this motivational problem include:

- Inappropriate hires.
- Not taking advantage of an employee's skill set.
- Lack of professional development opportunities.
- Failure to promote from within.

This issue can be addressed on several fronts, including the interviewing stage, when you should strive to ensure the person you hire is a good match for the job. Once someone is in their position, provide proper training and the tools the individual needs to do their job effectively. If they appear to master tasks quickly or don't show an interest, consider cross-training, mentoring, and job-shadowing or even a different position that better utilizes their talents.

WORKPLACE CONFLICT

When employees are at odds with one another, or with management, it's not only demotivating, it's also unproductive and could lead to a toxic work environment. Signs of workplace conflict include:

- Bickering and open disagreement.
- Open sabotage of the work product.
- Gossip and clique formation.
- Constant complaints to human resources.

Workplace conflict can be resolved by setting clear directives about the types of behavior that will not be tolerated, and taking action accordingly. Address conflict as it arises and set in place a mediation approach to ensure employees have the ability to work out their differences in a professional setting.

LACK OF CONFIDENCE IN THE COMPANY

If employees don't feel the company is "going anywhere," or perceive the business is mismanaged to the point of potential job loss, this feeling of insecurity can manifest as poor motivation. Signs of this lack of confidence may be demonstrated in the following ways:

- Disinterest in long-term projects.
- Unwillingness to cross-train or develop professionally.
- High turnover as people search for new jobs.
- Poor quality of the work product.

This issue can be addressed by sharing corporate objectives with employees. Develop a strategic long-term business plan and solicit employee feedback. Demonstrate how their roles will be augmented with teamwork and growth to get buy-in about the company's future. If gossip develops about closure, mergers or other altering factors, communicate sooner rather than later so employees feel you are being upfront about the organization's future.

NO ONE-ON-ONE ATTENTION

Regardless of the organization's size, employees need regular feedback to be motivated to do their jobs properly, and well. Some things that might make employee feel left out in the cold include:

- No regular performance evaluations.
- Irregular one-on-one management meetings.
- Lack of personal goal-setting.
- The absence of regular feedback.

Resolve this potential motivation issue by regularly scheduling brief private appointments with employees to touch base on both work and professional development issues. Hold regular employee performance reviews, annually or bi-annually, and in these discussions, set specific goals and objectives.

Employee motivation is directly tied to organizational performance and operational success. If you are concerned about whether your employees are motivated, invite them to share their feelings on the subject via a focus group, employee committee or survey. You will generate a lot of feedback you can use to your advantage, as well as reassure employees their input is valued.

CONCLUSION

In the course of this study, various relevant literatures relating to the concept of motivation and performance was revealed. It can be concluded that it is surely potential to motivate employees to work well for an organization and that it is vital task for managers. It appear to be that there exist a self-rewarding circular correlation amongst the performance, satisfaction and motivation of an employee; an employee accomplish a high performance, hence inner satisfaction springs up and the employee is motivated to perform well in the future. It is said that a high performance can be attained when the organization renders certain job characteristics.

It is stated that employees can be intrinsically and extrinsically motivated at the same time to perform very well. We can also conclude by claiming that intrinsic factors can or may contribute in a greater length to employee motivation than extrinsic factors. On the other hand, to extrinsically motivate employees, the organization needs to reach high on commitment to supervisors and peers, salary and job security. It is significant that managers supply all job characteristics, since it will give way to high employee performance.

It can now be argued that there are many ways to enhance performance of employees in organization (e.g. diversity, leadership, etc.), therefore, managers should not focus solely on motivation. It can also be concluded that intrinsic factors in particular can greatly enhance employee performance.

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