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**The Influence of Motivation on Employees' Performance: A Study of Some Selected Firms in Anambra State**

**Muogbo, Uju S.**

Department of Business Administration

Anambra State University Igbariam Campus

E-mail: [ujusussan@gmail.com](mailto:ujusussan@gmail.com)

Tel: 08037574349

**Abstract**

*The study investigates the influence of Extrinsic and Intrinsic motivation on employees' performance of selected manufacturing firms in Anambra State. 63 respondents selected from 21 manufacturing firms across the three senatorial zones of Anambra State were sampled (3 from each firm). The populations of the study were 100 workers of selected manufacturing firms in Anambra State. The study used descriptive statistics (frequencies, mean, and percentages) to answer the three research questions posed for the study. The Pearson Product moment Correlation Coefficient was used to test the three hypotheses that guided the study. The result obtained from the analysis showed that there existed relationship between*

*extrinsic motivation and the performance of employees while no relationship existed between intrinsic motivation and employees' performance. The study reveals extrinsic motivation given to workers in an organization has a significant influence on the workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The researcher recommended that all firms should adopt extrinsic rewards in their various firms to increase productivity. On the bases of these findings, employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. I therefore, suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organizations which will be a handy tool that could be used to provide solutions to individual conflict that has resulted from poor reward system.*

**Key words:** Extrinsic, Intrinsic Motivation, Employee Performance, Remuneration, Staff Training, Money.

## **Introduction**

### **Background of the study**

Good remuneration 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. 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 and 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 and 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 weak-nesses 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.

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), Kayode (2003), Nwachukwu (2004), Egwurudi (2008). All these issues call for research efforts, so as to bring to focus how an appropriate reward package can jeer up or influence workers to develop positive attitude towards their job and thereby increase their productivity.

### **Statement of Problem**

The performance of organizations and employee motivation has been the focus of intensive research effort in recent times. How well an organization motivates its workers (Intrinsic or Extrinsic) in order to achieve their mission and vision is of paramount concern. 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. Despite these, no research work has targeted to investigate the influence of extrinsic and intrinsic motivation on employees performance in Nigeria. Existing studies in Nigeria, aimed at the effect of motivators and hygiene on job performance by Jibowo (2007). Related studies on this study was on influence of monetary incentives and its removal on performance ( see Bergum and Lehr's, 2004). Of these studies in Nigeria, very few assessed the influence of Extrinsic and intrinsic motivation on employees' performance on manufacturing sub-sector of the economy. Moreover, scanty studies have been done on motivation in Africa ( eg., Centres and Bugental, 2007), Daniel and Caryl(1998 in Kenya, Akerele (2001) did not cover indeed, the areas that the objectives of this work covers. To this effect, this study attempts to empirically analyze how extrinsic and intrinsic motivational tools can be used by manufacturing firms in Anambra State to effectively derive plans for growth and development.

### **Objectives of the study**

The general objective of the study is to investigate the place of motivation in increasing organizational productivity among manufacturing firms in Anambra State of Nigeria.

The specific objectives are to:

1. Determine the relationship between extrinsic rewards and employee's performance.
2. Determine the relationship between intrinsic rewards and employee's performance.
3. Assessed the extent to which motivation is adopted by manufacturing firms in Anambra State.

### **Research Questions**

- 1 What is the effect of extrinsic rewards on employee's performance?
- 2 What is the effect of intrinsic rewards on employee's performance?
- 3 Is motivation whether intrinsic or extrinsic practiced by manufacturing firms in Anambra State?

### **Hypotheses**

- Ho 1: Adoption of extrinsic rewards does not have significant relationship on the employee's performance.
- Ho 2: Adoption of intrinsic reward does not have significant relationship on the employee's performance
- Ho 3: Adoption of motivational tools does not have significant effect on organizational productivity.

### **Scope of the study**

Scope of this study is limited to the management staff of the manufacturing sub-sector in Anambra State. The nature of the study precludes the staff of manufacturing firms who are not expected to be involved in management decision making process of the study group. Issues for investigation are ones related to the use of the resource-based theory in taking competitive advantage, improving performance and structural development of the organizations.

### **Theoretical Framework**

The motivational theories included in this research are linked to intrinsic and extrinsic motivation to find out what their possible influence could be on those two constructs. The motivational theories that are relevant for this research are the **Equity theory** (Adams, 1963; in Harder, 1991; in Robbins, 2003; in Kinicki and Kreitner, 2003), **Expectancy theory** (Vroom, 1964 in Harder, 1991; in Isaac et al. , 2001; in Robbins, 2003), **Goal setting theory** (Locke, 1968 in Austin and Bobko, 1985; in Locke and Latham, 2002; in Robbins, 2003; in Kinicki et al. , 2003).

One thing that is common for humans is to compare themselves to others. One theory that comes forth from this evaluating of one's -self and each other is **Equity Theory**. Robbins (2003) and Adams (1963; 1965, in Harder, 1991) explain that the equity theory is a theory that centers on perceived fairness of an individual. An employee reflects on how much effort he has expended and compares this to what he has got from it. After this individual evaluation of his input-output ratio, he will compare his ratio to the input-output ratios of others, especially the direct peers. If the employee considers his input-output ratio to be equal to ratios of other relevant employees, a state of equity exists. In this situation of equity, the person is seemingly content and will not act to imbalance the condition (Cosier and Dalton, 2003). Naturally, when an employee perceives unequal ratios between him and his counterparts, there will be a state of inequity. The equity theory is concluded for the study because it is interesting to see how employees compare themselves to each other. Important is that equity theory shows that beliefs, perceptions, and attitudes influence motivation. Employees are motivated powerfully to correct situations when there is a perception of inequity present. On the other hand, **Expectancy theory** refers to a set of decision theories of work motivation and performance (Vroom, 1964; in Ferris, 2007). Perception plays a central role in expectancy theory because it emphasizes cognitive ability to anticipate likely consequences of behavior (Kinicki et al., 2003). As said by Vroom (1964; in Kopfi, 2008), the expectance theory has two major assumptions. The first assumption is that individual persons have perception about the consequences that result from their behavioural actions, and the causal relationship among those outcomes. These perceptions, or beliefs, are referred to as expectancies. The second assumption is that individual persons have effective reactions to certain outcomes. Affective reactions reflects the valence (Positive or negative value individuals place) of outcomes (Kinicki et al., 2003).

According to the expectance theory, individual will be motivated to perform by two expectancies (Ferris 2007;, Isaac et al. , 2001). The first expectance is the probability that the effort put forth will lead to

the desired performance. The second expectancy (also referred to as instrumentality) is the probability that a particular performance will lead to certain preferred outcomes. When the probability of some effort will not be rewarded, the employee will not be highly motivated to perform a certain task. External rewards are viewed as inducing motivational states that fuels behaviours, as opposed to intrinsic motivators, where behaviours are derived from internal forces such as enjoyment of the work itself because it is challenging, interesting, etc. (Isaac et al. , 2001).

In **Goal-setting theory**, Locke, Shaw, Sarri and Latham (2008) defined a goal as what an individual attempts to accomplish; it is the object or aim of certain action. The basic assumption of goal-setting is that goals are immediate regulators of human action (Locke et al., 2008). Evidence from the goal-setting research indicates that specific goals leads to increased performance and that difficult goal, when individuals have accepted them, result in higher performance than easy goals (Locke 1968 in Austin and Bobko, 1985; in Locke, 2004). Regarding the impact of goal-setting on intrinsic motivation, Elliot and Harackiewicz (1994) show some interesting evidence in their article. They explain, by means of regression analysis that the effect of performance or mastery-focused goals on intrinsic motivation depends on the degree of achievement orientation of an individual. Therefore, Goals serve as the inflection point or reference standard for satisfaction versus dissatisfaction (Mento, Locke and Klein, 2002).

### **Empirical Review**

Rewards that an individual receives are very much a part of the understanding of motivation. Research has suggested that rewards now cause satisfaction of the employee to be affected, which directly influences the performance of the employee. In the study carried out by Jibowo (2007) on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria. The study basically adopted the same method as Herzberg et al. (1959) and it shows some support for the influence of motivators on job performance. In another study carried out by Centres and

Bugental (2007), they also based their research on Herzberg's two-factor theory of motivation, which separated job variables into two groups: hygiene factors and motivators. They made use of sample of 692 subjects to test the validity of two-factor theory. And it was discovered that at higher occupational level, "motivators" or intrinsic job factors were more valued, while at lower occupational levels "hygiene factors" or extrinsic job factors were more valued. From this work they concluded that an organization that satisfies both intrinsic and extrinsic factors of workers get the best out of them. Another study carried out, which is of importance to this research, is that of Wood (1974). He investigated the correlation between various workers attitudes and job motivation and job performance using 290 skilled and semi-skilled male and female paper workers. The study revealed that highly involved employees who were among intrinsically oriented towards their job did not manifest satisfaction commensurate with company evaluations of performance. They depended more on intrinsic rewards as compared to those who were more extrinsic in orientation. Also in a related study, Kulkarni (1983) compared the relative importance of ten factors such as pay, security, etc. which are extrinsic to the job, and other intrinsic factors like recognition, self esteem, responsibility etc among 80 white collar employees. And it was hypothesized that higher value will be placed on intrinsic rather than extrinsic job factors. Data was obtained through personal interview in which individuals were asked to rank each factor according to its importance. The result did not uphold the hypothesis and it shows two extrinsic factors adequate earnings and job security as the most important. Also it was found that there was no consistent trend between the findings of this study and similar studies using blue-collar workers, except in ranking of adequate earnings and job security. The above are empirical works carried out by different researchers in the areas of rewards and performance. However, the question is "what magnitude of performance variation can rewards both extrinsic and intrinsic induce taking into consideration the argument and counter argument on the consequences of typing reward to performance.

## **Methodology**

**Research Design:** The survey research design method was used in this study. It involves using a self-designed questionnaire in collecting data from the respondents. This method was chosen in order to make references to phenomena as they exist in real life and it is relatively economical in terms of time and resources.

### **Sample Size**

Cluster sampling was used to select equal number of manufacturing firms from each sample cluster in the study (see Appendix 2). The purposive sampling was used to study only manufacturing firms in Nnewi area of Anambra State. Meier, O'Toole, Boyne and Walker (2012) posited that strategy can be characterized as senior managers' response to the constraints and opportunities that they face. Therefore, the study will use only the senior staff of the firms. Preliminary study through interview sessions has shown that most of the firms maintain four main management staff each (the chief Executive Officer, the manager, the accountant, and the production manager). The sample comprised 63 management staff from 21 selected manufacturing firms operating in Anambra State, Nigeria as shown in Appendix 2.

**Research instrument:** The instrument used in this study is a close-ended questionnaire that was designed by the researcher. The questionnaire comprises three parts; with section A comprising eight items seeking demographic data such as age, sex, status, level of education etc. Section B consists of ten items, which sought to collect information about the relationship between extrinsic reward and workers performance. Section C contains ten items on workers perception of intrinsic reward and its relationship to their performance.

**Reliability and Validity:** In order to establish the reliability of this instrument, a pilot study was carried out on a sample of 21 firms using a test-retest method. The result of the reliability test was 0.52 showing that the instrument is reliable. In confirming the validities of the

instrument, face and content validities were ensured by conference of experts.

**Instrument for data collection:** The data collection instrument used was structured questionnaire because questionnaires are extremely flexible and could be used to gather information concerning almost any topic, from a large or small number of people (Moore, 1987 cited in Olatokun and Gbinedion, 2009). The questionnaire was specifically designed to accomplish the objectives of the study. The questionnaire was divided into four sections. Section A collected basic demographic information regarding the respondents such as gender, age, academic qualifications, location cadre, and working experience,; Section B sought to determine the extent to which motivation is practiced by manufacturing firms,; Section C captured information on types of motivation and motivational tools; Section D captured information on the relationship between extrinsic motivation and workers performance; Section E assessed on the relationship between adoption of intrinsic motivation and organizational performance, while Section F deals on the relationship between motivation and level of productivity.

Section A consisted of closed-ended questions. Section B to F used a structured 4 points modified likert scale battery of Strongly agree (4), Agree (3), disagree (2) and strongly disagree (1) in line with Atiku, Genty and Akinlabi (2011). The respondents were asked to indicate the extent to which they agree/disagree with various statements.

**Methods of data analysis:** The descriptive statistics such as frequencies, percentages and graphs are used for the analysis of the research questions while the hypotheses testing were done with Pearson Product Moment Correlation Coefficient. SPSS (Statistical Package for Social Sciences) computer software was used to run the analysis. The hypotheses were tested at 0.197 level of significance. At 19.7% level of significance, reject null hypotheses for test with probability estimates lower than 19.7 (0.197) and conclude that they are statistically significant. Otherwise, we accept (when probability

estimate are above 0.197) and conclude that there is no overall statistically significance.

**Interpretation of Results:** Sixty three copies of questionnaire were administered to management officers of 21 selected manufacturing firms in Anambra State. Twenty one copies were administered to each cluster of which 3 copies went to each of the seven firms in each cluster (zone).

### **Socio-Demographic characteristics of the study**

**Table 1: Socio-demographic characteristics**

Variables	Frequencies	Percentages
<b>Gender</b>		
Male	55	67.3
Female	8	12.7
<b>Age</b>		
18-25 years	9	14.3
26-33 years	31	49.2
34-41 years	19	30.2
41 years and above	4	6.3
<b>Education</b>		
No formal education	6	9.5
Primary	19	30.2
Secondary	22	34.9
Diploma/Post secondary	4	6.3
First Degree	9	14.3
Post-graduate	3	4.8
<b>Location</b>		
Awka	21	33.33
Nnewi	21	33.33
Onitsha	21	33.33

<b>Cadre</b>		
Manager	21	33.33
Others	42	66.70
<b>Years of service in the company</b>		
Less than 5 years	8	12.7
5-10 years	20	31.7
11-20 years	29	46.9
Above 20 years	6	9.5

Table 1 results from the analysis of the socio-demographic characteristics of the respondents indicated that majority of the respondents are male suggesting that most of the management teams of manufacturing firms are male. Moreover, the respondents concentrated within the age bracket 26-41 years. Most of the respondents were persons with secondary school educational qualifications following by persons with primary school educational background. This implies that most of the manufacturing firms in Anambra State are managed by persons with low educational background.

### Analysis of Research Questions

**Research question 1:** *Does extrinsic rewards has any effect on employees performance?*

Questionnaire items 7,8, 9 were used to address research question one. The responses to research question one is shown in table 4.2 above. The study show that majority of the firms in Anambra State adopt extrinsic rewards as a tool for motivation. This is evident from the results which indicates that majority of the respondents staff of the firms were in strongly Agreement that their firms uses motivation tools such as pay, good working conditions, fringe benefits, promotion and security and bases decision and rewards on formulated organizational policies. Ticking Strongly agree to these variables

implies that these firms adopts extrinsic rewards in their motivational process.

**Table 2: Usage of extrinsic motivation by firms**

SN	Variable	SA	A	U	D	SD	Remark
7	Motivation such as pay	27 (42.9)	15 (23.8)	12 (19.0)	5 (7.9)	4 (6.3)	Strongly Agree
8	Good working conditions, fringe benefits, promotion and security	35 (55.6)	20 (31.7)	5 (7.9)	2 (3.2)	1 (1.6)	Strongly Agree
9	Bases decisions and rewards on formulated organizational policies	16 (25.4)	33 (52.4)	11 (17.5)	3 (4.8)	0	Agree

Source: Computation from SPSS 17 Analysis

**Research Question 2:** *Does intrinsic rewards has any effect on employee performance?*

**Table 3:**

SN	Variable	SA	A	U	D	SD	Remarks
10	Opportunity to use one's ability in work place	3 (4.8)	4 (6.3)	18 (28.6)	38 (60.3)	0	Disagreement
11	A sense of challenge and achievement	0	8 (12.7)	33 (52.4)	22 (34.9)	0	Partially agree
12	Receiving appreciation and positive recognition	12 (19.0)	31 (49.2)	12 (19.0)	8 (12.7)	0	Agreement

Source: Computation from SPSS 17 Analysis

The research question two tries to find out whether the adoption of intrinsic rewards has any effect on employee performance. Questionnaires 10, 11, 12 were used to analyze research question two.

The respondents were of the view that intrinsic rewards do not increase productivity. The results from question item 11 indicated that firms' uses a sense of challenge and achievement as an intrinsic reward to employee motivation but their response was partially agree.

**Research question 3:** *Is motivation whether intrinsic or extrinsic practiced by manufacturing firms in Anambra State?*

**Table 4:**

SN	Variable	SA	A	U	D	SD	Remarks
13	Strive for strategies that motivates workers such as salary, wages, and conditions of service	3 (4.8)	48 (76.2)	10 (15.9)	2 (3.2)	0	Agreement
14	Staff training, information availability and communication	16 (25.4)	21 (33.3)	15 (23.8)	17 (17.5)	0	Agreement

Source: Computation from SPSS 17 Analysis

Research question three was answered with questionnaire items 13 and 14. The research question asked whether motivation is being practiced by manufacturing firms. Responses from the analyses were shown in table 4.4. The results showed that motivation whether intrinsic or extrinsic are being practiced by manufacturing firms in Anambra State. This implies that work motivation can have positive influence with performance of manufacturing firms in Anambra State.

### Hypothesis Testing

This section deals essentially with the statistical testing of the hypotheses formulated for this study and also interpreting the result making use of Pearson Moment Correlation Coefficient.

**Hypothesis 1:** The first hypothesis states, *Adoption of extrinsic rewards does not have significant relationship on the employee performance.*

In order to test this hypothesis, the Pearson product moment correlation was used. From the calculations and indications  $r > t_v$  (ie  $0.42 > 0.197$ ), the result is significant. Therefore the hypothesis is accepted. Hence, there exists a positive relationship between extrinsic motivation and workers performance. That is when there is an increase in extrinsic motivation like salary, allowances etc. given to workers, there is also a corresponding increase in workers performance.

**Hypothesis 2:** The hypothesis states, *Adoption of intrinsic rewards does not have significant relationship on employee performance.*

The Pearson product moment correlation was also used in testing this hypothesis. Since  $r$  (0.152) is less than the  $t_v$  (0.197), there exists no significant relationship between intrinsic motivation and workers performance. That is the value that workers place on intrinsic motivation like praise, recommendation that they receive from their employees is very minimal and this does not increase their performances.

## **Discussion**

The first hypothesis which states that, there is a significant relationship between extrinsic motivation and workers performance was accepted. This shows that extrinsic motivation given to workers in an organization has a significant influence on workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The findings also agrees with the work of Berjum et al (2004) which showed that subjects who received individual incentives performed better than those who did not receive. And workers exhibited productive work behaviour when rewards were made contingent upon performance. The work of Akerele (2001) can also be said to have corroborated the findings of this work. He observed that

poor remuneration in relation to profits made by organization, wage differentials between high and low income earners among other things contributed to low morale, lack of commitment and low productivity. The second hypothesis which states that “adoption of intrinsic rewards does not have a significant relationship on employee performance” was rejected. This finding suggests that there is no significant relationship between intrinsic motivations such as praises, recommendation etc. receive by workers and their performance. The findings of this study have a contrary view to the finding of Deci (2010). He emphasized the importance of intrinsic reward in influencing workers performance. He believed that workers do not like to feel that they are performing their task for money. However, this study has been able to refute this fact and demonstrate the importance of extrinsic rewards like money as a viable predictor of performance. The findings of Egwurudi (2008) has also supported this research work, because his hypothesis that low income workers will be intrinsically motivated was not confirmed and the expectation that higher income workers will place greater value on intrinsic reward than low income workers was also not confirmed. This shows clearly the extent of value placed on extrinsic motivation. Based on the foregoing, it can be said that it is pertinent for employers of labour to know the kind of rewards that they can use to influence their employees to perform well on a job. In other word the relevance of motivational factors depends not only on its ability to meet the needs of the employees, but also that of the organization as well.

### **Conclusion**

The importance of reward in the day-to-day performance of workers duties cannot be overemphasize, especially when it comes to being rewarded for a job done. It is a well-known fact that human performance of any sort is improved by increase in motivation. Going by the findings of this study, it can be easily inferred that workers reward package matters a lot and should be a concern of both the employers and employees. The results obtained from the hypotheses showed that workers place great value on the different rewards given

to them by their employers. Hence, when these rewards are not given, workers tend to express their displeasure through poor performance and non-commitment to their job. It is therefore imperative for the organization to consider the needs and feelings of its work force and not just overlook them in order to safe guard industrial harmony, because “a happy worker they say is a productive worker”. Having stressed the importance of a good remuneration policy on the performance of workers and the different kinds of reward that can influence workers to perform better on a job, this study can therefore be seen a call for employers sense of commitment to put in place appropriate incentive plan that will encourage workers to be more purposeful and improve their performance.

### **Recommendations**

Employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. The findings of this study can be handy tool which could be used to provide solutions to individual conflict that has resulted from poor reward system. It is very pertinent at this juncture to suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organizations. It is important for further studies to be carried out in order to do justice to all the factors that influence workers performance. With the limitations identified above, the ability to generalize the result of this study is restricted.

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