

THE EFFECT OF MOTIVATION ON EMPLOYEES PRODUCTIVITY IN EKO DISTRIBUTION COMPANY LAGOS

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ABSTRACT

The study focused on the effects of motivation on employee productivity in Eko Distribution Company, Lagos. The population of the study was 96, the sample used was 83. The primary data were collected through the instrument of questionnaire, interviews and observation. The secondary data were collected from textbooks, journals, magazines, newspapers and libraries. The researcher found out that employees can improve their performance if they are motivated in the workplace. Also identified how productivity can be improved through effective and efficient motivation. The researcher recommended that there is relationship between motivation and performance in the organization. Money is a motivator and also influences the worker in the organization. Management style also has effect on the employees productivity. In conclusion, organizations that intend to grow must attain and maintain a high level of employee motivation.

Key words: Motivation, Employees, Productivity and Electricity Sectors.

INTRODUCTION

Motivation is a process that begins with a need in people which creates a gap in a person. In an attempt to fill the space an internal driving force is generated which begins and sustains a chain of action and reaction. It is at that point that the vacuum is also filled.

With this background information, Nnabuife (2009), define motivation as the internal or external driving force that produces the willingness to perform an act to a conclusive end. This first aspect of motivation we choose to describe as internal motivation because the driving force comes from within an individual. The second aspect is external motivation, is applied by the organization. This is because employees are motivated to identify with organization in order to satisfy their varied and variegates needs and desires. Until they have been identified and properly satisfied, they will never cease to impede smooth running of the organizations.

In Nigeria, a critical analysis of many enterprises would reveal that both the intrinsic and extrinsic reward for work is neglected. This problem rears its ugly head mostly in public institution like in Power Holding Company of Nigerian, Lagos state with special reference to Eko Distribution Company (EKDC). In this age and time when every nation is striving to be on top of others technologically, politically and economically, the problem of motivation cannot be over emphasized and should not be trampled under the fact , as the will to do" is an essential ingredient of a labor force.

Workers leave organization due to the fact that they are not motivated enough. Some are not willing to leave because they are enjoying some benefit in terms of promotion, which leads to increase in salaries and wages, bonus and some other incentives.

The growth and development of any economy cannot be meaningful and complete if the power sector is not well footed in terms of productivity, growth and profitability. Over the years, the poor performance of the power sector in Nigeria has been a matter of concern and debate among academics, writers, government officials and members of the public. The reason for this trend as well as the apportionment of the blame has formed the basis for a controversy. It is increasingly being realized by workers, economists and government as well as customers that the problems plaguing the country's power sector lies in the negative attitude to work, lack of dedication and indolence among employees. It has been observed that the Nigerian employee lacks a feeling of responsibility to his job and pride in doing his work well.

The work situation in the power sector like Power Holding Company of Nigeria is characterized by low productivity and lack of dedication. This has adversely affected the power sector in the country, the results of such negative orientations are the indiscriminate loss of vital records that could have been stored, and poor decision made due to lack of accurate information which goes a long way to affect negatively to the workers.

The following were the objectives of the paper:

- 1) To examine and know the impact of motivation on employee productivity.
- 2) To investigate how motivation as a management skill help in enhancing productivity.
- 3) To ascertain the various motivational benefits available in Power Holding Company of Nigeria EKDC and their relationship with the productivity of the employees.
- 4) To find out whether any of the benefits formally enjoyed by the employees in Power Holding Company of Nigeria Eko Distribution Company has been withdrawn. If so, what is the effect on the dedication and loyalty of the employees?
- 5) To offer useful recommendation to Power Holding Company of Nigeria Eko based on the researcher's findings.

Research Hypothesis

Hypothesis One

H₀: Motivation do not influence productivity of employees in the organization

H₁: Motivation influence productivity of employees in the organization

The researcher hopes that the finding and suggestions would enable for effective management of employees towards achieving organizational goals. The study will enable manager to Power Holding Company of Nigeria with special reference to EKDC to identity how productivity can be improved through effective and efficient motivation.

There is a range of motivational techniques that can be used to improve productivity, reduce workforce stress and increase self-confidence. Some managers believe that they can achieve result from teams by using coercing methods.

However these factors can indeed produce result, the effect will probably be much more short term and will mean that staffs are forces on achieving business objectives but rather on simply keeping their jobs.

It will be of benefit for policy makers in various forms of business organization. It will be of immense guide to future researchers who intends to exploit and understand further concepts of motivation as a managerial tool to enhance productivity in an organization. The study is restricted to Eko Distribution Company Limited (EKDC) by focusing on the mode of incentives to their staff in making them to be more efficient and productivity on their duties.

LITERATURE REVIEW

This chapter has x-rayed related literatures on the subject-matter of the project and also discussed the historical background of the study.

Conceptual Clarification

Productivity

Productivity measures how efficiently resources are employed, It is defined as the ratio of a specific measure of output to a specific measure of input per unit of labour and is measured as total output divided by the members of units of labour employed to produce that output. As individual workers acquire more human capital, their productivity and hence their income grows. Labour comprises the broad category of human effort, both physical and mental directed towards productivity. (Vroom 1990).

Motivation

Motivation is an art targeted to getting people work willingly, and an art of inducing one to behave in a particular manner to achieve a task. Many authors viewed motivation as a human engineering approach being triggered by the individual needs.

Flippo (1982) defined motivation as a psychological process initiated by the emergence of needs involving a goal directed action and behaviour aimed at satisfying a particular desire. It is the inducement given to workers for higher output. Motivated behaviour has three basic characteristics: 1. It is sustained it is maintained for a long time until satisfied. 2. It is goal-directed it seeks to achieve an objective. 3. It results from a felt need an urge directed towards a need.

Some writers have turned their attention to the nature of human behaviour in relation to the management function of Macgregor (1967:349) and other is the need to recognize and understand human behaviour and motivation. A motivated worker will work very well not minding what it takes, and the stress one undergoes but toward high profit. Profit is one of the main objectives, the manager must as a matter of fact, find what will spur the employers under him to high performance, furthermore, motivated employee might reduce the problem of high labour turn over.

Productivity is an important term to individuals, groups, organizations and nations. Despite its importance, there is lack of universal definition of productivity. Comparative analysis of productivity is sometimes difficult for example. Comparing productivity of a work using manual system of operation with another using automatic system of operation may be difficult.

Measuring Productivity

Productivity can be measured in two ways:

Total Productivity

Is defined as a quantity of output produced divided by the units of input applied. This method appears to be more accurate but may eventually become meaningless because of the

variety of the inputs used by organizations. Hence, one may measure productivity by means of partial productivity index.

Partial Productivity

This measure the productivity of each component of input e.g.

- (i) Employee productivity index i.e. total number of goods and services produced divided by the number of hours expended
- (ii) Equipment productivity index: This is the output of assets, sometimes the overall turnover ratio is used to measure this productivity
- (iii) Raw materials productivity which can be defined as the quantity of output divided by the units of energy consumed. This is the most common used index to measure productivity.

Motivation has traditionally been referred to as the process by which people are moved to engage on particular behaviour.

Robbins (1982) says motivation can be defined in terms of some outward behaviour. People who are motivated exert a greater effort to perform than those who are not motivated. Arinze (2011) said opined that employee motivation increases organizational productivity. The researcher agreed on her submission that motivation increases organizational productivity.

According to Robbins motivation is "willingness to do something which is condition by this action and individual motivation is an inner state that energizes, activates, or more and directs or channels behaviour toward goals. Lawal A.A (pages 136).

Beach 1975 defines motivation as "the mainsprings action in people. We further said the leader who wishes to initiate his men to reach an objective must hold out the promises of reward once the objectives are attained. This leads to the questions "what reward do people need in life? The answer to the question according to Beach is that "they seek to fulfil their wants and their need".

Churchden Sharman (1976) defines motivation as "the state of condition of being compelled to do something "having looked at the various definition of motivation, the next step is to examine the theories of motivation in order which they involved i.e traditional, human relation and the human resources model.

Steers and Peter (1972) seen motivation as "the force "that energizes, initiate, impel, direct, channel and maintain or sustain behaviour. This force could come in form of motives, needs, desires, tension and expectation in working place or the security at large. Expectation that create an inner state of equilibrium that drive the individual to act in such a way to reduce the desire or tension. The "force" serves as a "drop" which arouses and maintains activity. The process of motivation involves choosing between alternative forms of actions in order to achieve some desire or goal.

Theoretical Frameworks

The Traditional Model

Lawal (1993) state that the traditional model is derived from the writings of the classical theorists like F.W Taylor, Gantit, Gribreth, Emerson, etc. to these writers, workers are economic being and must be utilized to provide services for maximum productivity by designing the work in most efficient method and using a system of wages and incentive to motivate worker. The approach was based on these simple additive assumptions.

1. Personnel primarily are economically motivated and secondary desire security and good working conditions (a non-authoritarian type of supervision is considered as condition.) provision of the reward to personnel will have a position effect on their morale?

2. There is a positive correlation between morale and productivity. With all these assumptions, the motivational problem facing management was relatively cleared and easy to solve. All the management has to do, is to devise monetary incentive plans, ensure security and provide good working conditions. By doing these, morale would be high and maximum productivity would result.

Unfortunately this approach to motivation did not work out in practice, although, no harm was done and some good actually result in the early stage of development. This will support the evidence that such a simplistic approach fell short of providing solution to the complex motivational problem facing management. The major of the traditional approach is that assumptions have looked for many facts

According to Bello et al (1993) the human relations approach evolved with the reports of Elton Mayo in the Hawthorne experiment. The research found that the social contracts to employees at work were also important and that careless designed tasks were factors responsible for dissatisfaction in an enterprise.

The researcher believed that motivation could be gained by recognizing the social needs of the workers and making them feel useful and important. As a result, greater attention was given to the use of informal group in an organization. The distinction between the classical and human relations approach is that workers were expected to accept management authority for high wage possible by efficient system of management in classical approach. Human relations model are expected because supervisors treated them with consideration and were attentive to their needs.

The Human Resources Model

The human resource theorists used the findings of the human relations model for development of their theories. Lawal (1993) research is like Herzberg, Maslow etc. criticized human relation approach is being simple and a more sophisticated approach to the manipulation of employees. They believed that employees were motivated by many factors not only money or desire for satisfaction, but also the need for achievement and meaningful work.

Abraham Maslow's Need Hierarchy Theory

According to Maslow (1943), human beings have needs that can be arranged in a hierarchy of needs. If these needs are satisfied, human beings will be motivated to perform; however, a satisfied need is no longer a motivator. Maslow identified five (5) level in his need hierarchy briefly as;

1. **Physiological Needs:** - They consist of primary needs for sustaining the human body. They are need for oxygen, food, water, clothing and shelter.
2. **Security or safety Needs:** - This need is concerned with assuming the individual that satisfaction of this basic needs will be continued. In other words, man needs protection against changes, economic disaster, and protection from harm in the work place.
3. **Social Needs:** - This is the need for love, friendship, affection and acceptance that is the desire to associate with others. It has to do with giving and receiving love and affection

4. **Esteem Needs:** - This need for esteem includes the desire for social approval, self-assertion and self-esteem. A ratification of this need for esteem contributes to the works, feeling of self-confidence, with and capacity.
5. **Self-Actualization:-** This need is the final and the highest according to Maslow. Maslow stated that self-actualization, involved the desire in the individual to become more and more what one is or to become everything one is capable of becoming. Although the desire for self-actualization was the highest level need in terms of its motivating capabilities, it was of the lowest priority since it only dominant, when all the other needs have been fairly well satisfied.

Motivation and Job Performance (Productivity)

In the preceding section of this chapter, there is an examination of some motivational theories of this project. The section considers the views of some authors on the relationship between motivation and job performance.

Ubeku (1975) states that the effective performance on the part of the employee is essential to the success of any organization. Such performance will lead to a great measure depending on their knowledge and skills, while the knowledge and skills possessed by the individual employee are important in determining his job performance.

These factors alone are not sufficient. An understanding of what motivated the individuals is needed to reveal how abilities and skills are activated and their potential released.

Etuk (1981) in his own contribution, which centers on the middle level personnel in the civil service, writes "the middle level. Personnel on the civil service can be motivated towards high job performance only satisfying their high order needs "the identified this as inducing opportunity for promotion, responsibility and participation in decision making, participation in setting goals and growth achievement on the job.

Motivation and Satisfaction

Motivation and satisfaction are not synonyms. Motivations as s drive to perform, whereas satisfaction reflects individual attitudes towards the situation. The factors that determine, whether an individual is adequately satisfied with the job differ from those that determine whether he is motivated. The level of satisfaction is largely determined by the comforts offered by the environment or situation.

METHODOLOGY

In this chapter, the various methods and procedures used in carrying out this study is examined. This includes the determination of population, sources of data, method of investigation and analytical techniques used. This chapter acts also as the bedrock for chapter four, which deals with the presentation and analysis of data collected from the primary sources.

Taylor (1982) defined research design as the basis plan which guides the data, the collection and analysis phases of the research project. It is a framework which specifies phase of research information, collected, the sources of the data collected and data collection procedure.

The sources of data used in this study are primary and secondary data. Primary data are those collected first hand from the organization under study. The primary instrument developed for data collected is a structure questionnaire prepared for categories. The secondary source of data includes textbooks, magazines and newspapers.

The total population was restricted to only staff of EKDC. The population consists of 96 staff which comprises of both the senior and junior staff which comprises of both the male and female staff.

Barbee (1986:74) stated that it is appropriate to select samples on the basis of the knowledge of the population. This research work used the random sampling techniques where every member of staff "EKDC" has an equal and independent opportunity of being included in the sample, Hence so staff of EKDC were selected and to whom the questionnaire were administered. The returned valid completed questionnaires were seventy three (83) and this figure was used in our analysis.

The method that is used by the research in collection of information is questionnaire method. The basic instrument used was the combination of structured and unstructured questionnaires. The first part deals with information on personal demographic data of the employee's and this include Sex, Age, Marital status, Educational qualification and level in the organization.

The secondary method of data collection includes those from newspapers, textbooks, journals, and use of library. The most appropriate techniques of data analysis of this study are simple percentages and chi-square test goodness of fit. The major purpose of chi-square test is to predict whether. It is possible for the occurrence of one variable which is dependent or independent of the other.

Chi-square is designed to investigate the agreement of a set of observed frequencies expected or an assumption of the theoretical pattern of the phenomena being studied. Chi-square is also benefice as a measure of relationship and it enables us to deal with fiscal as a concerning the interrelationship between and among variables.

FORMULAE

Chi -Square Formula = $\frac{(O - E)^2}{E}$

This part focused on data presentation and analysis and interpretation of data collected with the aid of the instrument for data collection (questionnaire).

The administration of the questionnaire was a different task to undertake. There was no quick response to the questionnaire as expected. It took a long time before the questionnaire were filled and returned. According to the population size computed in the chapter three of this project, a total number of ninety six (96) copies of the questionnaire were administered to the respondents, out of which eighty three (83) copies were properly filled and returned, while the information given by the respondents were quantified numerically and converted into percentages.

PRESENTATION OF DATA, FINDINGS AND DISCUSSION

SECTION A: Table 4.1 Sex Distribution

Details	Frequency	Percentage
Male	48	57.8
Female	35	42.2
Total	83	100

Source: Field Survey, 2019

The table shows 4.1 above reveals that 57.8% of respondents in EKDC are male, while 42.2% are female, thus EKDC is dominated by male.

Table 4.2 Educational qualification

Qualifications	Frequency	Percentage
FSLC	1	1.2
WASSCE	22	26.5
OND/NCE	8	9.6
BSA/BA/HND	42	50.6
Post graduate degree	10	12.1
Total	83	100

Source: Field Survey, 2019

In the table 4.2 above, the number of respondents that works with a first school leaving certificate constituted 1.2%, those that work with WASSCE/GCE constituted 26.5%, those working with OND/NCE constituted 9.6% while those working with post graduate degree 12.1%. the highest percentage 50.6% was recorded among those working with first degree (BSA/BA/HND).

Table 4.3 Marital Status

Details	Frequency	Percentage
Single	31	37.3
Married	52	62.7
Total	83	100

Source: Field Survey, 2019

From the above analysis, a larger percentage of respondents are happily married. This represent (62.7%) of the population, while the other 37.3% of the population are still single. This means that majority of the respondents are married.

SECTION B

Table 4.6 Is there any impact of motivation among employee productivity within the organization PHCN

Details	Frequency	Percentage
Agree	44	53.0

Strongly agree	21	25.3
Disagree	17	20.5
Strongly disagree	1	1.2
Total	83	100

Source: Field Survey, 2019

The above table show that 53.0% of the respondents Agree with the statement and 25.3% strongly Agree that motivation enhance employee productivity, 20.5% Disagree and 1.2% Strongly Disagree.

Table 4.9 Can management techniques enhance employee productivity

Details	Frequency	Percentage
Agree	67	80.7
Strongly agree	10	12.1
Disagree	5	6.0
Strongly disagree	1	1.2
Total	83	100

Source: Field Survey, 2019

The table above shows that 80.7% respondents Agree that management techniques enhance employee productivity, 12.1% Strongly Agree, 6.0% respondents respectively Disagree, while 1.2% Strongly Disagree. Hence the highest percentages show that 80.7% dominated that management techniques enhance employee productivity.

Table 4.10. Your organization has implemented motivational techniques concept

Details	Frequency	Percentage
Agree	56	67.5
Strongly agree	23	27.7
Disagree	2	2.4
Strongly disagree	1	1.2
Total	83	100

Source: Field Survey 2019

The table indicates that 67.5% of the respondent agree with the statement while 27.7% strongly agree, 2.4% disagree and 1.2% strongly disagree. This indicates that the organization has implemented the motivational techniques concept.

Table 4.11 There are relationship between motivation & productivity in the organization

Details	Frequency	Percentage
Agree	35	42.2
Strongly agree	7	8.4
Disagree	35	42.2
Strongly disagree	6	7.2
Total	83	100

Source: Field Survey, 2019

The table indicates that 42.2% of the respondents agree with statement, while 8.4% strongly agree that there is relationship between motivation and productivity in the organization, 42.2% disagree and 7.2% strongly disagree with the statement.

Table 4.12 Does management style have effect on employee productivity?

Details	Frequency	Percentage
Agree	51	61.5
Strongly agree	25	30.1
Disagree	3	3.6
Strongly disagree	4	4.8
Total	83	100

Source: Field Survey 2019

The table indicates that 61.5% of the respondents Agree with the statement and 30.1% strongly Agree, while 3.6% Disagree and 4.8% Strongly Disagree with this statement.

Table 4.13 Motivation influence productivity of employees in the organization

Details	Frequency	Percentage
Agree	48	57.8
Strongly agree	25	30.1
Disagree	5	6.0

Strongly disagree	5	6.0
Total	83	100

Source: Field Survey, 2019

This table shows that 57.8% respondent Agree that motivation influence productivity of employees in the organization, 30.1% Strongly Agree, 6.0% Disagree and 6.0% Strongly Disagree respectively.

Table 4.15 Management decision/policy affect employees productivity positively in an organization

Details	Frequency	Percentage
Agree	36	43.4
Strongly agree	6	7.2
Disagree	36	43.4
Strongly disagree	5	6.0
Total	83	100

Source: Field Survey 2019

The table shows that 43.4% agree, 7.2% strongly agree, 43.4% disagree while 6.0% strongly disagree with this statement.

Table 4.17 Total quality management reduces cost and increases productivity

Details	Frequency	Percentage
Agree	54	65.1
Strongly agree	25	30.1
Disagree	2	2.4
Strongly disagree	2	2.4
Total	83	100

Source: Field Survey 2019

This table show that 65.1% of the respondents agree while 30.1% strongly agree, 2.4 disagree and 2.4 strongly disagree with the statement.

Table 4.18 Profitability of an organization increases with effects implementation of employee motivation.

Details	Frequency	Percentage
Agree	50	60.2

Strongly agree	27	32.5
Disagree	5	6.0
Strongly disagree	1	1.2
Total	83	100

Source: Field Survey, 2019

This table indicates that 60.2% of the respondent agree, 32.5% of the respondent strongly agree and 6.0% of the respondent disagree, while 1.2 strongly disagree with this statement.

HYPOTHESIS TESTING

Hypothesis One

H₀: Motivation do not influence productivity of employees in the organization

H₁: Motivation influence productivity of employees in the organization

Chi-square (X^2)

$$X^2 = \frac{(O - E)^2}{e}$$

Where:

X^2 = chi-square

O = observed frequency

e = expected frequency

1. = summation

Assumptions

i) Level of significance is 5% or 0.05

ii) Degree of freedom (DF)

$$DF = (R - 1) (i - 1)$$

Where,

DF = Degree of freedom

R = Number of rows

C = Number of columns.

Assumptions

i) Level of significance is 5% or 0.05

ii) Degree of freedom (DF)

$$DF = (R - 1) (i - 1)$$

Where,

DF = Degree of freedom

R = Number of rows

C = Number of columns.

Decision Rule

Reject null hypothesis if calculated value is greater than table value, otherwise accept.

HYPOTHESIS QUESTION: QUESTION 10

Motivation influence productivity of employees in the organization

Observed table	
Agree	48
Strongly agree	25
Disagree	5
Strongly disagree	5

Expected value table

Agree	20.75
Strongly agree	20.75
Disagree	20.75
Strongly disagree	20.75

Calculation of chi-square

O	E	O-e	$(O \sim e)^2$	$(O \sim e)^2 / e$
48	20.75	27.25	742.6	35.8
25	20.75	4.25	18.1	0.4
5	20.75	15.75	248.1	11.96
5	20.75	15.75	248.1	11.96

$$DF = (R - 1) (C - 1)$$

61

$$= (R - 1) (C - 1) = 1 \times 3 = 3$$

Significant level 0.05

Calculated value $\chi^2 = 60.62$

Table value $\chi^2 = 7.82$

Decision, since $\chi^2 = 60.62$ is greater than

$$\chi^2_{table} = 7.82$$

We will reject Hypothesis 2

Null hypothesis H_0 : Motivation do not influence productivity of employees in the organization

Alternative H_1 : Motivation influence productivity of employees in the organization

Test instrument

Chi-square χ^2

$$\chi^2 = \frac{\sum (O - e)^2}{E}$$

E

Chi-square χ^2

Where

χ^2 = chi-square

O = observed frequency

e = expected frequency

Σ = summation

i) Level of significance is 5% or 0.05

ii) Degree of freedom (DF)

$$DF = (R - 1) (C - 1)$$

Where,

DF = Degree of freedom

R = Number of rows

C = Number of columns.

Discussion of Findings

The finding of the data will be analyzed. Conclusion shall be drawn and necessary recommendation made to the management to serve as a solution to the achievement of employee's performance through the modern management techniques theory.

The main objective of the research work is to examine the impact of employee's motivation in organizational productivity in EKDC. The samples of 96 staff consisting of senior and junior staff were drawn from EKDC.

The data used for this study were collected through the use of interview method, and the measuring of instrument called questionnaire. The responses collected from the respondents are presented, interpreted and analyzed using frequency distribution table, were tested using chi-square (χ^2). The findings of this study are as follows;

1. There is a significant impact of employee motivation in the organization.
2. That 56% of the respondents were view that there is impact of employee motivation in the organization.
3. 44% responses agreed that there is impact of motivation among employee performance within the organization (EKDC).

4. Majority of the respondent were of view that customers are satisfied with the quality of product and services.
5. About 61% of the respondents view that the organization emphasizes doing the right thing first time.
6. Majority of the respondents were of view that management techniques enhance employee performance.
7. Majority of the respondent were of view that management style have effect on the employee performance.

CONCLUSION

In the course of the study, various relevant literatures relating to the concept of impact of the employee motivation and impact on employee's performance especially in EKDC was revealed. Therefore, based on the researchers findings it was discovered the organization has shifted from the old practice of placing more emphasis in high productivity and profit maximization at the expense of customer's satisfaction but value for their money if they most survive. It is by so doing that the survival and growth of the organization is guaranteed.

Furthermore, organizations that intend to grow must attain and maintain a high level of employee motivation in the organization.

RECOMMENDATIONS

In view of the finding earlier stated the following recommendations are made with firm belief that if implemented and monitored, it would result in overall improvement in the organization level of performance.

1. Management techniques such as praises, recognition for achievement and challenging work enhance employee performance in the organization, if the organization can improve in their techniques it will help to improve employee motivation in the organization.
2. To attain higher quality of product and services for customer's satisfaction. Workers must be motivated through conducive environment as well as reasonable take home pay,
3. Finally, organization should know that management style has effect on the employee performance.

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