

Employees Motivation in Cross River State Civil Service Commission: A Panacea for Performance

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ABSTRACT

The aim of the study was to explore the impact of employees' morale on organizational performance with a focus on Cross River State Civil Service Commission. The specific objective was to explore the effects of employees' morale in the realization of the Commission objectives. The researchers adopted an exploratory design with an interpretivism research philosophy. Also the study applied quantitative technique in collecting and analysing primary data drawn from 150 Senior and Junior workers being respondents of the sampled population of the study. The ordinary least square regression technique was adopted to measure the causality of the variables in the study. The research produced a number of key findings: it revealed that there is a significant relationship between employees' morale and organizational performance in the Commission etc. It was concluded that: the nonchalant behaviours of employees in the Commission are not only the fault of the employees as the employer- Government of Cross River State is failing in its civil obligations of meeting the needs and welfare of its workforce as and when due. The researchers recommended that Government should diversify its economic machineries to other productive areas such as entrepreneurship, commerce and industry to enhance its capacity on meeting its financial obligation to its workforce in the state especially workers in the Commission and Measures such as strict supervision, periodic appraisals, accountability and discipline of erring employees when necessary should be put in place etc.

Key words: *Morale, motivation, leadership, performance and productivity*

Introduction

Ankli and Palliam (2012) opined that every field of human endeavour has witnessed a reaction of employees, reflecting the level of their morale per time. Pam et al. (2004) supported the above assertion by stating that employees are either inspired to actively engage in operational activities at work, or work in opposition to the team goals. For example, Ankli and Palliam (2012) observed that from the early twentieth century, behavioural scientist and psychologist have been investigating the relationship between people and their work. Wiley (1997) stressed that in the past forty (40) years, there have been an on-going survey of what actually bring out the best in employees. Mullins and Christy (2013, p.245) asserted that motivation as an area of study in behavioural science "focus strictly on why people's attitudes are directed towards a certain way".

In line with the variegated opinions expressed by scholars on the term motivation as evident above, this research covered some of the theories on motivation, strategy, and the effects of employee morale on organizational performance.

Thought processes are articulation of individual's need. Therefore, they are close and internal to the individual. Motivating forces then again are outside to the individual. There are made piece of workplace by organizations with a specific end goal to urge laborers to finish assigned task. The motivational model demonstrates that a feeling of felt hardship produces needs and such needs make pressure in a person. The individual see and influences cost to profit examination on the ways and methods for discharging such strain. Once such recognition is cleared, people jumps upon the responsibilities and accomplishes a few outcomes.

On the off chance that it is achievement he feels compensated and falls in the cycle of inspiration once more. On the off chance that it is disappointment he feels rebuffed and by and by after due alteration of ways and means jumps back on the cycle or feels baffled. Along these lines, motivation prompts an objective coordinated conduct (Ryan and Deci (2000).

Statement of the Problem

Cross River State is one of the States in Nigeria which is endowed with mineral resources like crude oil, and lime stone. It also has an attractive tourist sites like Tinapa Business Resort, Obudu Cattle Ranch etc., with an amazing ethnic cultural background (Tinapa, 2009) However, the State is yet to realise its purported plans in retrospect according (Enuoh et al., 2014). For example, the original plan of the State was to effectively and efficiently manage the above mentioned resources (Enuoh et al., 2014). Ogunbode (2015) observed that several administrations - past and present have tried to attract meaningful transformation in the State and to produce a rewarding output in proportion to its natural endowments through policies and regulatory frameworks. According to Bakare (2015), the above mentioned intentions have become a mirage resulting from corruption, lack of commitments and poor performances in terms of service quality delivery, accountability, moral integrity, absenteeism, general complaints and in notable cases strike actions.

Objectives of the Study

The specific objective of the research was to explore the effects of employees' morale on organizational performance

Research Questions

The research sought to address the following question:

What are the effects of employee's morale in the realization of Cross River State Civil Service Commission objectives?

Research Hypothesis

The following hypothesis was formulated:

H₀: The organizational performance of Cross River State Civil Service Commission is not dependent on the motivation of civil servants in the Commission.

Review of Related Literature

The term motivation is gotten from a Greek word

called "movere". It means "to move". Mathis and Jackson (2003 p. 69) viewed motivation as the instinct that cause individuals to act. Bearwell, Holden and Claydon (2004 p. 505) opined that motivation is a state of willingness people express at work which satisfies a particular need in the organization. Business Dictionary (2015) defined motivation as the intrinsic and extrinsic factors that inspire employees to be constantly committed to a task, in order to achieve a set objective. According to Ryan and Deci (2000), motivation means 'to be moved to do something'. Similarly, Dessler (2008 pp. 472-473) sees motivation as the incentive that stimulate the behaviours of employees' towards the attainment of an established goal. Irrespective of the terminologies used regarding the above definitions of motivation, it is clear that the central theme of the word motivation is all about what drives employees in a certain line of action over time, depicting a state of desire to willingly compromise a person's position for the actualization of a common goal. It could be argued from the above various definitions that what motivates an individual could be time and situational contingent.

Types of Motivation

People get motivated either internally or externally which brings us to the consideration on the types of motivation. Motivation has been viewed in two broad ways. Armstrong (2009 p. 318) and Ryan&Deci (2000) asserted there are two basic types of motivation namely: intrinsic motivation and extrinsic motivation. The term motivation has been widely studied in management sciences (Sanders et al., 2015). The distinction between intrinsic and extrinsic motivation is significant because it gives a clue as to what actually motivate individuals in a workplace environment (Sanders et al., 2015). Upon this understanding, intrinsic and extrinsic motivation is discussed below.

Intrinsic Motivation

According to Ryan and Deci (2000) intrinsic motivation is the benefit or a feeling of satisfaction derived from a course of action. On the other hand, Armstrong (2009 p 318) argued that intrinsic motivation can be personally and internally generated, depending on the employees' underlying interest at work. He also added that it could take the form of inspiration derived from the nature of the

job in question, which can be enhanced either by the nature of the work design, required job complexity, or the requirements of optimum skills that can effectively engage an employee. Intuitively speaking, it can be argued that the above assertion prompted the argument of Ryan and Deci (2000).

Extrinsic Motivation

It is also agreed that individuals can also be motivated extrinsically (Kim et al., 2010). Kim et al., additionally opined that outward inspiration is viewed as a kind of inspiration that is focused at fulfilling a worker's fundamental need, for example, security, acknowledgment and survival which may incorporate the utilization of money related motivations, state of administration and authority conduct. Furthermore, Armstrong (2012 p.182) extrinsic motivators include; 'incentives like pay rise, praise, promotion and punishments.

Theoretical Framework

Over the years, lots of theories on the concept of motivation have been developed. This section will discuss in details some of the theories. The leading motivational theories include: Douglas McGregor theory X and theory Y, Cognitive theory, content theory, reinforcement theory and instrumentality theory (Ankli&Palliam, 2012). The above enumerated theories will be considered in details.

Instrumentality Theory

This theory emerged at the wake of the 19th century, stressing the need for the rationalization of work and it is believed that this theory is all about people's interest in working only for financial reward (Diefendorff & Seaton, 2015). Diefendorff and Seaton (2015) argued that when employees are considering an activity, they analyse their expectations of the outcome of the activity which form the rationale for their motivation. This theory was advocated majorly by Taylor in 1911 in his scientific management approach. According to Taylor (1911), as cited by Armstrong (2014 p.183) it is tremendous through any drawn out extend of time to inspire representatives to work considerably harder than the typical men around them unless they are ensured a sweeping and unending augmentation in pay. From all indication, this approach to motivation is still been use today even though is crude. They stressed that the theory is criticize for its lack of concern for the needs of workers in organizations. Though this theory is old and has

been subjected to critics, it is still relevant and applicable in some part of the world especially in developing and underdeveloped economy.

Reinforcement Theory

Behaviourist B.F. Skinner in 1938 developed this theory. It is one of the most seasoned theories of motivation, as an approach to clarify conduct and why we do what we do. The theory might likewise be known as Behaviourism, or Operant Conditioning. It is regularly taught in psychology today. It expresses that "a singular conduct is a component of its outcome" (McLeod, 2007).

Content or Need Theory

As per Beardwell, Holden and Claydon (2007) content speculations focus on recognizing the necessities, drives, intentions and their prioritization by workers in their journey to get fulfillment. Latham and Pinder (2005) communicated that researchers have been setting up various plans of characteristic, mental, social and more hoisted needs of people at work. Latham and Pinder noticed that strikingly, every one of the experts sort these requirements into fundamental, assistant and anomalous state delegate essentials, which ought to be fulfilled when a representative is relied upon to be propelled and satisfied. All practices is along these lines prodded by unsatisfied requirements. Three central focuses emerge out of the dispute above. Right off the bat, people have an assortment of necessities depending upon themselves and the condition they are in.

Moreover, they can pick a broad assortment of goals and activities to fulfill those prerequisites. At long last, while we can watch their immediate we can't make sure of the need and focus on that breathed life into it. It is impulsive to recognize that any limited to oversee motivation will address all affected by it. Motivation arrangements must perceive that individuals are diverse (Mullins & Christy, 2013, p. 252; Armstrong, 2014, p.183; Khan et al., 2012). According to Mullins & Christy, 2013 four critical ways to deal with require speculations of inspiration include:

- 1 Abraham Maslow's hierarchy of needs theory
- 2 Clayton Alderfer's ERG theory
- 3 Frederick Herzberg's two-factor theory and
- 4 McClelland's found out need theory

Each of these four needs assumptions has effect on administration rehearses. Be that as it may, we will

consider Maslow's hierarchy of need theory and Herzberg two components theory as purposes of enthusiasm as we proceed.

Maslow's Hierarchy of Need Theory

Turabik and Baskan (2015) observed that the most acclaimed arrangement of needs is the one developed by Maslow in 1954. Maslow recommended that there are five noteworthy need categories that apply to individuals. Research has proven uniformity in the arrangement of human need submitting to Maslow's idea. Mathis and Jackson (2003 p. 69) concurred with the affirmation taking note that it starts with the essential physiological needs and driving through an order of security, social and regard needs to the prerequisite for self-actualisation being the most hoisted require. Armstrong (2009 p.183) emphasized that in line with the sequence, at the point when a lower need is fulfilled the next highest becomes more pronounce until it is fulfilled.

Mullins and Christy (2013 p. 252) Huang et al. (2007) and Wiley (1997) argued that the need for self-actualization however can never be met. In their opinion, man is seen as being insatiable and that only unsatisfied need can inspire an individual or a group of individuals. Kremer and Hammond (2013) posited that managers utilize Maslow theory to distinguish the needs of their staff and help them feel satisfied

Maslow hierarchy of needs include:

- 1 Physiological need: This need includes all the basic necessities of life such as food, drink, shelter, and freedom from pain.
- 2 Safety and security: The need for flexibility from danger, that is, the security from undermining occasions or environment.
- 3 Belongingness, social and love: the need for companionship, association, connection, and adoration.
- 4 Esteem: the requirement for self-regard and for regard from others.
- 5 Self-actualization: The need to satisfy oneself by making utilization of capacities, abilities and possibilities (Armstrong, 2009 p.183; Khan et al., 2012; Beardwell, Holden and Claydon, 2004 151; Mullins and Christy, 2013 p. 252 and Mathis & Jackson, 2003 p. 69). Armstrong (2009 p. 324) argued that Maslow's hierarchy of need theory has been reprimanded for its evident unbending nature

on the premise that distinctive individuals may have diverse needs and it is hard to acknowledge that needs advance from relentlessly up the order of importance as stated by Maslow, secondly, Armstrong contented that the theory is deceptive and effortless dialect was used by Maslow to express the theory. Judging from the views of all the scholars above, it is observed that this theory has failed to offer a definite arrangement of the needs of man.

Herzberg's Two-factor Theory

This is another well-established theory of motivation. Beardwell, Holden and Claydon, (2004 p.508) stated that Herzberg in 1959 took a glance at motivation straightforwardly, looking at the reasons for employment fulfillment and dissatisfaction, trying to completely comprehend what propels individuals at work and from his exploration proposed a 'two factor' theory. The two components are; motivators and the hygiene factors.

1 Motivators - this include feeling of accomplishment, a n open door for selfdevelopment, the feeling of having done a task well, having obligation, and accomplishing acknowledgment for your work.

2 Hygiene factors- this include variable such as money, working conditions, employer stability or job security, organization approach in terms of policies and regulations, the nature of supervision and interpersonal relations with employees.

According to Turabik and Baskan (2015) Herzberg Motivators and hygiene elements are subjectively distinctive and they have diverse impacts on employees. For instance in the event where the goal is to uproot dissatisfaction, then the organization will need to enhance the hygiene variables.

According to Mathis & Jackson(2003 p. 69)Herzberg's two factor hypothesis is censured for explicitly demonstrating a feeble relationship between's activity fulfillment and monetary prizes.

Douglas Mcgregor Theory X And Y

According to Leatherbarrowand Fletcher (2014 p. 292), McGregor in 1957 set out two general arrangements of assumptions about employees' motivation which he called Theory X and Theory Y. These assumptions are critical components of reward management vocabulary today.

Schein (2011) posited that theory X and Y are merely tacit assumptions which are only theoretical prepositions managers use to moderate the attitudes of subordinates at work. Beardwell, Holden and Claydon (2004 p.508) in consonance pinpointed the assumptions of theory X to include; the average employee dislike work, always ready to avoid responsibilities, and that it is necessary to use force in order to command desired compliance from such groups of employees. Theory Y is the direct opposite of theory X assumptions. According to Burke (2011) Theory Y puts forward the following assumptions; employees do not dislike work, work is seen as common as play or rest. Burke (2011) further stressed that employees may have all the features of being refractory and uncooperative, yet this is as a result of their experience of management's style in practice towards work organization and control. Burke (2011) however criticise McGregor theory X and theory Y for failing to distinctively show a clear boundary between the two assumptions. This is because there is often a likelihood that, it is either you belong to the assumptions of Theory X or theory Y. Faruk and Köksal, (2014) furthermore criticised McGregor' theory X and Y for lack of proved empirical work in the work environment and on grounds that the theory is simple and undeveloped neglecting the impact and function of environmental factors.

Notwithstanding, we tend to ponder which of these theories (Theory X or Theory Y) above is best suitable for organizational settings. It is assumed that there is no hard and fast rule in the operational styles managers can adopt at work.

Effects Of Employees' Morale on Organizational Performance

Lunenburg (2011) highlighted that the degree to which employees are motivated in their task relies heavily upon how well those employees have the capacity to deliver in their task. Manzoor (2012) in consonance suggested that having high level of motivation in itself is profitable for workers and a low level of motivation may influence workers contrarily. From the foregoing statements, it could be assumed that there exist a relationship between the morale of employees and the overall performance of organizations. This brings us to the considerations of the positive and negative effects of high and low employees' morale in organizations:

1. Increased Commitment to the Organization: when organizations fulfill their obligations and meet the perceived needs of their employees, and there is a perception from the employees of a fair distribution of rewards by their organization, there tend to be a beneficial experience that may boost the general morale of the employees thus enhancing the likelihood of a reciprocal desirable behaviour from the employees (Manzoor, 2012).

2. Leads to Increased Productivity: According to Ransom (1995), if employees' morale is high in organizations, it propel employees' commitment and engagement that proportionately impact on the overall organizational performance and in terms of comparative advantage, it gives firms competitive edge over competitors.

3. Creates healthy working place: Fard and Ghatari (2010a) suggested that, when the morale of employees' is high, there tend to be an exhibition of an atmosphere of satisfaction and creativity in the mind of employees which culminate into a happy work environment. Thus, with a commitment of employees towards the organization, the zeal to achieve group objectives becomes above individual objectives which positively impact on the organizational performance (Fard and Ghatari, 2010a).

4. Reduction of organizational absenteeism: In organizations where there is high employees' morale, there tend to be commitment and a healthy work place as noted above, these leads to on-time reporting of employees to duties hence reducing issues of absenteeism in the organizations (Mazin, 2010; Pouliakas & Theodoropoulos, 2015; Stotz, 2014).

5. Reduction of High Employees Turnover: Mazin (2010) observed that there is high possibility for organizational retention of its human resource if the organization maintains a highly motivated workforce.

The opposite holds true of organizations with low employees' morale . Hence, among the consequences which organizations pay for their negligence to employees needs may incorporate however not constrained to the accompanying:

1 . **Increased absenteeism** : one of the corresponding effect and indicator of low employees' morale in institutions is absenteeism. Pouliaskas and Theodoropoloulos (2015) supported this view by suggesting that there is high cost organizations pay when there is a high rate of absenteeism. It is assumed that in most advanced economies shortfalls directly linked with absenteeism are estimated at 2-3% of their gross domestic products.

2. **Low Productivity**: Another striking impact of low resolve in employees is the show of poor execution by representatives. Work efficiency tends to increment when representatives are enabled to perform. Without satisfactory inspiration and next to zero arrangement for expertise changes, the resultant impact will be poor execution (Marelli and Pastore, 20103).

3.**Frequent Strike Actions**: Bakare (2015) held that, there tend to be frequent agitation of workers for their rights and entitlement if there are traces of organizational negligence to workers needs or welfare. Edinyang and Ubi (2013) supported the assertion by positing that organizations suffer the likelihood of industrial actions when employees are poorly motivated.

4. **Increased Corruption**:Bassey et al., (2013) held that corruption is one of the aftermaths of low morale in organizations, especially in developing economies. When employees are poorly motivated, they resort to shady deals to enrich themselves overnight. For example, fraudulent practices such as lack of accountability, inflation of organizational financial records and bribing becomes the order of the day among workers (Bassey, 2010).

Strategies for Motivating Employees in Organizations

There are many techniques organizations adopt in motivating their employees'. Below are some of the strategies:

1. **Training and Development**: One of the strategies organizations adopt in raising the desired level of motivation in their workers for a guaranteed performance level is through organizing periodic seminars, training and development programs that improves the skills of their subordinates (Homewood, 2012).

Ahmed, Farrukh and Nazir (2015) supported this strategy by stating that employees' morale is boosted for effective performance through capacity building programs. Heathfield (2000) opined that, training can be organized internally or externally. An organization can organize training programs within and outside the organisation or in collaboration with other firms.

2 **Attention and Recognition Strategy**: Attention and recognition is another strategy organizational leadership adopt in motivating their employees. Mohr et al. (2009) supported this strategy stressing that when employees have the notion that their accomplishment of a particular task will attract the attention of managers and will lead to higher status in the organization, the employees will be inspired to offer their best which will impact tremendously on overall organizational performance.

3 **Good Working Environment**: The working environment in which employees work, plays a pivotal role in boosting employees morale. According to White (2007) organizations are conscious in ensuring a safe and attractive working environment for their subordinates as a means of raising their morale at work. Therefore, if the working environment is furnished with the necessary infrastructure, employees will feel happier to be at work and inspired to be effective.

4 **Additional Responsibilities**: There are workers in every organization who are ready, asking for and can deal with extra obligations. Such workers don't do it because of pride but for their affection for the job (Bizhelp24, 2009). Maccoby (2010) suggested that in the event of such occurrence, leaders are advised to identify such subordinates where conceivable and match them with more obligations in line with their expertise.

Methodology

On the premise that these research topic was time and context dependent, and the researchers believed that there are various, but equally valid perspectives of interpreting reality and the phenomenon under consideration was subject to human behaviour, the chosen philosophy of the researchers was interpretivism. The deductive research approach was also adopted owing to the fact that the researchers were matching their assertions and findings to existing literatures and

theories related to the attributes. Since the research was not a life project, and it was not also an action research, nor was it basically an archival research, the researchers adopted a case study strategy with a focus on Cross River State Civil Service Commission. This was essentially to keep the topic within manageable limit resulting from time constraint and financial resources in conducting other strategy like a general survey in the study region. The population of the study covered well over eight hundred and twenty-seven (827) senior and junior civil servants in the case study across Calabar Metropolis and a sample size of one hundred and fifty (150) junior and senior civil servants of the Commission wererandomly selected from the population of the study. Being a cross sectional study, and in spite of the numerous advantages inherent in mixed methods of data collection the researchers adopted a quantitative mono method of data collection through the use of well structured close-ended questionnaires in gathering primary data for the study. Pie chart, bar graph and simple percentages were used to present data in the study. More so, in order to enhance the degree of relationship as expected in a research of this nature, the z-test regression statistical method was used to express the relationship between the dependent and independent variables in the research.

PRESENTATION OF DATA

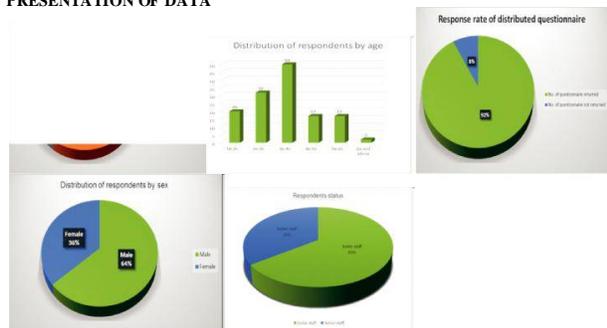


Table 2:z-test result computation for Formulated Hypothesis

Question	SA (5)	A (4)	U (3)	D (2)	SD (1)	Total (X)	Xbar	X-xbar	(X-Xbar) ²
1	275	204	12	56	12	559	561.2	-2.2	4.48
2	290	184	6	68	10	558	561.2	-3.2	10.24
3	300	180	12	58	22	572	561.2	10.8	116.64
4	265	208	30	48	11	562	561.2	0.8	0.64
5	310	156	33	56	10	555	561.2	-6.2	38.44
						2806			170.8
Xbar						561.2			

Sample mean (X) = summation X divided by n
 Sample mean (X bar) = 2806/5 = 561.2

Population

Mean (u) = 3*150*5/5 = 450

Standard deviation

(q) Square root of (summation x minus x bar all squared/n)

170.8/5 = 34.16

Square root = 5.8447

Z-test = (561.2-450)/5.8447 = 19.0257

Z-tabulated @ 0.05 level of significance = 0.85

Decision

Since the z-test calculated above is 19.03, which is greater than the z-test tabulated from the statistical table 0.85 at 0.05 level of significance, we therefore reject the null hypothesis and accept the alternate hypothesis to the effect that organizational performance of Cross River State Civil Service Commission is dependent on the motivation of civil servants in the Commission.

Discussion of findings

The results revealed that the salaries of civil servants in the Commission were not good enough and therefore need improvement, thus showing that employees' morale in the Commission depends on extrinsic motivators and not limited to intrinsic motivating factors alone. A link was therefore created with the discussions in the literature review section on the importance of extrinsic motivators. Furthermore, the data gathered it demonstrated that there is no adequate attention to staff training and development in the Commission. Similarly, it was revealed that civil servants in the Commission prefer more financial incentives and fringe benefits to mere praises and other non financial motivators. The results obtained from the contingency table demonstrating a test for the research hypotheses revealed a significant relationship between employees' morale and organizational performance in Cross River State civil service Commission.

Conclusion and Recommendation

The researchers concluded in the following direction. The Commission is threatened with the enumerated negative consequences of demotivated workforce. Thus, the realization of the objectives set out by the Commission is highly in doubt if appropriate measures are not put in place. By

affirming that, the nonchalant attitudes of employees in the Commission cannot be solely attributed to the faults of the employees in the Commission alone. Thus the morale of the workers is low and workers can be cannot be blamed for their low productivity and unwanted behaviors.

The researchers recommended the following measures to stakeholders of the Commission: Firstly, Government is hereby advised to diversify its economic machineries to other productive areas such as entrepreneurship, commerce and industry, more public private partnership with both domestic and foreign organizations in other to alleviate the state of economic hardship in the state instead of depending on internally generated revenues from haulages, rates, taxes and excise duties that is grossly inadequate to cater for the teeming workforce. Secondly, regular staff training and development programs such as workshops, seminars, conferences and apprenticeship schemes should be put in place in the Commission.

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