

SUSTAINABLE MOTIVATIONAL FACTORS TOWARDS THE ENHANCEMENT OF EMPLOYEES PRODUCTIVITY AND EFFICIENCY

Mohammad Naymur Rahman

Lecturer, Department of Business Administration, Z. H. Sikder University of Science & Technology, Bangladesh

Md. Zainal Abedin

Assistant Professor, Department of Business Administration, Z. H. Sikder University of Science & Technology, Bangladesh

Md. Mohiuddin

Lecturer, Department of Business Administration, Z. H. Sikder University of Science & Technology, Bangladesh

ABSTRACT: *Motivation is the psychological process that gives behavior purpose and direction to achieve organization's desired goals and objectives. Motivation is one of the most significant ways to attract and retain employees in an organization as well as to make them to do most productive and efficient work. Motivational factors and strategies are very significant concept of management activities to retain and make them loyal employees. All over the world, the large multinational corporations to medium and even small firms recognize that there is no best alternative ways than motivational strategies to communicate with employees and motivate them to most desired and productive work in the most efficient ways. The more a firm knows about its employee's base, their needs, the easier it is to develop a motivational strategy that will appeal to these characteristics and motivated them well. The purpose of the study is to fine out and determine the distinct motivational strategies and factors which will suit the best to motivate employees. In the present competitive world if any business organization has to survive, it needs to keep an eye on the distinct needs of employees as well as the factors that motivate them well. The study investigates, measures, and evaluates the motivational activities of any organization from the reflection light of employee's perceptions. To do this Five-Point Likert Scale has been used to survey employees. The study actually reveals the state of employee driven motivational activities and strategies and the employee perception on this perspective and whether these activities are standard and employee perceptions are able to increase productivity and efficiency in every organization. The study also focused to the extent that whether these activities and the defined employee perception can create positive impact on organization and be able to create positive contribution on the building of brand image of the organization. The study found that different motivational activities and its dimensions bound employees to perceive value chain of their work differently and motivate them well. So every organization should analyze the motivational factors and strategies as well as employees expectations first and then it should make a diagram or plan so that the organization can meet its target goals and objectives in the long run through employee satisfaction.*

KEYWORD: *Motivation, Motivation Strategies, Employee driven motivation strategies, Employee satisfaction, Equity Theory, ERG Theory, Motivation-Hygiene Theory, Expectancy Theory, Goal Setting Theory.*

OBJECTIVES OF THE STUDY

- The purpose of the study is to explore, find out and determine the distinct employee driven motivational strategies which will surely suit and motivate employees in the best ways in any organization.
- The specific objectives of the study is to investigate, measure, and evaluate the employee driven motivational strategies, factors and activities of any organization from the reflection light of employees' perceptions.

METHODOLOGY OF THE STUDY

Research Approach:

- This is a quantitative research, in some cases qualitative approach has been applied.
- At first phase an exploratory research has been conducted to understand the nature of problem and its subcomponents.

Sources of Data

To meet the research objectives both primary and secondary sources of data have been used. More emphasis is given on primary data to conduct the research program authentically.

Primary Source:

1. A model questionnaire has been developed to elicit essential data. The Questionnaire is structured in nature and is based on Likert Scale method.

Population: Employees in different organizations.

Sampling technique: Convenience sampling technique was used to select specific employees.

Sample Size: A total of 50 employees.

Survey area: Dhaka

2. Informal interviews with industry experts and managers of in this areas.
3. Observation of employees and customers while doing their jobs.

b. Secondary Sources:

- Books and articles on motivational strategies and theories.
- Various websites

Data Analysis Techniques:

- Excel and SPSS software has been used to analyze data
- Various statistical methods and formulae have been used.
- Different Graphs, Tables, Charts and others instruments are used to make presentable the research results (Findings).

THEORETICAL FRAMEWORK OF THE STUDY

Motivation

Definition Theories:

Motives are the main internal drive or force to make people in action. The leader who wishes to incite his employees to reach an objective must hold out the promise of reward once the objective is attained. What rewards do people seek in life? The answer is that they seek to fulfill their wants, drives and needs.

The term “motive” implies an action to satisfy a “need”. Psychologists often use the term need, wants, drives and motives” interchangeably. Motivation can be defined as a willingness to expend energy to achieve a goal or reward. As Burleson (n.d.) has defined the term, a motive is an inner state that energizes, activates or moves (hence ‘motivation’) and that directs or channels behavior toward goals. In entire class of drives, desires, needs, wishes and similar forces.

The concept of motivation is central to this goal. This term is used in management theory to describe forces within the individual that account for the level, direction and persistence of effort expended at work. Simply put a highly motivated persons work hard at a job an unmotivated person does not. A manager who leads through motivation does so by creating condition under which other people feel inspired to work hard. Obviously, a highly motivated workforce is indispensable if high performance outcomes are to be achieved consistently in organizations.

Reviews of the definition (motivation) defined by various authors:

- The way urges, aspirations, drives and needs of human beings direct or control or explain their behavior (Appleby, 1994)
- Some driving force within an individual by which they attempts to achieve some goal in order to fulfill some needs or expectations (Mullins, 1996).
- An internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993).
- The psychological process that gives behavior purpose and direction (Kreitner, 1995)
- A predisposition to behave in a purposive manner to achieve specific unmet needs (Buford, Bedeian, and Linder, 1995)
- All those inner-striving conditions described as wishes, desires, drive, etc. (Donnelly, Gibson, and Ivancevich, 1995).

By analyzing all above definitions provided by different authors we can say- Internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal. Motivation results from the interaction of both conscious and unconscious factors such as the (1) intensity of desire or need, (2) incentive or reward value of the goal, and (3) expectations of the individual and of his or her peers. These factors are the reasons one has for behaving a certain way.

Historical Development of Motivation Theories

Early explanations of motivation focused on instincts. Psychologists writing in the late 19th and early twentieth centuries suggested that human beings were basically programmed to behave in certain ways, depending upon the behavioral cues to which they were exposed. Sigmund Freud, for example, argued that the most powerful determinants of individual behavior were those of which the individual was not consciously aware.

According to *Motivation and Leadership at Work* (Steers, Porter, and Bigley, 1996), in the early twentieth century researchers began to examine other possible explanations for differences in individual motivation. Some researchers focused on internal drives as an explanation for motivated behavior. Others studied the effect of learning and how individuals base current behavior on the consequences of past behavior. Still others examined the

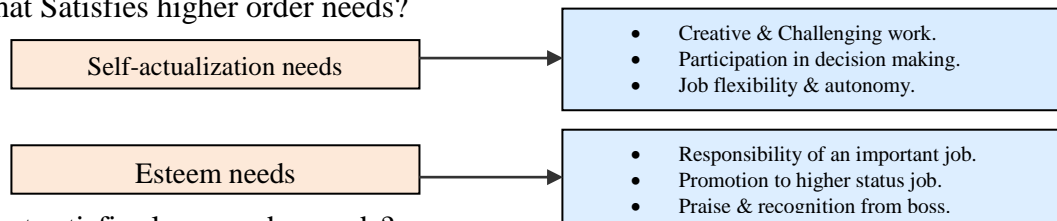
influence of individuals' cognitive processes, such as the beliefs they have about future events. Over time, these major theoretical streams of research in motivation were classified into two major schools: the content theories of motivation and the process theories of motivation.

Hierarchy of Needs Theory:

Abraham Maslow's theory of human needs was introduced as an important foundation in the history of management thought. According to Maslow, employees have five levels of needs (Maslow, 1943) classified in two folds: physiological, safety, social, which are lower order needs; ego, and self-actualization are higher order needs. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. Lower order needs represent a person's desire for social and physical well-being the higher order needs represents a person's desire for psychological development and growth. (Richard D. Irwin 1965)

The following figure is an example of how managers can use Maslow's ideas to better meet the needs of their subordinates.

What Satisfies higher order needs?



What satisfies lower order needs?

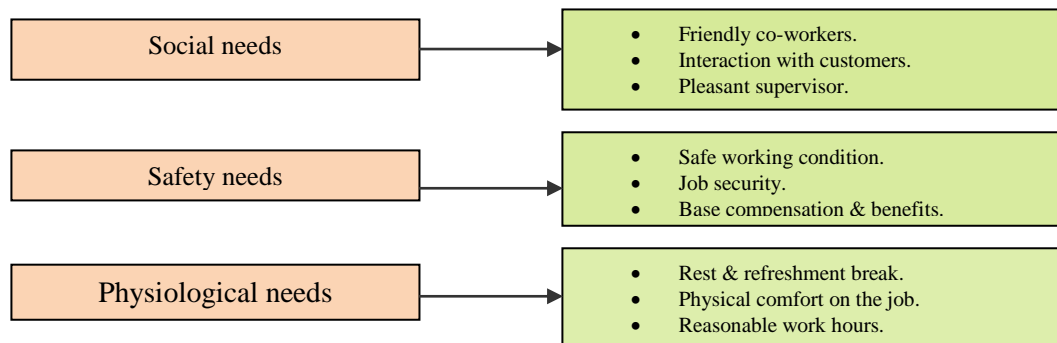


Figure: Opportunities for individual need satisfaction: things people may want from their work.

Although research has not verified the strict deficit and progression principles just presented, Maslow's ideas are very helpful for understanding the needs of people at work and for determining what can be done to satisfy them. Notice that the higher order self-actualization needs are served entirely by intrinsic rewards. The esteem needs are served solely by extrinsic rewards.

Equity Theory:

The equity theory of motivation is best known through the work of J. Stacy Adams. The essence of the theory is that perceived inequity is a motivating state that is when people believe that they have been inequitably treated in the comparison to others they will try to eliminate the discomfort and restore a sense of equity to the situation. The figure below shows the equity comparison. It typically occurs whenever managers allocate extrinsic rewards especially monetary incentives or pay increases. Inequities occur whenever people feel that the rewards received for their work are unfair and given the reward other person appear to be getting.

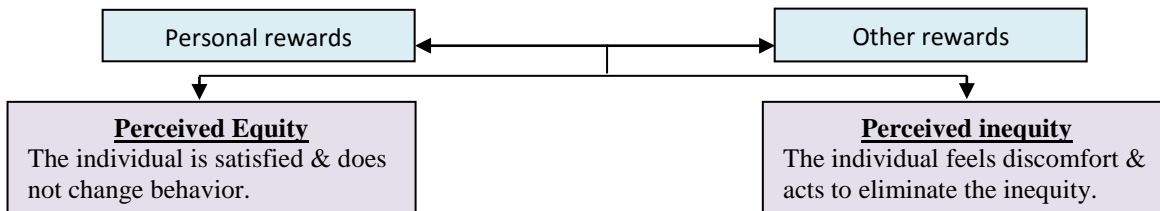


Figure: Equity comparison: perceived inequity as a motivating state.

Theory

The ERG theory is an extension of Maslow's hierarchy of needs. Alderfer suggested that needs could be classified into three categories, rather than five. These three types of needs are **existence, relatedness, and growth**. Existence needs are similar to Maslow's physiological and safety need categories. Relatedness needs involve interpersonal relationships and are comparable to aspects of Maslow's belongingness and esteem needs. Growth needs are those related to the attainment of one's potential and are associated with Maslow's esteem and self-actualization needs.

The ERG theory differs from the hierarchy of needs in that it does not suggest that lower-level needs must be completely satisfied before upper-level needs become motivational. ERG theory also suggests that if an individual is continually unable to meet upper-level needs that the person will regress and lower-level needs become the major determinants of their motivation.

Motivators-Hygiene Theory

Frederick Herzberg developed the motivator-hygiene theory. This theory is closely related to Maslow's hierarchy of needs but relates more specifically to how individuals are motivated in the workplace. Based on his research, Herzberg argued that meeting the lower-level needs (hygiene factors) of individuals would not motivate them to exert effort, but would only prevent them from being dissatisfied. Only if higher-level needs (motivators) were met would individuals be motivated.

The implication for managers of the motivator-hygiene theory is that meeting employees lower-level needs by improving pay, benefits, safety, and other job-contextual factors will prevent employees from becoming actively dissatisfied but will not motivate them to exert additional effort toward better performance.

McClelland's Learned Needs Theory

McClelland's theory suggests that individuals learn needs from their culture. Three of the primary needs in this theory are the need for affiliation the need for power, and the need for achievement. The need for affiliation is a desire to establish social relationships with others. The need for power reflects a desire to control one's environment and influence others. The need for achievement is a desire to take responsibility, set challenging goals, and obtain

performance feedback. The main point of the learned needs theory is that when one of these needs is strong in a person, it has the potential to motivate behavior that leads to its satisfaction.

Expectancy Theory

In the early 1960s, Victor Vroom applied concepts of behavioral research conducted in the 1930s by Kurt Lewin and Edward Tolman directly to work motivation. Basically, Vroom suggested that individuals choose work behaviors that they believe lead to outcomes they value. In deciding how much effort to put into a work behavior, individuals are likely to consider:

Their expectancy, meaning the degree to which they believe that putting forth effort will lead to a given level of performance. Their instrumentality or the degree to which they believe that a given level of performance will result in certain outcomes or rewards. Their valence, which is the extent to which the expected outcomes are attractive or unattractive. All three of these factors are expected to influence motivation in a multiplicative fashion, so that for an individual to be highly motivated, all three of the components of the expectancy model must be high.

Goal Setting Theory

The goal-setting theory posits that goals are the most important factors affecting the motivation and behavior of employees. This motivation theory was developed primarily by Edwin Locke and Gary Latham. Goal-setting theory emphasizes the importance of specific and challenging goals in achieving motivated behavior. Specific goals often involve quantitative targets for improvement in a behavior of interest. Research indicates that specific performance goals are much more effective than those in which a person is told to "do your best." Challenging goals are difficult but not impossible to attain. Empirical research supports the proposition that goals that are both specific and challenging are more motivational than vague goals or goals that are relatively easy to achieve.

Reinforcement Theory

This theory can be traced to the work of the pioneering behaviorist B.F. Skinner. It is considered a motivation theory as well as a learning theory. Reinforcement theory posits that motivated behavior occurs as a result of reinforcers, which outcomes are resulting from the behavior that makes it more likely the behavior will occur again. This theory suggests that it is not necessary to study needs or cognitive processes to understand motivation, but that it is only necessary to examine the consequences of behavior.

Motivation and Performance

People are one of the most important assets in business. They have unlimited potential to contribute in the achievement of objectives. Their aggregate productivity propels the operations of the company. It dictates the overall performance, which creates an attractive corporate culture. The value of human resource productivity is a managerial concern. Employee motivation is the classic response on this matter. This has been utilized for ages by many different entities, small- and large-scale businesses alike. It fosters mutual growth in an employer-employee relationship. Indeed, motivation increases productivity.

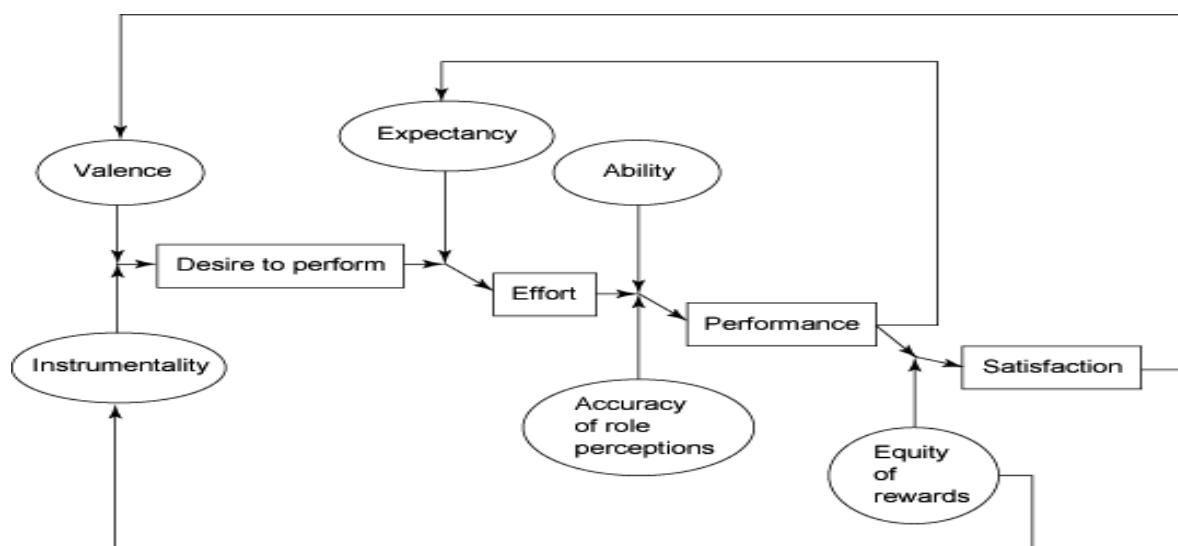


Figure 3.3: Wagner-Hollenbeck Model of Motivation and Performance.

ANALYSIS AND FINDING

A model questionnaire has been designed to elicit necessary data to study investigates, measures, and evaluates the motivational activities of any organization from the reflection light of employee’s perceptions. To do this Five-Point Likert Scale has been used to survey employees.

4.1 Activities and factor that is Most Motivating to employees

Most Motivating Factors	Factors	Number	%
	Salary Increase	19	38
	Promotion	13	26
	Job Security	9	18
	Recognition	1	2
	Good Working Condition	8	16
Total		50	100

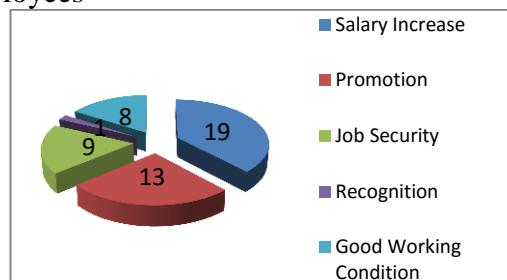


Chart 4.1: Most Motivating Factor

From the above chart it is noticed that highest 38% respondents consider salary increase as their most motivating factor, and second highest response goes with promotion 26%. Lowest 2% respondents consider recognition as their most effective motivator.

4.2 Nature of Job

Nature of Job	Nature	Number	%
	Challenging	7	14
	Normal	30	60
	Easy	13	26
Total		50	100

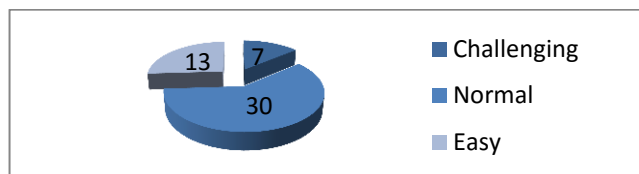


Chart 4.2: Nature of Job

In this case, it is found that the average respondents judge the goal as normal that the top management set to them. It is always an excellent idea to set normal goals for the workers, as long as they are viewed as realistic and attainable, more difficult goals lead to higher

performance than easy goals. People work harder for goals that they accept and believe in; they tend to resist if goals forced on them.

4.3 Employees are wanted to be Treated Fairly

Employees are wanted to be Treated Fairly	Treated as	Number	%
	Fairly	48	96
	Not Sure	2	4
	Not Fairly	0	0
Total		50	100

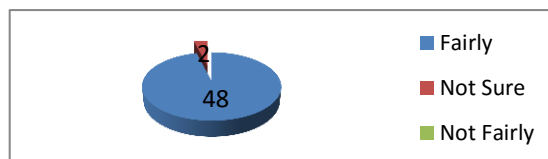


Chart 4.3: Employees are wanted to be Treated Fairly

In this case, it is found that maximum of the respondents (96%) believe that they are getting fair treatment motivated.

4.4 Scope of expressing Feeling /Opinion of employees motivate them

Scope of expressing Feeling /Opinion of employees motivate them	Feeling /Opinion	Number	%
	Always feels free	15	30
	Most of the time feels free	20	40
	Sometimes feels free	10	20
	Never feels free	5	10
Total		50	100

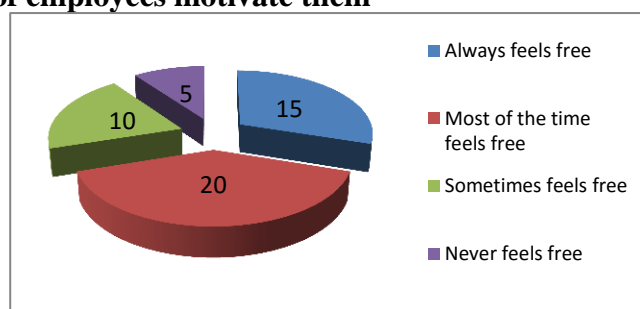


Chart 4.4: Scope of expressing Feeling /Opinion of employees motivate them

Among the total respondents, 15 of the respondents always feel free to express their opinion, 20 think that they can express their opinion without fear of being marginalized or losing favor most of the times, 10 rated that they can sometimes free to express their opinion not always. In this case, it is found that the average respondents believe that they can express their opinion without any fear of losing favor. It's a great sign because if the workers can open up with their opinions to their bosses, it will create a bridge of relationship among them and these workers will be able to work as a team and naturally there will be more understanding between them and team synergy will increase which will highly benefit their Organization.

4.5 Good Performance and Organizational Reward motivate them

Good Performance and Organizational Reward	Reward	Number	%
	Always Rewarded	11	22
	Most of the Times	13	26
	Sometimes	21	42
	Uncertain	5	10
	Never Rewarded	0	0
Total		50	100

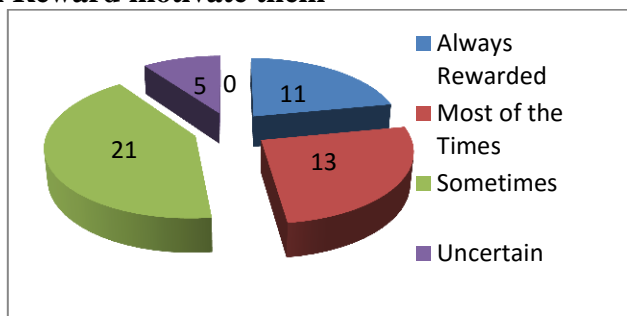


Chart 4.5: Good Performance and Organizational Reward

In this case, it is found that the average respondents believe that they will be rewarded if they have got good performance appraisal. Only by creating and supporting the performance-reward link, the worker will be motivated and rewarded, and the organization will be more productive and moving towards meeting its goals.

4.6 Job Security Exists in the Organization motivate them

Responses regarding Job Security	Exists	Number	%
	Strongly Agree	20	40
	Agree	18	36
	Neutral	11	22
	Disagree	1	2
	Strongly Disagree	0	0
Total		50	100

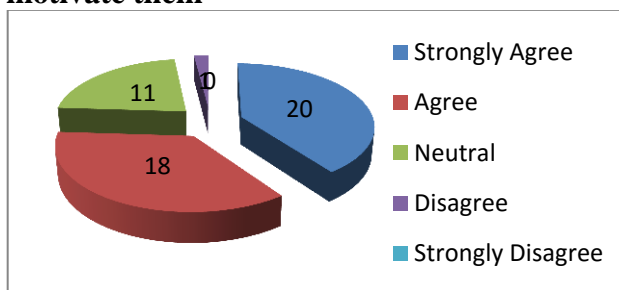


Chart 4.6: Responses regarding Job Security

From the above mentioned information, it is found that average 18 respondents agree with the statement and highest 20 respondents are strongly agreed. 1 respondent are disagreeing while no one strongly disagree with the issue. It is a good sign that majority of workers feel secured here.

4.7 Recognizing and Acknowledging Work motivate them

Recognition and Acknowledgement of Work	Concerned	Number	%
	Strongly Agree	19	38
	Agree	16	32
	Neutral	9	18
	Disagree	6	12
	Strongly Disagree	0	0
Total		50	100

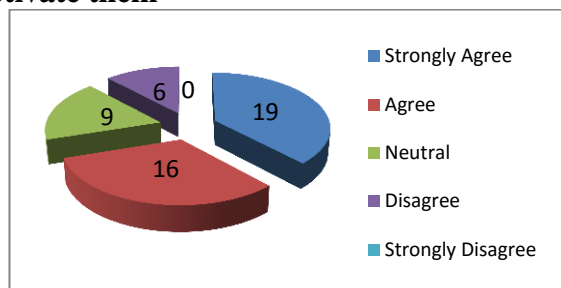


Chart 4.7: Recognizing and Acknowledging Work

Among the total responses, highest 19 respondents strongly agree and think management recognizes and acknowledges work by rewarding and promoting while 16 are agree in favor of the statement.

4.8 Availability of Periodic Increment motivate them

Responses regarding Periodic Increment	Availability	Number	%
	Strongly Agree	20	40
	Agree	19	38
	Neutral	8	16
	Disagree	3	6
	Strongly Disagree	0	0
Total		50	100

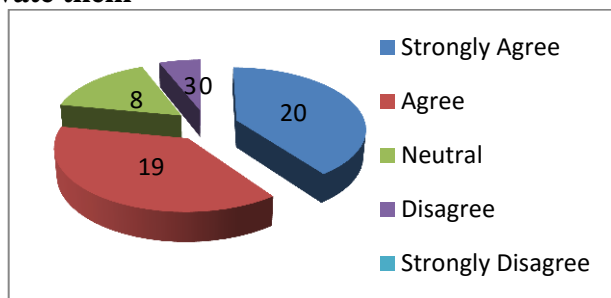


Chart 4.8: Periodic Increments

From the above table it is shown that highest 40% says periodic increment is done in regular interval. Some people (6%) still disagreed with the issue while 16% is undecided, shows the management’s failure in motivating all the workers by increment. It is obvious that one motivator may not be motivating to all. Management need to give emphasis on periodic increment.

4.9 Maintenance of Effective Promotional Facilities is the most motivating

Responses regarding Promotional Facilities	Effectiveness	Number	%
	Strongly Agree	19	38
	Agree	26	52
	Neutral	3	6
	Disagree	2	4
	Strongly Disagree	0	0
Total		50	100

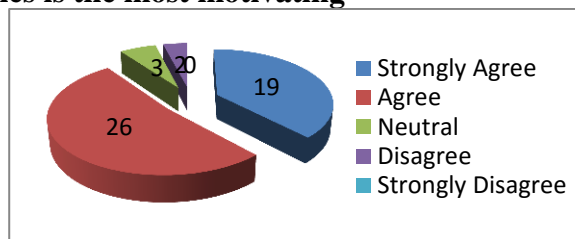


Chart 4.9: Effective Promotional Facilities

From the total respondents, highest 52% are in favor of the statement while 38% are strongly agreed.

4.10 Good Safety Measures Exists in the Organization for motivation

Responses regarding Safety Measures	Responses	Number	%
	Strongly Agree	26	52
	Agree	20	40
	Neutral	4	8
	Disagree	0	0
	Strongly Disagree	0	0
Total		50	100

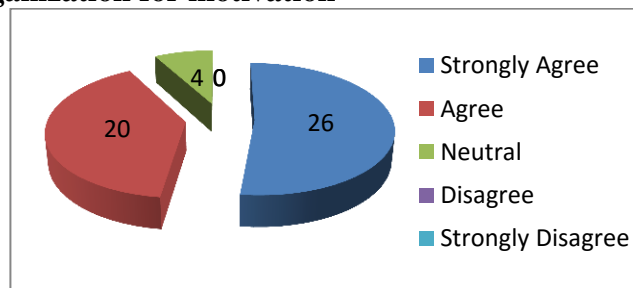


Chart 4.10: Safety Measures Exists

From the total respondents, 40% are agreed while 52% are strongly agreed with the statement. It is needed that organizations have their own firefighting system and also trains the workers by fire-drill. Fire exits and alarm are maintained as a precaution.

4.11 Have Opportunity to Improve Skill

Skill Improvement Opportunity	Opportunity	Number	%
	A lot of Opportunity	18	36
	Some Sort of Opportunity	27	54
	No Opportunity	5	10
	Total	50	100

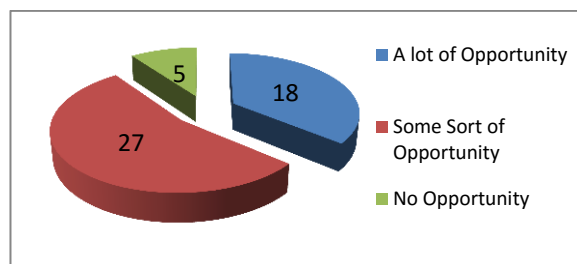


Chart 4.11: Opportunity to Improve Skill

36% of the respondents feel that they have a lot of scope to improve their skills whereas 10% feels they don't have and other 54% feels they have some sort of scope to improve their skills. People work hard to gain some practical skill. If there is not enough opportunity people will get frustrated. So, management needs to consider this.

4.12 Satisfactory Working Condition (Physical Facilities) of the Organization

Responses regarding Safety Measures	Responses	Number	%
	Very Satisfied	14	28
	Satisfied	31	62
	Not Sure	5	10
	Dissatisfied	0	0
	Very Dissatisfied	0	0
Total		50	100

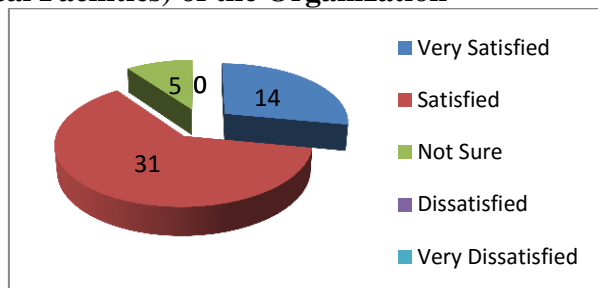


Chart 4.12: Satisfaction Level of the Working Condition

Among the total respondents, 62% think the working condition (Physical facilities) of the factory is satisfactory, while 10% are not sure however, 28% are very satisfied. No one is dissatisfied.

As Envoy Laundry Industries Ltd. management has created an outstanding working environment that will attract, keep and motivate the organization's workers, and also give workers a sense of pride and purpose in what they do. Happy workers make productive workers.

4.13 Adequateness of medical facilities

Adequateness of medical facilities	Responses	Number	%
	Strongly Agree	23	46
	Agree	23	46
	Neutral	4	8
	Disagree	0	0
	Strongly Disagree	0	0
	Total	50	100

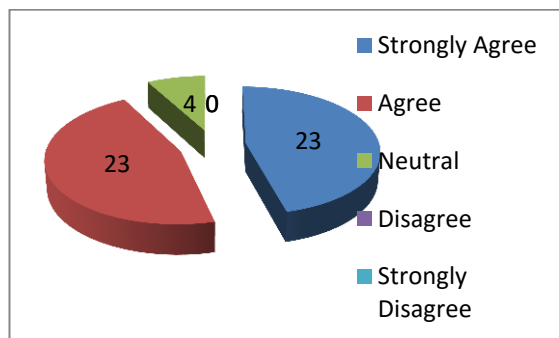


Chart 4.13: Medical Facility Available

Among the total respondents, 46% is agreed with the medical facilities they are expecting and 46% are strongly agreed and 8% are not sure. No one found dissatisfied with the present medical facilities.

4.14 Career Development Opportunities are Helpful to get Motivated-

Sl. No.	Opinion	No. of Responses	Percentage (%)
1.	Strongly Agree	15	30
2.	Agree	29	58
3.	Neutral	2	4
4.	Disagree	4	8
5.	Strongly Disagree	0	0
	Total	50	100

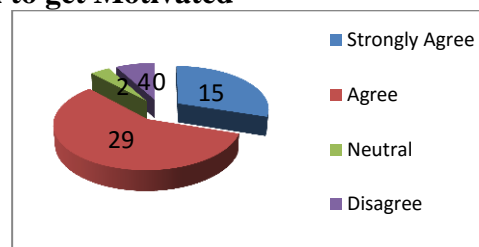


Chart 4.14: Career Development Opportunities are Helpful

From the total respondents, 58% think that career development opportunity is essential in motivating and 30% are strongly agreed with the issue. Career development opportunities like- training, promotion, socialization is really helpful to get motivated and perform well.

4.15 Get Overtime Payment Accordingly

Sl. No.	Opinion	No. of Responses	Percentage (%)
1.	Always	19	38
2.	Most of the Times	24	48
3.	Sometimes	7	14
4.	Not Really	0	0
5.	Never	0	0
	Total	50	100

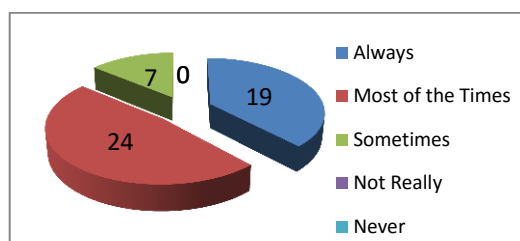


Chart 4.15: Get Overtime Payment Accordingly

From the total respondents, 38% said the overtime payment is made accordingly always. 48% said most of the time it happens. 14% respondents said sometimes the overtime payments are made accordingly. Here the term accordingly denote on-time and exact payments.

4.16 Working Hour is Flexible

Sl. No.	Opinion	No. of Responses	Percentage (%)
1.	Strongly Agree	30	60
2.	Agree	15	30
3.	Neutral	3	6
4.	Disagree	2	4
5.	Strongly Disagree	0	0
	Total	50	100

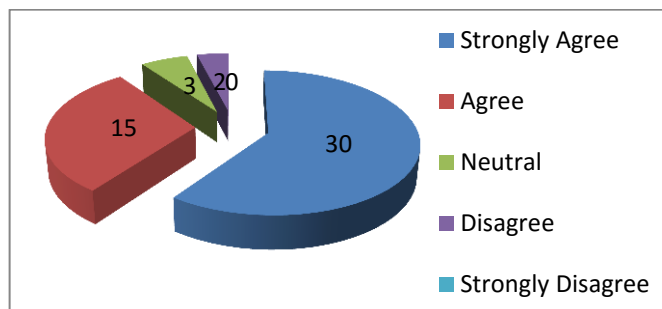


Chart 4.16: Flexible Working Hour

From the total respondents, highest 60% respondents are strongly agreed with the working hour, and 30% respondents are agreed. On the other hand 4% respondents are disagreed and 6% respondents are strongly disagreed with the working hour. Here, we can notice that majority of the respondents are satisfied with the working hour and said that flexible.

The Effects of Lack of Motivation

If the employees of any organization are not motivated, the management will experience - *Increased:*

- Absenteeism;
- Waste of time- breaks, conversation (unrelated to work) and private tasks (from telephoning friends to surfing the internet);
- Gossip and, at worst active rumor-mongering or disruption of others;
- Bucking of the system (embellishing claims for expenses);
- Bureaucracy.

Reduced:

- Care for the colleagues and organization;
- Quality of work;
- Willingness to take responsibility;
- Level of creative contributions;
- Punctuality (being late for meetings or finding reasons to go home early);
- Attention (to management instructions, leading to errors);
- Maintenance of the organization culture

RECOMMENDATIONS AND CONCLUSIONS

Recommendations

- From the study it is found that Non-financial incentives are the major source of motivation, so every organization should try to give appropriate incentives to motivate their employees
- Non-Financial incentives can be increased to the workers that will help them retain in the organization, as it is the major motivating factors to the employees.

- Organization should be employee oriented and management should gain coordination through it.
- Achievements, Contribution and Skills of the employee need to be appreciated and rewarded to get motivated themselves.
- Appropriate and better career development opportunities need to be given to the employees for their improvement in personal and professional development.
- Management can provide rewarding to the workers if the performance increases up to the expected level.
- Workers need to have an opportunity to discuss and suggest on changes that affect them at work place.
- The workers may be given refreshment and training courses at need basis for improving their efficiency and skills.
- The organization should make an effective arrangement to recognize achievements one-on-one and also in group settings. People like to see that their work isn't being ignored.

CONCLUSIONS

Motivation is one of the most significant ways to attract and retain employees in an organization as well as to make them to do most productive and efficient work. Motivational factors and strategies are very significant concept of management activities to retain and make them loyal employees. All over the world, the large multinational corporations to medium and even small firms recognize that there is no best alternative ways than motivational strategies to communicate with employees and motivate them to most desired and productive work in the most efficient ways. The more a firm knows about its employee's base, their needs, the easier it is to develop a motivational strategy that will appeal to these characteristics and motivated them well.

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