
Employee motivation and job satisfaction in formal organization - a case study of junior staff of Cross River University of Technology (Crutech), Calabar, Cross River State-Nigeria

Ndum Etim Victor

Institute of Public Policy and Administration, University of Calabar
Cross River State -Nigeria

Keywords

Employee motivation, Job satisfaction, Junior staff, Formal organization, Performance, Decision making, Staff welfare.

Abstract

This study examined staff motivation and job satisfaction among junior staff of Cross River University of Technology (CRUTECH), Calabar, Cross River State Nigeria. Two research hypotheses were formulated to guide this study. A staff motivation and job satisfaction questionnaire (SMJSQ) was constructed and used for data collection. This instrument, with twenty (20) items, was administered to one hundred and sixty one (161) junior staff from the three campuses that make up the university, using the stratified random sampling technique. The Pearson Product Moment correlation analysis was used to test the hypotheses. From the result of findings, it was realized that staff welfare and participatory decision making are all significantly related to job satisfaction. Based on these findings, useful recommendations were made to university authorities, governments, and all stakeholders involved in human resource management and the determination of organizational performance across the world.

Introduction

Employees are resources that should be effectively managed if organizations are to make progress. With the absence of good human resources, even the best designed organization that is guided by well-made plans, necessary equipment, etc cannot realize its performance potential. An understanding of the level of motivation and job satisfaction will enable policy makers - government or organizations to make useful policies that can address the problems of staff.

Job satisfaction is a complex phenomenon because it is related to various casual factors like personal, social, cultural, environmental and financial. The nature of the job is an important factor in deciding the level of job satisfaction of employees. More important is the long term prospect of employment in the organization that which creates a sense of involvement and commitment to the job among employees. Job satisfaction of the employee is influenced by several factors like promotion, salary, participatory decision making, training, staff welfare etc. Without competent workforce, that is well-motivated, organizations will either pursue unguided goals, or find it extra-uneasy to realize real goals, once they have been set up.

Employee satisfaction and commitment have become more recognized as important in recent years for organizational success. Retaining key employees has become a problem in organizations today (Kaye & Jordan-Evans, 2001). A solution to the problem will lead to an organization that is effective and profitable and employees that are happier and more productive. It is to the benefit of the organization that their employees feel satisfied and committed to their company. Committed employees are likely to stay employed at that

organization, which has an impact on the bottom line of the company (Kaye & Jordan-Evans, 2001).

The researcher intends to investigate the level of motivation and job satisfaction among the Junior Staff of Cross River University of Technology (CRUTECH). This study focuses on junior staff because the researcher realized that junior staff is part of the organizational manpower resources that is often neglected, and undermined. Their efforts are not being acknowledged even though they contribute meaningfully to the realization of organizational goal. For this study junior staff are those from grade level 01 – 06. This study examines the degree of staff motivation as well as the level of job satisfaction. Staff motivation is evidenced in the provision of those incentives that will ignite a feeling of satisfaction and make them perform more.

Statement of problem

Human Resource remains an integral part of any organization, but most importantly, staff would hardly perform their functions effectively under very poor working condition. It is therefore the challenge of this study to look into the nature of staff motivation and job satisfaction.

It is difficult, if not impossible to imagine whether or not the Junior staff of Cross River University of Technology are well taken care of by the management of the University and government, but, the periodic incessant strike actions, peaceful demonstrations, agitations by individuals and unions, non-concession to consensus agreements with the government and lot more are all reflections and expressions of gross dissatisfaction by the junior staff. It indicates that they are not happy with themselves in their place of work. They are not satisfied and are easily aggrieved because they are not even able to meet their basic needs. A hungry man is an angry man. In view of the deplorable state of workers indicated above, this study is geared towards getting into the roots of the indifference and disillusionment in the attitude of staff.

Objectives of the study

The general objective of this study is to assess how motivation can go a long way to ensure job satisfaction among the junior staff of Cross River University of Technology (CRUTECH) Nigeria.

Specifically, this study attempts to:

- i) Consider the relationship that exists between participatory decision-making and job satisfaction.
- ii) Investigate the extent to which staff welfare affects job satisfaction.
- iii) Ascertain the extent to which the needs of staff are being taken care of in the organization
- iv) Examine the relationship that exist between the employer and the employee in the organization

Literature review

Staff motivation

Motivation is a term subjected to multidimensional definitions. It refers to conditions that determine why people do or refrain from doing things. In this way, the concept of motive becomes central, referring to the driving force within a person. Taken together, the process of motivation involves choosing alternative form of action in order to achieve some desired ends or goals. Motivation is the driving force to pursue and satisfy ones needs. Motivation is a term

employed generally for phenomena involved in the operation of incentives, drive and motive. It is the process of stimulating people to action, to achieve desired goals.

Interestingly, Denga (1988:83) listed a string of verbs that explains motivation, "wine forces which ignite, propel, poke, spur, or energize direct and sustain behaviour towards goal attainment. This pool of verbs helps to illuminate the definition. A lack of motivation is manifested in a workers lack of interest in performing because he/she has no goal to attain. Truancy, idleness, absenteeism, frequent application for excuse duty and deliberate laziness are signs that indicate a lack of motivation.

Herzberg (1987:262) stresses the relevance of content or need theory. For him, it is based on the fact the content of motivation consist of needs. An unsatisfied need creates tension and a state of disequilibrium. To restore the balance, a good that will satisfy the need is identified and a behaviour pathway that will lead to the achievement of the goal is selected. All behaviour is therefore motivated by unsatisfied needs.

According to Lazear (2002:1347), a central tenet of economics is that individuals respond to incentives. For psychologists and sociologists, in contrast, rewards and punishments are often counterproductive, because they undermine "intrinsic motivation". We reconcile these two views, showing how performance incentives offered by an informed principal (manager) can adversely impact an agents (worker) perception on the task, or of his own abilities. Incentives are then only weak reinforcers in the short run and negative reinforcers in the long run. We also study the effects of empowerment, help and excuses on motivation, as well as situations of ego bashing reflecting a battle for dominance within a relationship.

Job satisfaction

Job satisfaction is an individual's emotional response to his or her current job condition. It is a pleasurable emotional state, resulting from the appraisal of one's job; an effective reaction to one's job and an attitude towards one's job. Weiss (2002:194) has argued that job satisfaction is an attitude, but points out that researchers should clearly distinguish the objects of cognitive evaluation, which are, affection (emotion), beliefs and behaviours. This definition suggests that we form attitudes towards our jobs by taking into account our feelings, our beliefs and our behaviours. Job satisfaction describes how contented an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction has been defined as a perceived relationship between what one wants from one's job and what one perceives it as offering. Job satisfaction is the collection of feelings and beliefs that employees have about their jobs. Employees' general attitude toward his or her job could equally be known as job satisfaction . It is an important concern for employer as it is believe that a satisfied employees are more likely to show up for work, have higher levels of performance and will stay with an organization. Job satisfaction is also referred to one's positive attitude on his or her assigned tasks (Daft, 2010 in Choi & Lee, 2011).Employee would do everything possible to maximize the desired satisfaction.

Maslow's hierarchy of needs is very central in determining job satisfaction. His framework belongs to the category of needs theories that view motivation as simply the drive to reduce tension caused by an unsatisfied need. It is the dynamic force that activates an individual. An unsatisfied need is a deficiency of something within the individual and it provides a spark that begins the chain of events leading to behaviour (Maslow, 1970:68). An attempt to analyse Maslow's need theory indicates that level one seeks to satisfy the basic needs for hunger, thirst, sex, sleep and so on, Level two satisfied need for protection against danger and threat, freedom, from fear, anxiety and chaos; level three for satisfactory association with

others, belonging to groups, giving and receiving friendship and affection. Level four, need for self-respect, achievement, competence and confidence, deserved respect of others, status, recognition, dignity and appreciation and level five need for achievement potential maximum self. A worker needs to be given encouragement towards achieving his personal goals while his efforts are being guided towards the attainment of organizational objectives (McGregor, 1960:60).

Staff welfare and job satisfaction

Staff welfare refers to the various services, benefits and facilities offered by the employer to employees with a purpose of enriching the life of employees and to keep them happy and contented (Mishra and Manju, 2007). The success of these employee welfare activities depend on the approach which has been taken to account in providing such activities to employees and welfare policy should be guided by idealistic morale and human value and such services include the provision of medical facilities, sanitary and the accommodation of workers employed, amenities and industrial social security measures, training and education facilities, HIV and AIDS risk reduction and counseling services (Harika, 2010). Morwabe (2009) argued that work environment should comprise of issues such as the working hours, employment policy, workers' health and welfare, workplace design and the general conduct of workers at the workplace. Labour welfare activities in both developed and developing society have an impact not only on the workforce but also on the facets of human resources (Manju and Mishra, 2007). These services may be provided by the government, trade unions and non-governmental agencies (Ankita, 2010).

The role of staff welfare as a form of motivation in any organization is so central to the employee's job satisfaction. Kumar (2000:76) identified the benefits of employee welfare activities, and stressed on the need not to neglect employee welfare especially during tough times. To him, tough times don't last, but enduring the same seems almost endless in the process. He added that, it is the responsibility of the management to ensure that employee welfare initiatives should not be put on the back burner in the name of cutting costs. Acknowledging that it would be too impractical to mention that a company should simply focus on employee welfare even if the profit margins are dipping, it is instructive therefore to state that during tough times, the employee as well as the employer should put in their best efforts to sail through the tough tides. The organization needs to adopt a balanced approach in such a situation, cutting down on all the benefits is also dangerous and taking no action is also equally dangerous from the sustainability point of view.

Priti (2009) indicated that the role of welfare activities is to enhance economic development by increasing efficiency and productivity with the underlying principle being making workers give their loyal services ungrudgingly in genuine spirit of co-operation and the general well-being of the employee. Despite this, Mwit (2007) pointed out that naturally welfare services may not directly relate to an employee's job but the presence or absence of the services is notable through employee performance, attitude, high or low labour turnover. The police service provides essential service to the public in Kenya and thus their labour welfare activities need to address the same.

It is argued that, welfare services can be used to secure the labour force by providing proper human conditions of work and living through minimizing the hazardous effect on the life of the workers and their family members (Manzini and Gwandure, 2011). Welfare services may be provided for matters concerning employees in terms of supplementing the income of the workers by providing services such as housing, medical assistance, canteens and recreation

facilities (Mishra and Manju (2007). Further, welfare facilities help in raising employees' standards of living. This makes workers to pay more attention towards work and thus increases their productivity and foster better industrial relations, help organizations' visibility and popularity (Priti, 2009). The Police Service Commission should develop appropriate employee welfare structures and benefits for the police to enhance their job satisfaction as well as organizational efficiency in the police service (Alemika, 2008).

Garg (1997:577) believed in the need to look beyond short-term profits and ensure employee welfare. He added, "it is also the time to build red loyalty. Organizations which want to do business even after down turn is over would need to continuously create and maintain the bond between its objectives and the employees goals and welfare". In fact employees would gladly accept cost cutting measures and would even contribute to it. The implication of this position is that the welfare of the workers remains extremely important and should never be compromised.

In a research carried out by Tracey, Dickson and Huyton (2008:199-214), the significance of staff welfare was examined. Their work aimed at exploring the extent to which employee welfare impacts on customer services in Australia. The results highlight the challenging living conditions of many seasonal workers on whom the industry depends and at the organizational level this research demonstrates a need for effective management skills and employment strategies that reflect the needs of seasonal staff. According to Koh & Boo (2001), work is an important aspect of people's lives and most people spend a large part of their working lives at work. Understanding the factors involved in job satisfaction is crucial to improving employees' performance and productivity. Second, this study is important, because in a rapidly developing country such as Nigeria there is a need to understand the attitudes of workers towards their work: determining the job satisfaction of male and female bank managers could lead to improvements in the workplace that would help managers to remain satisfied with their jobs. Third, job satisfaction has often been linked to organizational commitment, turnover intentions, and absenteeism.

Participatory decision making and job satisfaction

Participatory decision making, also known as employee involvement, encourages the involvement of stakeholders at all levels of an organizations in the analysis of problems, development of strategies, and implementation of solutions. Employees are invited to share in the decision making process of the firm by participating in activities such as setting goals, determining work schedules and making suggestion. Organizations benefit from the perceived motivational influences of employees in PDM. When employees participate in the decision-making process, they improve understanding and perceptions among colleagues and superiors, and enhance personnel value in the organization (Probst, 2005).

Participatory management involves more than allowing employees to take part in making decisions. It involves management treating the ideas and suggestions of employees with consideration and respect. When everyone in an organization participates in the decision-making process, organizational communication is much more effective and everyone produces more efficient results (Walker, 2007).

When decision-making process is shared in the organization participants would certainly achieve objectives that influence them. In this process, PDM can be used as a tool that enhance relationships in the organization, explore incentives of employees and increase the rate of information circulation across the organization

Managers who use participative style find that employees are more receptive to change than in situations in which they have no voice. Changes are implemented more effectively when employees have input and make contributions to decisions. Participation keeps employees informed of incoming events so they will be aware of potential changes. The organization can then place itself in a proactive mode instead of a reactive one, as managers are able to quickly identify areas of concern and turn to employees for solutions.

Creativity and innovation are two important benefits of participatory management. Ocho (1981:33) studied junior staff participation in decision making in Kano State, result of his findings showed that workers were willing to accept increase in the role of decision making and that the more workers take part in decision making, the more they are satisfied with the administration. It is important to state that participatory decision making should be encouraged in organization. This will help in enhancing job satisfaction among staff, the junior staff of Cross River University of Technology, not an exception.

A study undertaken by Black and Gregersen (1997) indicated that the degree of involvement can have a significant impact on employee satisfaction. Individuals that were identified to have an above-average level of involvement on the dimensions of participatory decision making had significantly higher levels of employee satisfaction. These dimensions of PDM are: "rationale, structure, form, issues, decision process, and degree of involvement" (Black and Gregersen, 1997, p. 861).

Rationale- There are two basic rationales for participatory decision-making (Black & Gregersen, 1997; Dachler & Wilpert, 1978). The first is that people have the right to participate in decisions that affect their lives. It is assumed in this rationale that the individuals have the potential to participate intelligently. The second rationale is that participatory decision-making is an instrumental way to achieve higher productivity, efficiency, profits and other valued organizational results. The rationale of participatory decision-making can influence the other dimensions, such as the structure.

Structure- Participatory decision-making can range from formal to informal. A formally structured system has explicit rules and procedures concerning who participates, what decisions employees participate in, and how the participation occurs. An informal participatory decision-making system has informal rules as to what can be discussed and who is allowed to participate. Formal structures tend to be more common.

Form- There are two types of forms that are identified in participatory decision-making. Direct forms allow the participants to be involved immediately in the decision-making process and they are allowed to present their information, preferences, and opinions to the other members involved in the decision. When there is a restricted set of individuals that are elected, rotated, or appointed as representatives, it is known as an indirect form of participatory decision-making. Although individuals are allowed to present their information, preferences, and opinions, they present them to a representative who then interacts with the other representatives who then make the decisions (Cotton et al, 1988).

Issues-The issues that are being decided on are another component of participatory decision-making. These issues include (a) work and task design, (b) working conditions, (c) strategy issues, and (d) capital distribution and investment issues. It is suggested that both "participant satisfaction and decision quality is a function of the knowledge individuals involved in the decision bring to a particular issue (Black & Gregeren, 1997, p. 862).

Degree of Involvement- Involvement is identified on a continuum indicated by Black and Gregersen (1 997): (a) no advance information concerning a decision is given to employees, (b) employees are given advance information, (c) employees are allowed to provide their

opinion about the decision, (d) employees' opinions are taken into consideration in making the decision, (e) employees can veto a decision, and (f) the decision is completely in the hands of the employees (p. 862).

Decision Process- The final dimension of the participatory decision making is the decision process. Black and Gregersen (1997) identified five distinct processes: "(a) identifying problems or issues, (b) generating alternative solutions to the problem, (c) selecting a specific solution, (d) planning the implementation of the selected solution, and (e) evaluating the results of the implementation" (p. 863).

As noted above, the involvement of employees on decision-making has a positive effect on employee satisfaction. Management of any organization must therefore take it as a matter of importance to ensure that workers at all levels are allowed to form part of the decision making process so as to make contributions ,no matter how little it may seem.

Statement of hypotheses

The following null hypotheses were formulated to guide the study:

- i. There is no significant relationship between staff welfare and job satisfaction
- ii. There is no significant relationship between participatory decision making and job satisfaction.

Methodology

This research work adopted the survey research design. The population comprised of all junior Staff of the University. That is 300, distributed in the three campuses that make up the University-Calabar, Obubra and Ogoja. The stratified random sampling technique was used to select 105 junior Staff from Calabar campus, 30 from Ogoja campus and 26 from Obubra campus. What constituted the sample therefore is one hundred and sixty one (161) junior staff. One hundred (100) males and sixty one (61) females'. The researcher designed the Motivation and job satisfaction questionnaire (MJSQ) as the main instrument for data collection. The questionnaire was divided into two parts. Section A dealt with personal data, section B dealt with 20 items on motivation and job satisfaction .The instrument was a four point likert scale, it was validated by experts and then administered by the researcher.

Results

Hypothesis 1

There is no significant relationship between staff welfare and job satisfaction. In this hypothesis, data for both variables is from the four point likert type scale developed, validated and administered to the junior staff of the university. The Pearson product moment correlation analysis was used to analyze the data at.05 level of significance. The result is presented in Table 1 below

Variables	N	\bar{x}	SD	Df	r	p-level
Staff welfare	161	9.55	2.32	159	.436	.000
Job satisfaction	161	9.84	3.07			

Table 1: Pearson Product Moment Correlation Analysis of the relationship between staff welfare and junior workers job satisfaction

*Significant at .05 level, df = 159; r=.436; p-level = .000

The result of the statistical analysis shows that the staff welfare of junior workers significantly relates with workers job satisfaction in Cross River University of Technology. This is so because the correlation coefficient is .436, at 159 degrees of freedom at .000 profitability level. Hence, the null hypothesis is rejected at .05 level of significance.

Hypothesis two

There is no significant relationship between participatory decision making and junior staff job satisfaction in Cross River University of Technology, Calabar. In this hypothesis data was derived from a four point likert type scale. The Pearson Product Moment Correlation Analysis was used to test the hypothesis at .05 level of significance. The result of the statistical analysis is presented in Table 2

Variables	N	\bar{x}	SD	df	R	p-level
Participatory decision	161	10.60	1.53	159	.182	.021
Job satisfaction	161	9.84	3.07			

Table 2: Pearson Product Moment Correlation Analysis of the relationship between participatory decision making and junior staff job satisfaction in Cross River University of Technology Calabar

*Significant at .05 level, df = 159; r=.182; p-level = .021

The result shows that there is significant relationship between junior staff participatory decision making and job satisfaction. The probability level is below .05 at (0.21; r=.182 at 159 degrees of freedom). Hence the null hypothesis is rejected at .05 level with 159 degrees of freedom.

Discussion of findings

Hypothesis one

In its null form, this hypothesis states that there is no significant relationship between staff welfare and job satisfaction. After the test of this hypothesis, it was rejected, it became clear that staff welfare and job satisfaction are significantly related. This implies that the welfare of staff is very central to their job satisfaction. If the welfare of staff is given, priority attention, it will lead to enhanced job satisfaction. It is therefore vital to state here that the junior staff of Cross River University of Technology sees their wellbeing as a factor that should never be undermined. If they must achieve job satisfaction, then their welfare should be considered, this could include provision of basic needs, good condition of work and a stable state of mind. Employers therefore should consider the welfare of their staff seriously if they must ascertain the job satisfaction of staff.

Hypothesis two

This hypothesis in its null form states that there is no significant relationship between participatory decision making and job satisfaction. The result of these findings rejected the null hypothesis and claimed that there is a significant relationship between participatory decision making and job satisfaction among the junior staff of Cross River University of Technology (CRUTECH). The implication of this is that, participatory decision making is very crucial to the job satisfaction of staff. If the Junior staff are given the opportunity to take part in making decisions that affect their organizations, they tend to be satisfied with their job. From the responses to the questionnaires, it became evidenced that when the management allow the junior staff to partake in the decision making of the organization, it gives them a sense of

belonging and will do their best to implement the decisions, since they will see it as the outcome of their choices.

This result is consistent with the view of Peter Drucker (1954:70) that objective set in any given organization should be all embracing of top, middle and lower levels so that commitment would be for all. It is also consistent with the view of Vroom (1964:75) that people could be motivated to act when they are consulted in any decision that affects them. Workers who are involved in decision making process seek all avenues towards achieving the set goal. It is important therefore for the management of the Cross River University of Technology to see the need to ensure participatory decision making to make the junior staff feel happy and involved.

Conclusion

This study has been able to examine staff motivation and job satisfaction, among the Junior Staff of Cross River University of Technology (CRUTECH). The two null hypotheses postulated, were rejected. From the result of our findings, it was pointed out that motivational variables like staff welfare and participatory decision making are all indicators of job satisfaction. Cross River University of Technology (CRUTECH) in particular and all organizations in general, should never undermine the importance of these variables, if job satisfaction is to be achieved. To crown it all, the Cross River University of technology (CRUTECH) which is under study must reappraise its human resources management strategy in order to effectively motivate staff, to prevent the increase re-occurrence of the problem of poor job satisfaction resulting from inadequate motivational variables. This will go a long way to ensure the achievement of the vision of the University which is to establish a centre of excellence with adequate and motivated staff engaged in high quality teaching and research for the production of graduates that can compete with their contemporaries.

Recommendations

Based on the findings of this study, the following recommendations were made.

- i. The management of the university should consider the junior staff as people with skills that can help the university achieve its goal. Junior staff possesses useful knowledge that can move the organization forward.
- ii. Management should see the need to attend to the welfare of junior staff, especially their basic needs. The basic needs of junior staff should be given priority attention by the management.
- iii. Government should always provide revenue that can aid the smooth running of the University.
- iv. Universities, organizations, government parastatals should see the relevance of participatory decision making. Decision should not only be made by top management only, but it should cut across all cadres. When junior staff see themselves as part of the decision makers, they will implement the decisions with every zeal and zest.

References

- Alemika, E. (2008). *Human Resources Management in the Nigeria Police Force: Challenges and Imperative*. Paper presented at the Police Service Commission Retreat on Understanding the Mandate and Operations of the Police Service Commission, Nigeria, August 18-20, 2008.
- Ankita, K. (2010). *Human Resource Management*. Retrieved from <http://www.ijac.org.uk/images/frontImages/gallery/Vol1no7december2012/8.pdf.20/03/2013>
- Black, J.S. & Gregersen, H.B. (1997). Participative decision-making: An integration of multiple dimensions. *Human Relations*, 50, 859-878.

- Choi, S. L. & Lee, Y. T. (2011). Relationship between leadership style, job satisfaction and employees turnover intention. A literature review. *Research journal of business management*. 5(3),91-100.Retrieved, 23/02/2013.Available-
<http://scialert.net/qredirect.php?doi=rjbm.2011.91.100&linkid=pdf>
- Cotton, J., Vollrat, D.A., Froggatt, K.L., Lengnick-Hall, M.L., & Jennings, K.R. (1988). Employee participation: Diverse forms and different outcomes. *Academy of Management Review*, 13, 8-22.
- Dachler, H. P. & Wilpert, B. (1 978). Conceptual dimensions and boundaries of participation in organizations: A critical evaluation. *Administrative Science Quarterly*, 23, 1-39.
- Denga, D. I. (1988). Educational and social psychology. *Call Newspaper Limited Lagos, Nigeria*.
- Drucker, P. F. (1954). *The practice of management*, London: Hunemarn Ltd.
- Garg, P. (1997). New model of job design: motivating employee performance. *Journal of management Development*. 25 (6) 572- 587.
- Harika, V. (2010) *Theories of Labour Welfare* . Retrieved from
<http://www.ijac.org.uk/images/frontImages/gallery/Vol1no7december2012/8.df.20/03/2013>
- Herzberg, F. (1987).One more time, how do you motivate employee? *Harvard Business Review* No 5.
- Koh, H. C. & H.Y, Boo (2001), "The Link Between Organizational Ethics and Job Satisfaction: A Study of Managers in Singapore," *Journal of Business Ethics* 29: 309-324.
- Kumar, V. (2000). Supply chain management implementation in Tunisia: an exploratory study of the diary sector. *International journal of logistics systems and management*. 4 (4).
- Lazear, E. (2002) Performance, pay and productivity. *American Economic Review*, 90(5) 1346- 136
- Manju, B. & Mishra, S. (2007), *The Principles for Successful Implementation of Labour Welfare Activities. From Police Theory to Functional Theory*: Retrieved from
<http://www.ijac.org.uk/images/frontImages/gallery/Vol1no7december2012/8.pdf.20/03/2013>
- Manzini, H. & Gwandure, C. (2011). *The Provision of Employee Assistance Programmes in South Africa Football Clubs*. University of the Witwatersrand, Johannesburg. South Africa.
- Maslow, A. H. (1970). *Motivation and Personality*. 2nd edition, New York: Harper and Row.
- McGregor, D. (1960) *Management*, Tokyo (Mc Graw- Hills).
- Morwabe, B.L. (2009), *Challenges Facing the Application of Occupational Health and Safety Standards in Organizations in Ogembo*, Kenya Institute of Management Kisii.
- Och, L. (1980) Teachers perception on in-service training in Lagos state. M.Sc. Thesis.Lagos state University.
- Priti, S. (2009). *Employee Welfare*. Retrieved from
<http://www.ijac.org.uk/images/frontImages/gallery/Vol1no7december2012/8.pdf.20/03/2013>
- Probst, T. M. (2005). Countering the negative effects of job insecurity through participative decision-making: lessons from the demand-control model. *Journal of Occupational Health Psychology*, 10, 320-329
- Vroom, V. H. (1964). *Work and Motivation*. New York: John Wiley & Sons.
- Walker, G.B. (2007). Public participation as participatory communication in environmental policy decision-making: From concepts to structured conversations. *Environmental Communication*, 1, 99-110.
- Weiss, H. M. (2002). Reconstructing job satisfaction: evaluations, beliefs and affective experiences. *Human resources management Review* 2, 173- 194 p 174.