

EFFECTS OF MOTIVATION STRATEGIES ON EMPLOYEE PERFORMANCE IN PUBLIC SERVICE OF BUNGOMA CENTRAL SUB COUNTY

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Abstract: The general objective of the study was to determine the effects of motivation strategies on employee performance in public service of Bungoma Central Sub County. The study adopted three specific objectives: to determine the effect of financial motivation strategies on employee performance in public service of Bungoma Central Sub County, to determine the effect of non-financial motivation strategies on employee performance in public service of Bungoma Central Sub County, and to determine effect of self-development motivation strategy on employee performance in public service of Bungoma Central Sub County. The theoretical frame work for this study was based on Maslow's Hierarchy of Needs theory, Fredrick Herzberg's Hygiene Motivational Theory, McGregor's X-Y Theory. The Target Population was drawn from population of 92 public service employees obtained from 6 departments. Questionnaire was the main tool of data collection. The researcher used descriptive statistical methods (Frequency, percentage, Mean and standard deviation) and inferential statistics (regression analysis). The study established that, Financial (base pay, allowance, benefits) is a motivational strategy that improves performance. The employer provides basic pay for contribution; employer provides financial allowances for employees' contribution (House, commuter, leave allowances). However, the basic pay and the allowance were not sufficient. Regression results indicated that non-financial motivation significantly predicts employee's performance; however the prediction was lower than that of financial motivation. The study established that financial motivational strategy was a strong predictor of employee's performance compared to financial and self-development plan motivation. A Multiple regression analysis was used to explain the combined effect of financial, non-financial and employee self-development motivation on performance of $R^2 = .86$ shows that all the predictors account for 86% variation in employee performance in Bungoma Central Sub-county. It was established that; supervisors recognizes exemplary employees contribution, recognition is motivational strategy that enable employees to perform well, and the departments empowers employees through training, coaching, seminar, workshops, mentorship and delegation, there are promotion programs in the departments, but the departmental budgetary allocations for empowerment are not sufficient. Despite the promotion program being present, there was a general feeling that that promotion program in the departments should be reviewed. Most respondents agreed that there is adequate job security (permanent and pensionable) in their departments. The study established employees' personal development plans significantly predict employees' performance, though the prediction is lower than that of non-financial and financial motivation. Majority of the employees have self-development plans. However, only half of them fulfill their self-developmental plans. It was established that most departments do not provide support for self-development. Despite the management believing that employees' self-development is motivation strategy that improves performance.

Keywords: Motivation Strategy, Performance, Public service.

1. INTRODUCTION

Armstrong (2006) defined motivation as a process of moving oneself and others to work toward attainment of individual and organization goals. According to this views motivation are the factors that influence people to behave in certain

expected way, motivations are built around three concerns; first environment this includes working conditions. Second; job related concerns like availability of resources and working tools and thirdly; personal concerns such as opportunities for training and promotions. According to Harvard Business School (2002), an organization's motivation strategy serves many purposes; these are often summarized as the need to attract, retain and motivate employees. Motivation involves basic pay; performance related pay, employer provided benefits, allowance and learning. Aswathappa (1997) found that well implemented motivation strategy has positive effects not only in the life of an employee but also organization. Employee standard of living, status in the society, loyalty, and productivity depend upon the motivation received. For the organization too, employee motivation is significant because of its contribution to the overall performance. Kenneth (2002) in most of Canadian firms it's assumed that people are primarily motivated by external factors (extrinsic motivation). In other words, people will work better or be more committed if they receive significant material gains, such as a large pay cheque. Research has shown, however, that many of assumptions about economic-based motivation are untrue. In fact, employees are often more motivated as a result of internal factors (intrinsic motivation).

Globally traditional motivation strategies have been facing great challenges both in public and private sectors. To prove this Reynolds survey of 1,500 employees (of all ages) conducted in San Diego, and California, found the ranks of employee motivators in descending order as follows: a learning activity, flexible working hours, verbal praise, increased authority, autonomy, time with their manager, time off from work, public praise, choice of assignment and written praise. What is noteworthy is that it was shocking that the financial incentives ranks 15th in the list of importance. (Reynolds 2005). Many commissions have been formed on attempts at reforming the public service, and making it performance oriented in Africa. Some of these notable commissions are the Ndengwa commission (Kenya) and the Udoji commission (Nigeria). General terms of reference of these commissions were job evaluation and grading, salaries and conditions of service, staff training, accounting and budgeting systems, plan formulation and implementation machinery, etc. Both commissions found the above terms of reference in the two countries (Kenya and Nigeria) wanting thus becoming the major cause of demotivation (Hope 2001, Oyugi 2006). A study carried out in Mali, to understand factors that motivate health workers and match their performance with the implementation of performance management; revealed that health workers in Mali are mainly motivated by salary followed by responsibility; training and recognition (Kohn, 1987).

Employee motivation strategies that have been used in most of the East African countries have raised concern in academic field, Human Management and researchers because such strategies have yielded little on work performance and in most cases have not succeeded (Dieleman *et al* 2003, Willis Shattuck *et al* 2008). For instance in Uganda, a study carried out to determine effect of fringe benefits on performance among Municipal Council workers indicated that 59.2% of the respondents reported that the benefits received were adequate and this reflected undesirable behaviors among 40.8% other employees who expressed inadequate benefits (Nairuba 2011). Another study that was carried out in Tanzania to establish motivation level among Health workers in Muhimbili National Hospital found that almost half of both doctors and nurses were not satisfied with their jobs, as was the case for 67% clinical staff and 39% of supporting staff. The study discovered that the contributing factors were low salary levels, unavailability of necessary equipment and consumables, inadequate performance evaluation and feedback, poor communication channels, lack of participation in decision making processes, and lack of concern for workers welfare (Melkidezek *et al* 2008). Therefore, this study will make a critical analysis of motivational strategies geared towards improving public service employee performance. Its central question will be: Why are workers in public service of Bungoma Central Sub County not performing as expected yet motivation strategies are put in place? The study will examines whether this is due to limited or inadequate motivation strategies used to induce good performance.

2. RESEARCH OBJECTIVES

General Objective:

The general objective of the study was to determine the effects of motivation strategies on employee performance in public service of Bungoma Central Sub County

Specific Objective:

The specific objectives of this study were:

- a. To determine the effect of financial motivation strategies on employee performance in public service of Bungoma Central Sub County

- b. To determine the effect of non financial motivation strategies on employee performance in public service of Bungoma Central Sub County
- c. To determine the effect of self development motivation strategy on employee performance in public service of Bungoma Central Sub County

Research Hypotheses:

This research was guided by the following null hypotheses:-

- a. H₀₁: Financial motivation strategies have no effect on employee performance in public service of Bungoma Central Sub County
- b. H₀₂: Non-financial motivation strategies have no effect on employee performance in public service of Bungoma Central Sub County
- c. H₀₃: Self-development motivation strategy have on effect on employee performance in public service of Bungoma Central Sub County

3. JUSTIFICATION OF STUDY

There is scarce information on employee motivation strategies aimed at improving employee performance in public service of Bungoma Central Sub County, yet a lot have been done internationally concerning the subject, moreover the few studies done in Kenya on employee motivation strategies only concentrate on higher cadre employees neglecting lower cadre employees that are mainly found at Sub County levels. The findings of the study was expected to be of great importance to Human Resource officers, civil servants, and supervisors, as it was to help design motivation strategies that will improve employee performance. The academicians will have the opportunity in accessing the findings and literature of the study to equip their knowledge in matters relating to employee motivation strategies for improving performance.

4. LITERATURE REVIEW

This study is based on the following theories;

Maslow's Hierarchy of Needs theory:

Maslow (1943) suggests that human needs can be classified into five categories and that these categories can be arranged in a hierarchy of importance. These include physiological, security, belongings, esteem and self-actualization needs. According to him a person is motivated first to satisfy physiological needs. As long as the employees remain unsatisfied, productivity remains unfulfilled. When physiological needs are satisfied they cause to act as primary motivational factors and individual moves "up" the hierarchy and seek to satisfy security needs. This process continues until finally self-actualization needs are satisfied. According to Maslow the rationale is quite simple because employees who are too hungry or too ill work will hardly be able to make much contribution to productivity. Maslow's theory says that need can never be fully met, but a need that is almost fulfilled does no longer motivate. According to Maslow you need to know where a person is on the hierarchical pyramid in order to motivate him/her, then you need to focus on meeting that persons needs at that level

Fredrick Herzberg's Hygiene Motivational Theory:

Fredric Herzberg developed two factor theory of satisfiers and dis-satisfiers in 1959 the theory was developed following an investigation into sources of job satisfaction and dissatisfaction of 200 accountant and engineers. It was assumed that people have the capacity to report accurately the condition that made them satisfied and dissatisfied with their jobs. Herzberg's study was designed to test the concept that man has two sets of needs, his need as animal to avoid pain and as human to grow psychologically. The respondents were asked to recall when they had felt exceptionally good about their jobs and then to recall negative feelings they had experienced. His interpretation of the results led him to state his two factor theory or motivation- hygiene theory of motivation. Factors such as achievement, recognition work life responsibility advancement and growth led persistently to employee satisfaction such factors were called motivators. Supervisor, work condition salary relationship with peer, personal life, relationship with subordinates status and security were called dis-satisfiers that is hygiene factors. Motivators appeared to be more closely connected to the job while hygiene factors were concerned with environment. Motivators appeared to produce motivated behavior. However hygiene

factors produced either dissatisfaction or a nil response Herzberg noted that motivators have their negative aspects for instance, lack of achievement can lead to disatification and that hygiene factors have their positive aspects. For instance salary can be a source satisfaction.

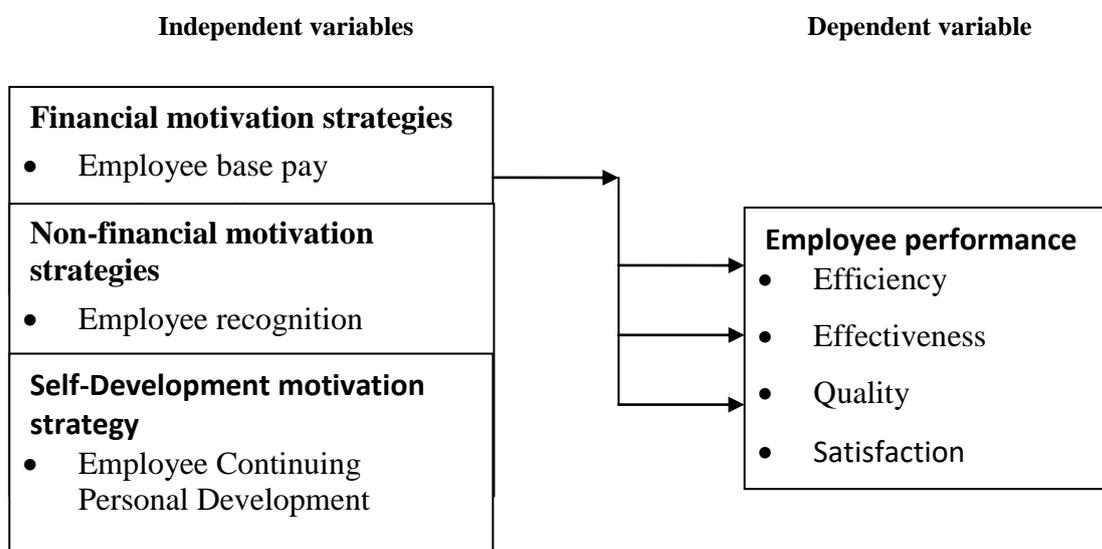
McGregor's X-Y Theory:

Theory X and Theory Y was an idea devised by McGregor in his book “The Human Side of Enterprise”. It encapsulated a fundamental distinction between management styles and has formed the basis for much subsequent writing on the subject (McGregor 1960). Theory X is an authoritarian style where the emphasis is on “productivity, on the concept of a fair day's work, on the evils of feather-bedding and restriction of output, on rewards for performance” (Ramesh 2013). Latterly Theory X has been considered as a negative way of dealing with employees. In this theory its assume that employees are, by nature, reluctant to fulfill the obligations of their job and instead will find ways to avoid work or otherwise reduce their work output in a bid to expend the least amount of effort possible. When there is more motivated management staff and owners urge the employees into making them work, the company will be successful and have productive employees as conceived by Theory X. In order to detect attempts by the staff to avoid work it is demanded a strict control and monitoring of behavior. The authority must keep a careful eye out for sabotaging effects by self-interested employees and find the cause of disruptions, handing out penalties in the belief that a sincere wish to avoid responsibility is the root cause for the majority of trouble.

Theory Y is a participative style of management which “assumes that people will exercise self-direction and self-control in the achievement of organizational objectives to the degree that they are committed to those objectives”. It is management's main task in such a system to maximize that commitment (Ramesh 2013). In many ways, Theory Y is, the diverse to that of Theory X. Rather than taking the view that employees must be forced to do what management want and that they will not, under any circumstances, do anything beneficial for the company under their own direction, Theory Y states that employees actually become more productive when more trust and responsibility is delegated to them. According to Theory Y, employees do wish to work and be productive and the act of doing well at work is itself a strong motivator. Moreover if the employee’s will seek responsibility and ways to be productive, if they are allowed to do so. Regarding to (Ramesh 2013), McGregor theory Y stands in a unique place in management history and advocated a heightened awareness of management's responsibility for the human side of employer-employee relations.

In a nutshell, according to McGregor: “Man is a wanting animal and as soon as one of his needs is satisfied, another appears in its place. McGregor urged companies to adopt Theory Y. Only he believed, could motivate human beings to the highest levels of achievement. Theory X merely satisfied their lower-level physical needs and could not hope to be as productive

5. CONCEPTUAL FRAMEWORK



6. REVIEW OF VARIABLES

Financial motivation strategies:

Financial motivation Strategies includes, base pay, allowances such as leave allowance, house allowance and commuter allowance, employee benefits such as pension and Health cover. To motivate employees the employer should ensure that employees have their basic needs satisfied by receiving adequate basic pay for their effort. Employees will not function well if their basic needs have not been met. Providing adequate basic pay will ensure that employees provide the effort needed in the organization. The salary given to employees should therefore allow them to meet all their basic needs (e.g. food, shelter, clothing, water and transport) and should enable them to lead a decent life (Armstrong 2006). In addition to base pay as a motivator, the employees should be accorded with allowances such as; adequate housing allowance to enable them to rent decent accommodation. Also the organization should provide transport to and from the work place or pay adequate commuting allowance to employees.

Non -financial motivation strategy:

This is the organizational generated factors that influence people to behave in a particular way or to move in a particular direction (Malhotra *et al* 2007, Azasu 2009). If not well strategized non financial motivators may affects individual output and organizational output. For this study non financial motivational strategy will focus mainly on employee recognition, employee empowerment, employee promotions and employee job security. It's in records recognition of good work gives employees a sense of achievement and builds their esteem. Recognition programmes may involve use of a simple word such as thank you for good performance, organizing group parties, or employee of the year award. Weightman (1999) suggest that the use of simple acts such as; making eye contact with employees, saying good morning and smiling can make a difference.

Employee self- development motivation strategy:

Self development refers to process of personal growing so that individual employee gradually becomes better at doing things they want to do. This includes adding to store of knowledge, increasing ranch of skills, updating professional know how, updating attitudes and beliefs, discarding unwanted habits, improving level of physical fitness as well as learning to manage emotions (Honey 2007). This motivation strategy reminds employees to improve performance as an individual, this can done through Continuing Personal Development (CPD). The principle for CPD is that self development is always work in progress and it's never complete and it's for life.

According to Honey (2007) self development assumes that no matter whom you are or what you do, it's possible to develop yourself- not just your knowledge and skills but also inner thoughts process and feeling. Another assumption is that employee need to take personal initiative and organize own development and not expect other people or organization do it. It also assumes that employee worth self investment of time and effort in order to remain marketable, competitive, employable and fulfilled. From these assumptions self development therefore invites employees to treat themselves as an important resource that can be developed by self and no one else no matter well intentioned.

Employee performance:

Performance is a means of getting better results by understanding and managing performance within an agreed framework of planned goals, standards and competency requirements (Armstrong 2006). Organization performance depends on the degree to which employees contributes to the creation of a competitive advantage. From an economic point of view, transaction-costs indicate that firm gains more performance when they minimize costs and utilize resources that cannot be copied by rivals, offer services with minimal waste of time (efficiency) (Sanz-Valle *et al* 2000). Performance of organization increases when: it adds value to products and process (innovation), fulfils its set objective (effective) and capitalizes on opportunities and neutralizing threats. In the context of effective management, employee can add value if it contributes to lower costs, provide increased performances through innovation and satisfy customer needs (Selvaragm 2007).

7. RESEARCH METHODOLOGY

Research Design:

The study was designed to adopt descriptive research design. Descriptive research design was preferred to other methods as it seeks to obtain information that describes the existing phenomenon (Kothari 2004). Descriptive was preferred as it was appropriate to use more than one variables. Descriptive study employed methods of analyzing correlations between

multiple variables by using multiple regression analysis (Aiken and West 1991). Therefore this method was appropriate as it gave a detailed description of effects of motivation strategies on employee performance in public service of Bungoma Central Sub County which can be generalized to other parts of Kenya.

Target Population:

The Target Population was drawn from upper and low cadre's employees. The target population comprised a population of 92 employees. This comprised 10 employees from Registration of persons, Coordination of National Government 29, Agriculture 10, Fisheries 9, Gender and Social services 14, National treasury 16.

Sample Size And Sampling Technique:

The researcher settled at 44 respondents' from the entire target population. Sample of 36 respondents from the lower cadre were selected using the formula $n * p/N$ (Kothari 2004). Eight (8) respondents were purposively selected from upper cadre comprising heads department. To obtain the sample the researcher used purposive and simple stratified sampling to select respondents from upper cadre and departments, and respondents from lower cadre respectively. To obtain respondents from lower cadre, the researcher dealt with each department separately by placing eight different containers with numbers distinct for every department. Individuals from every department were to pick numbers at random; this enabled the researcher to select fairly those to take part in answering the questions in the questionnaire

Data Collection Methods:

Secondary data was collected from books to be obtained from the institution library and surfing internet. The primary data for the study was gathered through questionnaires, in most cases questionnaire obtained important information about population and was applicable in collecting of data in descriptive survey (Orodho 2005). The researcher used closed ended and open ended questions; this is because a greater depth of responses was required for clarity of information. The target population in this study was largely literate and was unlikely to have difficulty responding to questions in the questionnaire. Arun (1986) noted that validity is a measure of how well a test measures what it is supposed to measure and further noted that experts should determine validity of research instrument and remove all elements that may prejudice the respondents. It was for this reason that the developed instrument was given to supervisor for comments whose comments was used to modify the instrument for effective data collection from the respondents

Pilot Test:

Reliability of a measure refers to the degree to which a measurement technique can be depended upon to secure consistent results upon repeated application (Weiner, J., 2007). Reliability measurement is in large part focused on reducing error in the measurement process. During the study, the researcher used pretesting or pilot testing method to determine the reliability of the research instrument. The method enabled the researcher to identify the sources of measurement error that would be detrimental to useful score interpretation. Instrument validation was done in several ways which include content analysis in which each item of the instrument was carefully analyzed and checked to ensure that it conveys the necessary message. The instrument was divided into several sections to ensure that each section reflects material for the specific objective. The researchers' supervisor further provided validity by making possible corrections on the questionnaire to meet the right standards.

8. CONCLUSION

The R square value shows that 86% of variation in the Employee performance is explained by the combined effect of the financial motivation, Non-financial motivation and Employee self-development. The ANOVA indicates that the model fitted is significant since $p = 0.00$ is less than 0.05 the level of significance, hence it is concluded that there is a significant effect of the financial motivation, Non-financial motivation and Employee self-development on the employee performance, therefore the null hypothesis of no combined effect is rejected. Also from the coefficient in the model that was fitted on the data is given by $Y = -3.648 + 2.825X_1 + 1.303X_2 + 0.777X_3$. It can be seen that financial motivation, Non-financial motivation and Employee self-development have a significance effect on the Employee performance because they all have P-Value which is less than 0.05 the significance level. Hence we can conclude that both financial motivation, Non-financial motivation and Employee self-development have an effect on the employee performance, there by rejecting the null hypothesis.

The study recommends that;

The study established that the basic pay and the allowance were not sufficient to meet employees' needs. The researcher recommend that the basic pay and the allowance of the employees in the public service to be reviewed commensurate with the cost of living. The study established that the departmental budgetary allocation for employees empowerment was not sufficient, since financial motivational strategies was found to be a strong predictor for employees performance, the researcher recommend the review of departmental budgetary allocation for employees empowerment in order to maintain motivated employees in the service. The study established that the basic pay and the allowance were not sufficient to meet employees' needs. The researcher recommend that the basic pay and the allowance of the employees in the public service to be reviewed commensurate with the cost of living. The study established that personal development plans influence employees performance, however, it was sad that majority of the employees do not fulfill their personal development plans. The researcher recommend that, strategies should be put in place to support employees' self-development.

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