

MOTIVATION AND ORGANIZATIONAL PRODUCTIVITY IN NIGERIA

MONEY UDIH (PhD)*

DR. JOSEPH E. AGBADUDU**

Abstract

The main purpose of this study is to determine the impact of motivation on organizational productivity in Benin City. A total of one hundred copies of questionnaires were administered to staff in Guinness Plc, Benin City, Edo State. Ninety questionnaires were completed and returned in the response of 90% while ten questionnaires were not retrieved which is 10%.

The result shows that motivation has a significant impact on organizational productivity in Nigeria. The result shows that job promotion has no significant relationship with organizational productivity. The result shows that reward has a significant relationship with organizational productivity. Reward and motivation of employees are enduring pre-disposition to organizational productivity. This was revealed from the empirical evidence and feedback from the respondents. Employee performance is one of the most important factors affecting the overall organization performance and the success of the organization in the competitive market nowadays.

It is therefore recommended that organization should have some survey in employee satisfaction periodically to make the decisions of what kinds of motivation should be used and make sure that solutions satisfy individual needs. Also organizations should motivate its employees through rewards by rewarding for whom improve him/ herself to qualify for the job requirements, who are complying with the company's directions and make them as a visible model for others.

Keywords: Employees Performance,, Job Promotion, Competitive Market, Training & Development

* LECTURER: DIRECTORATE OF GENERAL STUDIES,COORDINATOR: STUDENT WORK STUDY SCHEME,FEDERAL UNIVERSITY OF PETROLEUM RESOURCES, EFFURUN, DELTA STATE

** DEPARTMENT OF BUSINESS ADMINISTRATION,FACULTY OF MANAGEMENT SCIENCE,UNIVERSITY OF BENIN, BENIN CITY

CHAPTER ONE

INTRODUCTION

Motivation is important in the enterprise to boost morale among employees in order to achieve their goals. Motivated employees help the enterprise in becoming more successful because motivated employees are consistently looking forward to improve their work performance (Ali & Ahmed, 2009). The outcome from a motivated workers will produce high level of productivity since they are enjoying their work. Therefore, they feel satisfied in the workplace which results in lower absenteeism and reducing turnover rate. It is not an easy task especially for the managers to retain highly motivated employees within the organization as they are the valuable assets of the enterprise in achieving success in the future (Kreisman, 2002). Employees are the human capital to the organizations, and performance of them within an organization which can lead to organizational prosperity or failure (Salleh, 2011).

Over the last 15 years, the telecommunication and mobile industry has grown rapidly and is becoming the vital markets in Bangladesh. Now the companies are passing through the age of global competition, where rapid change, fierce competition and diversity have become the norm. Now people are quickly becoming a vital asset and therefore, successful telecommunication companies generally recognize the crucial role of acquiring right workforce and retaining employees by motivating them if they hope to stay viable in telecommunication industry. Moreover, the modern trend in the administration of human resource management (HRM) highlights the importance of motivating employees and helping them develop in the respective skills and talents to get maximum output from these resources. The concept motivation as cited by Yalokwu (2006) is very important in any organization and motivation is not a behavior, it is an internal state which can't be noticed directly but has an effect on employee's behavior. Albeit, Mathis and Jackson (1982) assert that motivation is an urge operating on an individual will and galvanizing that person to take action.

A careful examination of the literatures shows that the ability or inclination of organizations to ensure that its employees are motivated positively or satisfied is regarded as part of the vital successful strategies for enhancing organizational productivity (Olaru & Purchase, 2008). Albeit, Mathis and Jackson (1982) assert that it has become imperative for organization to understand

that the motivation of its employees is an important strategy to enhance or ameliorate the achievement of its firm which is used as a guarantee for survival.

Recently, the effect of worker's motivation on employee performance generated a heated debate. While some studies opined that the motivation of employees drives organizational performance others opined asserted that it does not drive organizational productivity, Burney, A, (2008). In the recent times, it has been significantly reported at national media about the employee unrest situation faced by couple of telecommunication companies in Bangladesh. Surely there were some lacking from the part of telecom service providers for which employees could not satisfy their demands, therefore grievance arises which in turn leads to employee unrest. Knowledge is failing esteeming the effect of rewards and motivation on productivity with particular aim on the workers of enterprise in Edo State. In addition, other papers have not been able to commend the skewness of reward and motivation of small scale organization workers, thus designing a rip that need to be covered by empirical analysis.

The main purpose of this research study is to establish viable and concrete information regarding the impact of employee motivation on organizational productivity in Nigeria.

Aims and Objectives of the Study

This study bridge the existing gap in the literature by empirically investigating the impact of motivation on organizational productivity.

More specifically, the study provided answers to the following research questions;

- i. To determine if motivation affects organizational productivity.
- ii. To carefully analyze the effect of job promotion on organizational productivity.
- iii. To examine the influence of reward on organizational productivity.

Research Hypotheses

The research hypothesis to be tested in this study is stated in their null form below;

Ho: There is no significant effect of motivation on organizational productivity.

Ho: There is no significant effect of job promotion on organizational productivity.

Ho: There is no significant influence of reward on organizational productivity.

Scope of the Study

This study focus on the impact of employee motivation on organizational productivity. In this research work, the area of study is Guinness Plc. The study covers employees in Guinness Plc., Benin City, Nigeria.

CHAPTER TWO

LITERATURE REVIEW

Concept of Employee Motivation

DeCenzo and Robbins (1996) define a motivation as the willingness or desire to do something, conditioned by the activity or the ability to satisfy some needs. The studies on employees' motivation have widely been practiced in today's enterprises across all sectors, regardless of their size. Those enterprises realized that the actions of motivating their employees are crucial in order to achieve the organizations' goals. The motivated employees relate to the manners of self-satisfaction, self-fulfillment and commitment that are expected to produce better quality of work and oblige to the organizations' policies which will extensively materialize efficiencies and competitive advantage. Motivation increases the job involvement by making the work more meaningful and interesting as well as the fact that it keeps the employees more productive and improves their subsequent job performance (Kamery, 2004 and Ekerman, 2006).

Motivation by definition refers to what activates, directs human behaviour and how this behaviour is sustained to achieve a particular goal. Also it can be defined as the set of processes that arouse, direct and maintain human behaviour towards attaining some goals. Motivation is concerned with how behaviour gets started, is energized, is sustained, is directed is stopped and what kind of subjective reaction is present in the organisation while all this is going on. Page (2008) noted that motivation is the process that accounts for an individual's intensity, direction and persistence of effort towards the attainment of goals. Consequence upon these concepts, motivation is a strategic and holistic instrumentality targeted at organizational efficiency, improved productivity, conducive working environment and tool for safety net in solving global competitiveness. Motivation refers to intrinsic factors that impel action and to extrinsic factors that can act as inducements to action (Locke & Latham, 2004 and Shih, 2006). Motivators are referred to as factors of motivation.

Elements of Motivation

Reward

Reward and motivation of employees are enduring pre-disposition to organizational productivity. Rewards is one of the important elements to motivate employees for contributing their best effort to generate innovation ideas that lead to better business functionality and further improve company performance both financial and non-financially. However, there are other means to reward employees that do not just focus on financial compensation. Some of these include the praised that employees are able to acquire from their managers, the opportunity to take on important projects or tasks, and even leadership attention. Much research on leader power have found that supervisor reward power would be positively associated with employee task performance, productivity, satisfaction, turnover, and organizational citizenship behaviors and rewards refer to all forms of financial returns, tangible services and benefits which employees receive as part of an employment relationship. The employees reward is significant as it propelled the performance since human aspects of management as noted by Ali & Ahmed (2009) is significant as it is the workforce that guarantees the success or determines the failure of organizations hence, rewarding employees goes beyond accomplishing the social contract between the employees and the organizations but it is also a conscious and strategic effort in pursuing the fortunes of the organizations.

Types of Reward

Reward is broadly categorized into intrinsic and extrinsic rewards. Albiet, Martis & Jackson (1982) noted that the intrinsic rewards borders on the job itself which the employees find pleasurable as a result of successfully completing the tasks while extrinsic rewards are usually financial or tangible.

Table 1: Types of Reward

| Concept | Variable | Indicator |
|-------------------|---------------|---|
| Extrinsic rewards | i. Pay | Salary scale based on job categorization. |
| | ii. Bonus | Rupees (amount an employee gets from his contribution. |
| | iii. Benefits | Rupees (amount an employee receives for his contribution. |
| | iv. Promotion | Number of promotion per year. |

| | | |
|-----------------------|--|---|
| Intrinsic Rewards | i. Recognition ii Career advancement iii. Responsibility iv. Learning opportunity | Employee attitudes regarding fairness in appraising his performance. Possibility of carrier advancement opportunities (High or Low). Given responsibility are matched with the employee capabilities. Availability and support from organization to learn (High or Low). |
| Employees performance | i. Employee productivity ii. Job accomplishment | Whether the employee productivity is increased or decreased with changes of the employee rewards. Achievement of assigned targets within the given duration. |

Source: Dharmasiri, A. and wickramasinghe, S. (2005), Pratheepkanth, P. (2011)

Job Promotion

Park 2003, concluded that job satisfaction is the result of promotion opportunities in the organization. Park 2003, says there is positive relationship between promotion practices and perceived performance of employee. If organizations want to accelerate performance of employees in the organization, fair promotional opportunities should be given to employees (Park 2003).

Organizational Productivity

Productivity is a measure of the efficiency of a person, machine, factory, system, etc in converting inputs into useful outputs. Productivity is computed by dividing average output per period by the total costs incurred or resources (capital, energy, material, personnel) consumed in

that period. Productivity is a critical determinant of cost efficiency. Organizational productivity is about assessing and improving the efficiency and effectiveness of public private sector organizations. Organizational productivity is determined by a broad range of factors, some can be evaluated quantitatively, while others require a qualitative analytical approach. When assessing productivity, it is important to fully understand each of the key drivers that impact productivity. In addition to evaluating each driver individually, it is necessary to determine how well these drivers work together and function as a whole. Changes to one driver might have an effect on others. Effective assessment involves understanding how each driver contributes to overall productivity.

Theoretical Framework

Understanding what motivates employees and how they were motivated was the focus of many researchers. Five major approaches that have led to our understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two- factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory.

According to Maslow, employees have five levels of needs: physiological, safety, social, ego, and self- actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. Herzberg's work categorized motivation into two factors: motivators and hygienes. Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction.

Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards. Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated.

Adams' theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs. Skinner's theory simply states those employees' behaviors that lead to

positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated. Managers should positively reinforce employee behaviors that lead to positive outcomes. Managers should negatively reinforce employee behavior that leads to negative outcomes.

Empirical Literature

Chaudhary and Sharma (2012) argued that motivated employees are inclined to be more productive than non-motivated employees. If an employee is satisfied and happy, then he/she will do his/her work in an extremely amazing manner. The result will be good, and to add motivated employee will motivate other employees in office. Chaudhary and Sharma (2012) states that, study shows that the employee motivation has direct effect on gainfulness and development. A highly motivated employee tries his or her best in carrying out each and every aspect of his or her duties and responsibilities.

Improved job performances of the employee will increase the value to the organization itself and to the employee's productivity. In order to increase work effectiveness and performance, it is important to address a number of issues, including increasing motivation among employees, making them feel satisfied with their job and increasing their-job related wellbeing in general (Bogdanova & Naunivska, 2008). A motivated person has the familiarity with particular goals must be accomplished in particular ways, according on how he or she coordinates the push to attain that such goals (Owusu, 2012). It means that motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions. Therefore, when workers are motivated, their ability to increase productivity will be high (Ali and Ahmed, 2009). Employees' motivation is one of the policies managers take to increase effectual job amongst employees in organizations (Olluseyi & Ayo, 2009).

CHAPTER THREE

METHODOLOGY

Research design is a conceptual structure within which research is conducted. Convenience sampling will be use in selecting the sample size in order to test the hypotheses specified in this study. The study population consists of employees in Guinness Plc, Benin City, Edo State. Due to

the difficulty in studying the entire accessible population, the researcher will use the simple random sample technique. One hundred respondents will be picked at random as the sample size of the study. Primary sources of data shall be employed in the study. This is obtained by the use of the questionnaire.

Data collected or generated from the questionnaire will be analyzed using the simple percentages, mean, correlation and multiple regression techniques via the Statistical Package for Social Sciences (SPSS) 24.0.

Reliability Test

Table 1: Reliability Test

| Reliability Statistics | |
|------------------------|------------|
| Cronbach's Alpha | N of Items |
| .883 | 16 |

Source: Researcher's fieldwork survey, 2018

From the reliability test, the measuring instrument measures what it is purported to measure at an alpha value of 0.9. The Cronbach's alpha value of 0.8 indicate an excellent internal consistency of the items in the scale i.e. it shows that is instrument used for this research study is acceptable.

DATA ANALYSIS

Table 2: Schedule of Questionnaire Administered and Returned

| Options | Frequency | Percentage % |
|--------------|------------|--------------|
| Returned | 90 | 90 |
| Unreturned | 10 | 10 |
| Total | 100 | 100 |

Source: Researcher's fieldwork survey, 2018

A total of one hundred copies of questionnaires were administered to staff in Guinness Plc, Benin City, Edo State. Ninety questionnaires were completed and returned in the response of 90% while ten questionnaires were not retrieved which is 10%.

4.2 Respondents' Profile

Variables in respondents in respect to demography such as sex, age, marital status and level were measured by requesting respondent to fill the questionnaire in response to their bio data.

Table 4.2

| S/N | Variables | Attributes | Frequency (Percentage) |
|-----|----------------------------------|--------------------|---------------------------|
| 1 | Sex | Female | 38 (42.2) |
| | | Male | 52 (57.8) |
| | | Total | 90 (100) |
| 2 | Age | Below 20 years | 18 (20) |
| | | 26-35 years | 29 (32.2) |
| | | 36-45 years | 16 (17.8) |
| | | 46-55 years | 17 (18.9) |
| | | Above 55 years | 10 (11.1) |
| | | Total | 90 (100) |
| 3 | Marital status | Single | 39 (43.3) |
| | | Married | 39 (43.3) |
| | | Divorced | 12 (13.3) |
| | | Total | 90 (100) |
| 4 | Salary | Below 50000 | 34 (37.8) |
| | | 50000-100000 | 33 (36.7) |
| | | 100000-200000 | 20 (22.2) |
| | | Above 200000 | 3 (3.3) |
| | | Total | 90 (100) |
| 5 | Position | Senior staff level | 30 (33.3) |
| | | Middle staff level | 35 (38.9) |
| | | Junior staff level | 25 (27.8) |
| 6 | Educational qualification | Bsc | 42 (46.7) |
| | | Msc | 27 (30) |
| | | Phd | 21 (23.3) |
| | | Total | 90 (100) |

Source: Researcher's Field work 2018

Table 4: Descriptive Statistics of Questionnaire

| S/N | Descriptive Statistics | | | | |
|-----|---|---------|---------|--------|---------|
| | Questions | Minimum | Maximum | Mean | Std. D |
| | Motivation | | | | |
| 1 | Employees' are given equal empowerment as a form of motivation. | 1 | 5 | 3.81 | .808 |
| 2 | Management is really interested in motivating the employees. | 1 | 5 | 3.22 | 1.179 |
| 3 | Motivation serves as a factor to measure employee performance. | 2 | 5 | 4.12 | .797 |
| 4 | Performance appraisal activities are helpful to get motivated. | 1 | 5 | 3.56 | .951 |
| | Grand Mean | | | 3.68 | 0.98 |
| | Job Promotion | | | | |
| 1 | Promotion should be based on performance. | 1 | 5 | 3.46 | 1.12 |
| 2 | My boss allows me to have my ability fully utilize. | 1 | 5 | 3.51 | 1.041 |
| 3 | I have the possibility to be promoted in my work. | 1 | 5 | 3.56 | 1.030 |
| 4 | My company provide fair promotion opportunities | 2 | 5 | 3.80 | .860 |
| | Grand Mean | | | 3.5825 | 1.01275 |
| | Rewards | | | | |
| 1 | Rewards should be based on performance. | 2 | 5 | 3.98 | .750 |
| 2 | My boss recognizes the extra effort I put at work. | 1 | 5 | 3.38 | 1.055 |
| 3 | I am satisfied with the incentive system of the company. | 1 | 5 | 3.28 | 1.01 |
| 4 | I perceive tangible and intangible rewards equally. | 1 | 5 | 3.33 | 1.035 |
| | Grand Mean | | | 3.4925 | 0.9625 |

Source: Researcher's fieldwork survey, 2018

Decision rule: there is a unanimous agreement when the mean values of respondents are above 2.5, unanimous disagreement when it is below 2.5, and also respondents are neutral when the mean value is equal to 2.5. Since it is a descriptive statistic, it requires no level of significance, unless it is an inferential statistic.

The above result shows that there is a unanimous disagreement to the statements provided.

Question 1: Is there a relationship between motivation and organizational productivity in Nigeria?

Motivation has a significant influence on organizational productivity in Guinness Plc, Benin City because the grand mean value of 3.68 is greater than the accepted mean value of 2.5.

Question 2: What is effect of job promotion on organizational productivity in Nigeria?

The result in table 1 above indicate that job promotion has a significant effect on organizational productivity in Guinness Plc, Benin City because their respective mean values are more than 2.5.

Question 3: What is the relationship between reward and organizational productivity in Nigeria?

The result in table 1 above indicate that reward is positively and significantly related to organizational productivity in Nigeria.

Test of Hypotheses

Table 5: Coefficient of Determination

| Model Summary ^b | | | | | | | | | | |
|---|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|-------------|---------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. Change | |
| 1 | .579 ^a | .336 | .320 | .657 | .336 | 21.061 | 3 | 125 | .000 | 1.812 |
| a. Predictors: (Constant), Motivation, Job promotion, Rewards | | | | | | | | | | |
| b. Dependent Variable: Organizational productivity | | | | | | | | | | |

Source: Researcher's fieldwork survey, 2018

The value of R^2 which is 0.34 indicates that the independent variables explain 34% of the systematic variation in the dependent variable. The F statistic of 21.06 is significant at 1% conservative level. This means that there is a statistically significant relationship between the independent variable and the dependent variable.

Table 4.8: shows OLS Estimation of the impact of motivation on organizational productivity in Benin City. This is discussed below.

Table 6: Regression Result

| Coefficients ^a | | | | | | |
|---------------------------|---------------|----------------|------------|--------------|--------|------|
| Model | | Unstandardized | | Standardized | t | Sig. |
| | | Coefficients | | Coefficients | | |
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1.219 | .526 | | 2.318 | .022 |
| | Motivation | .954 | .129 | .567 | 7.376 | .000 |
| | Job promotion | .166 | .128 | .128 | 1.295 | .198 |
| | Reward | -.319 | .127 | -.243 | -2.507 | .013 |

a. Dependent Variable: Organizational productivity

Source: Researcher's fieldwork, 2018

Hypothesis One

The result shows that motivation has a significant impact on organizational productivity in Nigeria. This is clearly demonstrated by the t-statistic of 7.38 and at p-value of 0.00% which is less than 5% conventional level of significant. Based on the result, we therefore reject the null hypothesis and accept the alternative hypothesis that states that there is a significant relationship between motivation and organizational productivity in Nigeria.

Hypothesis Two

The result shows that job promotion has no significant relationship with organizational productivity because the p-value of 0.19 is not significant at 5% conventional level. This is clearly demonstrated by the t-statistic of 7.38 and at p-value of 0.00% which is less than 5% conventional level of significant.

Hypothesis Three

The result shows that reward has a significant relationship with organizational productivity because the p-value of 0.013 is less than 5% conventional level of significant. Based on the result, we therefore reject the null hypothesis and accept the alternative hypothesis.

CHAPTER FIVE

SUMMARY OF FINDINGS AND CONCLUSION

Reward and motivation of employees are enduring pre-disposition to organizational productivity. This was revealed from the empirical evidence and feedback from the respondents. Employee

performance is one of the most important factors affecting the overall organization performance and the success of the organization in the competitive market nowadays. The main purpose of this study is to determine the impact of motivation on organizational productivity in Benin City. Through the data analysis mentioned in the above chapters, the researcher figured out the general conclusions:

Firstly, there are three different main factors affecting employee performance including: work motivation and rewards. This study proves that both motivation, job promotion and rewards affects organizational productivity.

Recommendation

On the account of these findings, the following suggestions are recommended to improve organizational productivity through a well motivated workforce.

- i. Organization should have some survey in employee satisfaction periodically to make the decisions of what kinds of motivation should be used and make sure that solutions satisfy individual needs.
- ii. Organizations should motivate its employees through rewards by rewarding for whom improve him/ herself to qualify for the job requirements, who are complying with the company's directions and make them as a visible model for others.
- iii. Companies should build up and upgrade the reward system (including financial and non-financial reward) to be equitable and achievable, totally according to the rules of that Rewards must be linked to productivity.
- iv. A well-articulated blue-print on employees' reward and motivation should be developed and aggressively implemented.

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