Employee Motivation: The Key to Effective Organizational Management in Nigeria.

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Abstract: *This article explores the indispensability of employee motivation in effective organizational management. In the style of a qualitative research, the paper x-rays, exhaustively, the merits, efficacy and relevance of motivation in the success of organizational management. It also identifies and explains the factors that affect employee motivation, the benefits of employee motivation in Nigerian organizations, some theories of motivation and the significantlink between effective organizational management and employee motivation in Nigerian organizations, both the public and the private. For the fact that employee motivation is an intricate and sophisticated subject, once applied in the right way an organization is bound to achieve a long-lasting success. However, if ignored an organization will fizzle out in the game. For Nigerian managers to have an understanding of employee motivation, they must know the concept of motivation, organizational management, differences in individual needs and the variety of motivational factors and the changes in priorities of these factors overtime. The necessity of this work is situated in it provision of solutions to Nigerian employees' redundant attitude to work and its consequences.*
Keywords*: Motivation, Employee, Employee Motivation, Management, Organizational Management.*

I. Employee Motivation: The Key to Effective Organizational Management

Every organization and business want to be successful and have desire to achieve long- lasting progress. Only few organizations believe that the employees of the organization are its main assets that can lead the organization to long-lasting success. Modern markets are highly competitive and organizations regardless of their sizes are facing employee retention challenges. To overcome these restraints, a strong and positive relationship should be created and maintained between employees and their organizations. Unless and until, the employees of an organization are satisfied, are motivated for the tasks fulfillment and goals achievement, no organization can progress or achieve success(Adi, 2000, Anka, 1988, Rothberg, 2005).

In essence, human resources or employees of the organization are the most central part so the need to influence them and persuade them towards tasks fulfillment becomes necessary, if not inevitable.Every organization either public or private is goal oriented and all efforts are geared towards the successful attainment of those goals and objectives. Therefore, for any organization to record any degree of meaningful success in the pursuit of its goals and aspirations, it must have the ability to create values (motivation) enough to compensate for the burden imposed upon employees. Such value or motivators can come in the form of good training, facilities or incentives such as fringe benefits, promotions, status symbols etc, to satisfy the needs of the employees for enhanced performance (Adi, 2000).

It is argued and proved that unless individual's employees are motivated to make efficient use of potentials found in them during employment process, they may not achieve the level of performance that is desired of them (Rothberg, 2005).

For an employee to be motivated, he or she perceives that their want are being met. Thus, the satisfaction of the employee represents an indispensable dimension of the motivational process. A satisfied individual would certainly contribute positively to the realization of organizational goals and objectives, while a dissatisfied employee may not only contribute but also can even act in such a way that the realization of such goals and objectives could be completely destroyed. This underlines the importance of employees' satisfaction to the organization (Anka, 1988).

An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of it influence. In order to make employee satisfied and committed to their jobs, there is need for strong and effective motivation at various levels in an organization.

Nigerian employees both in the public and private organizations are unmotivated.Theyseems to work with absolute lack-luster due to lack of motivation (Anka, 1988).

Money is believed to be the supreme or panacea in employee motivation(Sara 2004, Taylor, 1911). Contrary to this view, money is not the only motivator in a work place(Luthan, 1998, Dickson, 1973, Herzberg, 1987). However, other factors can trigger employee motivation apart from money,some of which include

security, good working relationship, appreciation, engagement and opportunity for growth and developments etc.

The focus of this paper is to reviewa few important concepts and theories of employee motivation. It is claimedthat money, like security of job, good working condition, amicable relation in work place are also factors which can motivate an employee. This paper, therefore, geared towards finding solutions to the problems facing Nigerian employee redundancy and lukewarm attitude towards work.

I. Meaning of Motivation

Motivation represents the forces within a person that affect his or her direction, intensity, and persistence of voluntary behaviour (Campbell & Pritchard, 1976, Pinder, 1998). Direction refers to the path along which people engage their effort. This sense of direction of effort reflects the fact that people have choices about where they put their effort. In other words, motivation is goal-directed, not random. People are motivated to arrive at time, finish a project a few hours early, or aim for many other targets. The second element of motivation; called intensity, is the amount of effort allocated to the goal. For example, two employees might be motivated to finish their project a few hour early (direction), but only one of them put forth enough effort (intensity) to achieve this goal. In other words, intensity is how much you push yourself to complete the task. Persistence, which is the third element, refers to the continuity of effort for a certain amount of time. In addition, this explains that employees are naturally tenacious in nature, they stick to a goal until it is been achieved no matter the ordeal they face in the work place once they are been motivated.

Motivation has been viewed as a powerful tool that reinforcesbehaviors and triggers the tendency to continue (Luthan 1998,Madauburn 1998, Minner, Ebrahimi, &Watchel, 1995, Bartmol& Martin, 1998, Kallimullah, Yaghoubi,&Moloudi 2010). In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. This view of motivation reveals that in order to attain assured targets; individual must be satisfactorily energetic and be clear about their destination. In addition, it serves as a procedurethat begins through a physiological or psychological need and that stimulates a performance set by an objective.It also shows that motivation is an innate in an individual. It only arises when there is something to achieve and it has a nexus with human energy to perform.

Lack of motivation, in turn, affects productivity (Atkinson, 1964). In addition,a number of symptoms may point to low morale: declining productivity, higher incidence of absenteeism and tiredness, increasing number of defective products, higher number of accidents or a higher level of waste materials and scrapes. A motivated employee is a loyal employee and to be loyal implies that the employee supports the actions and objectives of the firm. The appearance of the job as a whole has, in fact, a bearing on the willingness and quality of an employee's performance.

Also, motivation is viewed as a process of stimulating people to achieve organizational tasks as well as process of stimulating oneself to action to gratify a felt need (Ajibola, 1976). In addition to this, Ajibola point out that employees are being encouraged to achieve not only the organizational goals but also their own goals through motivation. This shows that organizations cannot do without the employees as their bedrock (employees) in achieving success.

It is noteworthy to know that money is not the only motivator. There are other incentives, which can also serve as motivators (Luthan, 1998, Dickson, 1973, Herzberg, 1987). In view of this, looking at it from Nigerian perspective, money cannot serve as the only motivator in a work place. There are many factors that the above authorities mentioned which include, good working relation, praises, security, encouragement, opportunity for growth and development etc. Once Nigerian organizations apply these factors, employees will feel motivated and that will trigger them to do more in the work place in other to achieve the organizational goals. A Nigeria employee, like any other human resources is a common person with unlimited needs. Money alone cannot cater for all it needs. The absences of all these factors were the genesis of employee redundant attitude to work in Nigeria. If money was the only incentive of motivation, it could have solved the past and present strikes that are happening mostly in Nigerian tertiary institutions.

However, (Sara 2004, Taylor, 1914) do not buttress the idea above. They stood firm on the fact that money is the fundamental factor of motivation; no other incentive or motivational technique can come even close to it with respect to it influential value. They believe that it has the supremacy to magnetize, maintain and motivate individuals towards higher performance; they also view money as the fundamental factor in motivating the industrial workers to attain greater productivity. This view leaves more to be desired, because in Nigerian organizations money cannot work as the only motivating factor. How much money will you give to a Nigerian employee to satisfy him? Moreover, people's needs differ; some can be motivated by money while others cannot. But where they are being provided with incentives such as security, good working condition, opportunity for growth and development, will drastically reduce the ingenuity and redundancy of Nigerian workers in work place.

Managers and management researchers have long believed that organizational goal is unattainable without the enduring commitment of members of the organizations: as Manmohan (2013) puts it:

Motivation involves providing leadership for subordinates, and requires the ability to inspire them to put in their efforts in achieving the organizations objectives, by creating good moral or working spirit among employees. The objective of an organization can be achieved only through the efforts of people. In addition, people need to be motivated in an understanding way to put in their best. However, what motivates one person might not motivate another, and therefore for the best results any manager should understand and, as far as feasible, get to know something about each of his/her subordinates. Any manager must endeavour to get the best from each individual member of his/her team or work group, and that might require motivating different members in different ways, while still motivating the team or group as a whole. It requires the building of a good "work environment" based on the spirit of trust and cooperation between management and other personnel. The human resources manager- along with other managers- has an important role to play in development and maintaining a good working environment (p.52)

From the above, one can say that motivation is the intention of achieving a goal. When we refer to someone as being motivated, we mean that the person is trying to accomplish a certain task. Motivation is clearly important for someone to perform well. However, motivation alone is not sufficient. Ability – having the skills and knowledge required to perform the job- is also important and is sometimes the key determinant of effectiveness. Again, environmental factors- having the resources, information and support on needs to perform well- are also critical to determine performance. What makes employees willing to "go the extra mile" to provide excellent service, market a company's products effectively, or achieve the goals set for them? Answersto questions such as these are of utmost importance to understand and manage the work behaviour of employees.

II.   Employee

Hornby (2010) defined an employee as "a person who is paid to work for somebody" (p.480). The International Labour Organization elaborate this definition by stating that employees are people who work for a public or private employer and receive remuneration in wages, salary, commission, tips, piece rate, or pay in kind. It is important to know that an employee is one who under a contract is employed by an employer in either a private or public entity of an organization to work for that particular organization, with a reward at the end of the work, be it a salary, wage etc on daily, weekly or monthly basis. In addition to this view, a Nigerian employee should not only be a salary, wage, etc earner, he/she should be given the liberty, that is to have a voice or freedom to contribute in the decision making of the organization and should have the right to quit with genuine reasons and can be feared when he/she breaches the law with strong query before that.

Employee motivation

Among financial, economic and human resources, the latest are more essential and have the capability to endow a company with competitive edge as compared to others (Rizwan& Ali 2010). Employee performance fundamentally depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security, organizational structure and others, but the area of study is focused only on employee motivation as this factor highly influence the performance of employees. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al, 2009). A motivational employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its effort in that direction.
Employee motivation is affected by both personal characteristics as well as workplaceenvironment. Organizations benefit from 'engaged workers" in a number of ways. Two- way communication helps to shape employees perceptions and aid the company in understanding employee better. Employee satisfaction has positive influence on customer satisfactions in the service industry (Harter, Schmidt, &Hayes, 2002). In addition, for organizations to achieve effective organizational managementthere must be a free follow of communication between the employers and the employees in the organization. The employee should be carried along in the decision making of the company, it helps to reduce grapevine in work place. It is obvious to know that a satisfied employee works with enthusiasm in other to satisfy customers and achieve the organizational goals, while the reverse is the case to an unmotivated employee.

Benefits of Employee Motivation in Nigerian Organizations

The importance of employee motivation in Nigerian organizations cannot be over emphasized, because it provides the following benefits:

1. Improves level of efficiency of employees.

The level of a subordinate or an employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates. This will result into increase in productivity, reducing cost of operations, and improving overall efficiency in the work place (Adi, 2000).

2. Puts human resources into action.

Every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the organizations in securing best possible utilization of resources (Rothberg, 2005).

3. Builds friendly relationship.

Motivation is an important factor, which brings employees satisfaction. This can be done by keeping into mind andframing an incentive plan for the benefit of the employees. This could initiate the following things:Monetary and non-monetary incentives,Promotion opportunities for employees, disincentives for inefficient employees.Industrial dispute and unrest in employees will reduce,the employees will be adaptable to the changes and there will be no resistance to the change, this will help in providing a smooth and sound concern in which individual interests will coincide with theorganizational interests;this will result in profit maximization through increased productivity (Anka, 1988)

4. Leads to achievement of organizational goals.

The goals of an organization can be achieved only when the following factors take place:-
There is best possible utilization of resources, there is a co-operative work environment, the employees are goal-directed and they act in a purposive manner, goals can be achieved if co-ordination and co-operation takes place simultaneously which can be effectively done through motivation (Anka, 1988)

5. Leads to stability of work force.

Stability of workforce is very important from the point of view of reputation and goodwill of a concern. Theemployees can remain loyal to the organization only when they have a feeling of participation in the management. Theskills and efficiency of employees will always be of advantage to employers as well as employees. This will lead to agood public image in the market, which will attract competent and qualified people into a concern. As it is said, "Old is gold" which suffices with the role of motivation here, the older the people, more the experience and their adjustmentinto a concern which can be of benefit to the organization (Rothberg, 2005)

III.   Theories of Motivation

Motivation theories are classified into two groups; content theories and process theories (Iguisi, 2009). Content theories explore what motivate a person that iswhat arouses and energizes the behavior. The most famous content theories are Maslow's need hierarchy, Herzberg's two-factor theory and McClelland's three-factor theory. Process theories researched the specifics of the motivation process. Vroom's expectancy theory, Four-drive theory, Skinner's reinforcement theory and Adam's equity theory are well-known process theories. Among motivational theories to be reviewed are those of Maslow, McClelland, Vroom, and Lawrence and Nohria.

1. Maslow's Needs Hierarchy Theory.

Psychologist Abraham Maslow developed Maslow's need hierarchy theory in the 1940s. The model hasbeen applied in almost every human pursuit. However, its incredible popularity is rather odd considering that the theory has little research support. Maslow's need hierarchy organizes dozen of different needs into five basic categories arranged in the hierarchy.Physiological needs (for food, air, water, shelter, and the like) are at the bottom of the hierarchy. Next are safetyneeds – the need for a secure and stable environment and the absence of pain, threat, or illness. Belongingness includes the need for love, affection, and interaction with other people. Esteem includes self-esteem through personal achievement as well as social esteem through recognition and respect from others. At the top of the hierarchy is self-actualization, which represents the need for self-fulfillment – a sense that one's potential has been realized.

As the person satisfies a lower-level need, the next higher need in the hierarchy becomes the primary motivator and remains so even if never satisfied (Maslow, 1943).

However, the most serious limitation of Maslow's needs hierarchy is its assumption that everyone has the same needs hierarchy. Research has revealed that this is a false assumption. People actually have different

needs hierarchies tied to their personal values. Needs are conscious deficiencies produced from innate drives but strengthened or weakened through learning and social forces such as culture and childhood upbringing. Furthermore, studies have reported that the general needs hierarchy in some cultures is different from the needs hierarchy in other cultures (Oishi, 1999).

2. McClelland Learned Needs Theory.

David McClelland, a psychologist some decades ago postulated this theory in 1961. Specifically, McClelland suggested that need strength is reinforced through childhood learning, parental style, and social norms. He paid attention to three learned needs: achievement, affiliation and power.

Need for achievement (nAch): people with a strong need for achievement (nAch) want to accomplish reasonably challenging goals through their own efforts. They prefer working alone rather than in teams, and they choose taskswith a moderate degree of risk (neither too easy nor impossible to complete). High nAch people also desireunambiguous feedback and recognition for their success. Successful entrepreneurs tend to have a high nAch (McClelland, 1961).

Need for affiliation (nAff): need for affiliation refers to a desire to seek approval from others, conform to theirwishes and expectations, and avoid conflict and confrontation. People with a strong nAff try to project a favourableimage of themselves and tend to actively support others and try to smooth out workplace conflicts.

Need for power (nPow): people with high need for power (nPow) want to exercise control over others and areconcerned about maintaining their leadership positions. Those who enjoy their power to advance personal interestshave personalised power. Others mainly have a high need for socialized power because they desire power as ameans to help others. Effective leaders have a high need for socialized rather than personalized power.The lesson here is that managers can strengthen or weakemployees need for achievement, power, and affiliation, such as by supporting an achievement-oriented culture,rewarding those who demonstrate achievement orientation, and hiring co-workers who developed a strongachievement orientation in their upbringing.

3. Vroom Expectancy Theory

Vroom theory was postulated in 1964. Vroom approaches the issue of human motivation quite differently from the ways Maslow and Herzberg did. He holds that people will be motivated to pursue the achievement of a desired goal if: (i) they believe in theworth of the goal; and (ii) they believe that their actions will ensure the attainment of the goal. In a more detailedform, Vroom believe that a person's motivation to perform will depend on the value the person places on theoutcome of his efforts multiplied by his confidence that the efforts will actually help to desired goal. As such, managers should communicate how employees goals, such as promotion, morepay, recognition, and so on, can be earned in terms of what behavioral patterns are known to employees, suchpatterns should form the basis for administering rewards. Otherwise, problems will occur in terms of workers' lackof confidence in organizational policy, and the result may be detrimental to good working environment (Vroom, 1964).

4. Four-Drive Theory.

Four-drive theory, which was recently introduced by Harvard Business School professors Paul Lawrence and NitinNohria, captures many of these recent discoveries (Lawrence &Nohria, 2002). Based on their review of existingresearch, they identified four drives that seems to apply to everyone:

Drive to acquire: this is the drive to seek, take, control and retain objects and personal experiences. The drive toacquire extends beyond basic food and water; it includes the need for relative status and recognition in society. Thus,it is the foundation of competition and the basis of our need for esteem.

Drive for bond: this is the drive to form social relationships and develop mutual caring commitments with others.Research indicates that people invest considerable time and effort in forming and maintaining relationships withoutany special circumstances or ulterior motives (Baumeister& Leary, 1995). The drive to bond motivates people tocooperate and consequently is a fundamental ingredient in the success of organizations and the development ofsocieties.

Drive to defend: this drive creates a "fight-or-flight" response in the face of personal danger. The drive to defendgoes beyond protecting our physical self. It includes defending our relationships, our acquisitions, and our beliefsystems. The drive to defend is always reactive-it is triggered by threat. In contrast, the other three drives are alwaysproactive-we actively seek to improve our acquisitions, relationships, and knowledge.Basically, our brain uses these four drives to quickly evaluate and assign emotions to information received throughour senses. Suppose you learn that your boss has been promoted and an outsider has been hired to fill the vacantposition. This sort of event likely triggers both the emotions of worry and curiosity. The drive to defend generatesyour worry about how the new manager will affect your comfortable work routine, whereas the

drive to learngenerates curiosity about what the new boss looks and acts like. The key point here is that the four innate drivesdetermine which emotions triggered in each situation (Hill &McShane, 2008).

IV. Management

Dawn (2003) identifies management as "planning goals and specifying the purpose of the agency; organizing people, finances, resources and activities; staffing, training and socializing employees; leading the organization and the staff; and controlling, monitoring and sanctioning when needed" (p.44). On scrutiny, one will find that the definition by Dawn identify management with more of tasks or responsibilities, without emphasison human affection but only task based.

Factors Affecting Employee Motivation

No one works free, nor should they. Employees want to earn reasonable salary and payment, and employers desire their worker to feel that is what they are getting. Money is the fundamental inducement, no other incentive or motivational technique comes even close to it with respect to it influential value (Sara, 2004, Taylor, 1914). It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associates describe money as the most fundamental factor in motivating the industrial worker to attain greater productivity (Adeyinka, Ayeni&Popoola, 2007). Money cannot be the panacea of employee motivation as explained earlier because different employees have different motivators.

Research has suggested that reward causes satisfaction to employees which directly influences the performance of the employee (Kalimullah, et al, 2010). Rewards are management's tools that contribute to firms' effectiveness by influencing individual or group behaviour. All businesses use pay, promotion, bonus or other types of reward to motivates and encourage high-level performances of employees (Reena et al, 2009). To use salaries as a motivator effectively, management must consider salary structures which should include importance organization attach to each job, payment according to performance, personal and special allowance, fringe benefits, pension and so on (Adeyinka et al, 2007).

Leadership is about getting things done the right way, to do that you need people to follow you, you need to have them trust you. Moreover, if you need them to trust you and do things for you and the organization, they need to be motivated (Baldoni, 2005). Theories apply that leaders and followers raise one another to higher levels of morality and motivation (Rukahamani, Ramesh &Jaykrishan, 2010). Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active process (Baldoni, 2005).

Empowerment provides benefits to organizations and makes sense of belonging a pride in the work force. In fact, it built a win-win connection among organizations and employees; which is considered an ideal environment numerous organizations and their employees. Empowering can flourish virtual human capacities. Empowered employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. Employees execute their final novelties and thought with the sense of belonging, enthusiasm and delight, in empowered organizations. Adding up, they work with a sense of responsibility and prefer benefits of the organization to theirs (Yazdani, Yaghoubi&Giri, 2011).

Trust is viewed as the perception of one about others, decision to act based on speech, behavior and their decision (Hassan, Dollard, &Winefield, 2010). If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees' motivation (Annamalai, Abudullahi&Alasidiyeen, 2010). It can make intrapersonal and interpersonal effects and influence on the relations inside and outside the organization (Hassan et al, 2010).

No matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce so staff training is an indispensible strategy for motivating workers. One way managers can instigate motivation is to give appropriate information on the sentences of their actions on others (Adeyinka et al, 2007).

From the literature gathered from these study, some of the factors that enhance employee motivation are fair pay, special allowances, fringe benefits, leadership, encouragement, trust, respect, joint decision making, quality of supervision, adequate working relationship, appreciation, chances for growth, loyalty of organization, identification and fulfillment of their needs, recognition, empowerment, inspiration, importance attached to their job, good working conditions, information availability and communication to perform actions. Once these are applied or put into practice in Nigerian organizations, the issue of employee redundancy, impassionate dislike for work and the ingenuity in discharging their work will be a thing of history.

V. Organizational Management

For most of us, organizations are an important part of our daily lives. Hecht (1980) suggested that "an organization is a complicated system of interactions between people working at various levels in that

organization and reacting with the social, economic, cultural, political and competitive systems which surround it" (p.86). In addition, an organization can be a system, because it consist us of components, which are the sub-system i.e. departments, which work together in which if any of the component is altered it affect the whole system. Each of these departmentsis faced with both internal and external factors. For example where a production department has a problem it will definitely affect the marketing department.

A more contemporary definition of an organization suggests that it is "an organized or cohesive group of people working together to achieve commonly agreed goals and objectives…. The basic objectives of most commercial organizations are to create a product or service that customers will buy, thus creating profit (McGovern, 1999). However, not all organizations are for profit making. Some are service based. The hope of achieving goals and objectives may be the same, but the functions and activities will definitely differ.

Organizational management is defined as "a process of planning, organizing, leading and controlling the effort of organization members and resources within an entity with the overall aim of achieving its objectives. The organizational management of a business needs to be able to make decisions and resolve issue in order to be both effective and beneficial. (Business dictionary.com). These simply highlight that for an effective organizational management, the basic function of management must be present and this alone cannot work without the resources and most importantly the lubricate of any organization which is the employee. This shows how important an employee is to the success of every organization.

The relationship that exists between employee motivation and organizational management is very crucial; they are intertwined, an organization cannot work in isolation without the employees, because they serve as the engine that keeps the organization going. Therefore, where decisions are taken the employees must be put into cognizance, to achieve a long-lasting goal in the organization.

VI.   Conclusion

A motivated employee is a valuable asset, who can deliver immense value to the organization in maintaining and strengthening it business and revenue growth.

This paper concludes that employee motivation is an intricate and sophisticated subject; however, contemporary managers must face and deal with it to obtain organizational success. To enhance understanding of employee motivation, managers must recognize the imperativeness of employee motivation, its concepts, and differences in individual needs. Subsequently managers need to be aware of a variety of employee motivational factors and the changes in priorities of these factors overtime. Moreover, managers have to learn previous or current motivational programs, examples, and theories behind them because understanding of these fundamentals can enhance their ability to identify rewards system that can be matched with employee needs.

The autocratic leadership styles, mechanistic design of organizations and authoritarian rules practiced in some Nigerian organizations is all where decision-making is concerned. The top management gives orders to employees to accomplish different tasks. In this type of organizational environment, the employee may suppress innovativeness and their motivation hinders which has a direct negative effect on organizational performance, growth and effectiveness (Constant &Offodile, 2001).

An internally satisfied, delighted and motivated worker or employee is actually a productive employee in an organization, which contributes in efficiency and effectiveness of the organization, and leads to maximization of profit (Mathew, Grawich&Barbar, 2009).

Finally, Nigerian organizations must realize that employee motivation is the panacea for most organizational conflict, such as strikes, go-slow, grapevine etc. and it also serve as the key to effective organizational management. Therefore, employee input must be valued and included throughout in other to achieve effective organizational management.

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