
Investigating the Relationship Between Employee Motivation and Job Satisfaction: A Study of Paterson Zochonis (PZ) Nig. Limited

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Abstract: Workers' expectations are endless even as the practice of motivation as a means of ensuring job satisfaction and maximum performance may be hard to realise. It is therefore important to understand the factors that arouse and sustain the interest of employees in their work and measure the impact of motivation on employee job satisfaction. Most work in this area either studied the individual impact of motivation and job satisfaction on business performance or discussed job satisfaction as a means of achieving motivation. In contrast, this paper proposes a reversal of the relationship and argued that motivation is a means of enhancing job satisfaction. It discusses the nature of motivation and job satisfaction, and investigates the relationship between them. Data were collected from the staff of the Ikorodu factory of PZ Cussons (Nigeria) PLC via a survey by questionnaire. The hypotheses were tested using Chi-square, Regression and Analysis of Variance (ANOVA) tests. Although many studies have established a relationship between motivational practices and organizational performance, the intervening process through job satisfaction remained largely unexplored. The research explored this missing link and discovered a strong relationship between motivation and job satisfaction. In addition, it was found out that intrinsic and extrinsic motivation differs in their impacts on business performance. The main implication of the study is that businesses need to motivate employees as a means of eliciting higher job satisfaction. In addition, businesses need to focus more on aspects of motivation with greater impact on job satisfaction.

Keywords: Chi-square, Job satisfaction, Motivation, PZ Nigeria Limited

1. Introduction

The management of people at work has become an important aspect of the employers' duty if organisational performance objectives are to be achieved. An employee that is adequately motivated would have a higher level of job satisfaction and would likely put in more effort and commitment. For many years, motivation and job satisfaction have been studied in isolation as drivers of organizational effectiveness. A few studies that have explored the business performance impact of both concepts expressed motivation as the intervening variable between job satisfaction and business performance. The position taken in this paper is that motivation would cause a positive change in business performance only if it impacts positively on job satisfaction. However, empirical studies of this link between motivation and business performance through job satisfaction are rare.

In other words, low achievement of organizational objectives arises from poor motivational effort caused by low levels of job satisfaction. The problem remains that most organizations failed to consider employees' needs or get them involved in initiatives that can adequately motivate and keep them service-focused. Given that each employee has a motive for working, once these desires are not fully met; there are negative consequences on effort, commitment and performance. Hence, this work explores the empirical link between employee motivation and job satisfaction which is crucial to the attainment of business objectives.

Given that each employee has a motive for joining a given organization and once these desires or goals are not fully met, it has negative effect on employees' performance at work. For this reason, in most organizations today, job satisfaction appears rather low. However, by rethinking our approach to employee motivation as a determinant to job satisfaction, business performance could improve.

1.1 Objectives of the Study

The main objective of the study is to investigate motivation as a determinant of job satisfaction with special focus on employees of PZ Cussons Nigeria PLC. The specific objectives are:

1. To study current practices of employee motivation at PZ Cussons PLC Ikorodu.
2. To identify the relative effect of extrinsic and intrinsic motivation on business performance.
3. To explore the relationship between motivation and job satisfaction.

1.2 Hypotheses of the Study

In order to answer the questions that emerge directly from these objectives, the following Null hypotheses were formulated, which shall be tested and discussed:

H₀₁ PZ Cussons PLC does not motivate their employees.

H₀₂ There is no difference in performance induced by extrinsic and intrinsic motivation.

H₀₃ There is no significant relationship between motivation and job satisfaction in PZ PLC.

The study reviewed the literature on need-based theories of motivation and job satisfaction. This was followed by a survey of motivation and job satisfaction in PZ Cussons Nigeria PLC. The goal is to understand motivational practices in companies gauge the level of employee's job satisfaction and identify the link between employee motivation and job satisfaction.

2. Literature Review

This section reviews some prior theoretical and empirical work on motivation and job satisfaction, and presents the theoretical basis for the study.

2.1 Concept of Motivation

Motivation is the psycho-social process of arousing the interest of employees in their work. In work organisations, it consists of management efforts to stimulate the desire, energy, interest and commitment of employees towards the attainment of organisational goals (Sansone and Harackiewicz, 2000; Teck-Hong and Waheed, 2011). Such efforts can be extrinsic or intrinsic (Schmidt and Scholl, 2014; Akanbi, 2014). Extrinsically motivated behaviours are actions that result in the attainment of externally administered rewards, including pay, material possessions, prestige, and positive evaluations from others. It is a drive to action that springs from outside influences instead of own inner feelings. This seems quite unlike motivation in learning which mostly comes from within, through self-applied positive behaviour and attitude displayed for its own sake or prestige rather than for material or social rewards. The latter is intrinsic motivation, which even if also available at work, may wane sooner than later if not appropriately supported by extrinsic motivation. Nevertheless, if both intrinsic and extrinsic motivation are combined, employees would experience a tremendous degree of job satisfaction and work place commitment which stimulates performance (Ajila and Awonusi, 2004; Ojokuku, 2007; Akanbi, 2014). In order to maximize job satisfaction as a means of achieving performance objectives, organizations need to continuously motivate their employees from both the intrinsic and extrinsic dimensions.

Work is inevitable and in whatever form it is done, people desire satisfaction in what they do and managers need to understand and find the ways and means of helping employees reasonable aspirations. This is because an adequately motivated worker performs even above the level expected of their intelligence and ability (Paul and Anantharaman, 2003; Pratheepkanth, 2011). When conscientious efforts are made to fulfill employees motivational needs, they derive job satisfaction and tend to contribute maximally.

Motivational needs have been discussed extensively within the need-based and the process-based theories (Ryan and Deci, 2000; Schmidt and Scholl, 2014). The Need- based theories focus on the specific needs within the person that energize, direct and sustain behaviour. In contrast, the process-based theories account for factors external to the person that affect how behaviour is energized, directed, sustained and stopped. The process-based theories often focus on complex psychological processes relating to behaviour, and are often not pursued in mainstream business research.

Maslow (1943; 1954) for instance, proposed five levels of hierarchical needs arranged in an ascending order of importance. The first is the physiological needs for food, water, sex, rest, clothing and other existential needs required for body chemistry and biology that must be satisfied in order to live. Following

next is safety needs in terms of prevention from physical and psychological harm at work. The third is social needs including love, care, belonging and affection. The fourth is esteem needs including job enrichment, enhanced status, lesser supervision, more holistic jobs, reputation and recognition within and outside the immediate work environment. The fifth is self-actualization in terms of achieving the maximum possible in one's lifetime relative to one's ability, competences and talents.

Alderfer (1972) also developed a hierarchy of three needs namely- existence, relatedness and growth needs. The first is similar to the physiological needs while the second is similar to the safety / belonging needs of the Maslow model. The third is also close-knit with Maslow's esteem and actualization categories combined. David McClelland (1961) also articulated three classes of human needs namely: achievement, affiliation and power. These three theories captured the same elemental details of human needs ranging from food to esteem to power and to a sense of personal accomplishment in that order.

Alderfer and Maslow differ on how people move through the different sets of needs. Maslow proposed that a lower level need must be significantly met before attempts on a higher level need. Although Alderfer agreed with the progression process proposed by Maslow, he identified a frustration-regression process at work. If a person is continually frustrated in meeting an esteem need for instance, a relatedness need may re-emerge as a major motivating force, causing the individual to redirect efforts toward exploring new ways to satisfy this lower-order category of need. David McClelland (1961) also introduced a cultural dimension to the effect that managers should recognize cultural differences- that human needs and their order of importance vary across cultures.

Some other need-based theories are David McGregor's Theory XY, William Ouchi's Theory Z and the 2-factor theory by Frederick Herzberg. They all opined that motivation accounts for high levels of commitment, loyalty and productivity (Olagunju, 2011; Reece and Brandt, 1996; Ogungbamila, 2006). By and large, the 2-factor theory has received the greatest research interest because it is practical and grounded in rounds of empirical studies of two hundred engineers and accountants from over nine companies in the United States (Herzberg *et. al.*, 1959; Jibowo, 1997).

The Herzberg approach has the additional benefit of departing from other need-based theories which perceived job satisfaction as the opposite of job dissatisfaction (Herzberg, 1966). Hygiene factors of motivation were identified, which prevent bad feeling and job dissatisfaction but are not the real motivators that lead to job satisfaction. The theory argues that a satisfied need ceases to motivate. All these theories provide the pointer that motivation is a dynamic process- a journey not a destination. It requires everyday preparation, improvement, sustenance and test of impact on job satisfaction.

2.2 Extrinsic and Intrinsic Motivation

Organisations deploy a wide range of tools and techniques to motivate employees, the most popular being money by way of higher salaries and wages as well as several other financial perquisites (Deci, 1975; Jibowo, 1997; Pinder, 1998; Selden and Facer, 2000; Tyilana, 2005; Teck-Hong and Waheed, 2011). Classical theories of motivation are grounded in the use of financial incentives and other external rewards to motivate workers. Some other external / extrinsic tools which deal with behaviours motivated by factors external to the individual include leadership, supervision; group solidarity and company policy.

Financial and the other extrinsic rewards sometime provide the carrot that people want because they symbolize many goals. In their study of the affluent worker, Goldthorpe et al (1969) found that considerations over wages and other financial rewards seem the most powerful factor in holding people to their present jobs. Employees who disliked their repetitive jobs in their Coventry car assembly plant were found to hold on to the jobs rather than move on to more interesting jobs with lower financial rewards in nearby plants. Financial rewards have the benefit of measurability and constitute the most direct means of rewarding employees for their contributions towards the achievements of organizational goals (Teck-Hong and Waheed, 2011).

Neo-classical theory and research evidence was less supportive of money and the other extrinsic tools but stressed the need to motivate employees from within via intrinsic means such as job enrichment and

challenging work, whose impacts are less transient and more permanent (Herzberg *et al.*, 1966; Goldthorpe *et al.*, 1969; Deci, 1975; Jibowo, 1997; Kirkman and Shapiro, 2001; Ogungbamila, 2006). Such tools harp on competence, independence, self-determination and job-orientation irrespective of any external rewards. Nevertheless, there are conflicting results on the relative impact of extrinsic and intrinsic motivation even as the former tend to have greater impact in industrial sectors characterized by rapid change (Teck-Hong and Waheed, 2011).

2.3 Job Satisfaction

Job satisfaction is an expression of personal attitude and well-being associated with performing an assigned job or role (Tella *et al.*, 2007; Aziri, 2011). Simply, it is a measure of how people feel generally about their job- the like or dislike. It is an attitude of commitment arising from positive or negative feeling about the work. This commitment is the willingness to exert high levels of effort for the organization (Bailey, 1993). Higher job satisfaction implies a generally positive attitude whilst lower job satisfaction entails a negative attitude (Teck-Hong and Waheed, 2011; Kian, *et al.*, 2014). The strength of the feeling of responsibility towards higher job performance, which is achievable via job satisfaction, is crucial to business survival.

The direction and magnitude of these attitudes originate significantly from the motivational climate made up of variables such as pay, working conditions, leadership, recognition and achievement (Aziri, 2011; Schmidt and Scholl, 2014). Equity, fairness and the processes used to meet employees' motivational needs are also crucial to feelings of job satisfaction or dissatisfaction. A positive motivational climate is crucial to job satisfaction and consequently the effectiveness and optimal functioning of work organizations (Tella *et al.*, 2007). Hence, motivation may be everything and a happy worker would be surely productive (Bailey, 1993; Paul and Anantharaman, 2003; Dawson, 2005; Aziri, 2011).

2.4 Theoretical Bases for the Study

Several studies have highlighted the importance of motivation to work performance, the relative merit of intrinsic and extrinsic motivation as well as the impact of job satisfaction on the attainment of business objectives (Herzberg, 1966; Ajila and Awonusi, 2004; Tella *et al.*, 2007; Ajayi, 2011). However, the literature on motivation and job satisfaction has two major weaknesses.

First, empirical studies on the relative performance impact of intrinsic and extrinsic motivation as the two major dimensions of motivation generate conflicting results (Jibowo, 1997; Fuller *et al.*, 2008; Robbins and Judge, 2010; Pratheepkanth, 2011; Teck-Hong and Waheed, 2011). As a consequence, many researchers prefer to study the effect of individual motivators such as pay, supervision and recognition. Secondly, there are specification and modeling problems as regards which of motivation and job satisfaction is the dependent or intervening variable in their relationship with business performance. This study proposes that job satisfaction is dependent on motivation and that the two dimensions of motivation- extrinsic and intrinsic- would have different levels of impact on performance outcomes (Herzberg *et al.*, 1959; Herzberg, 1966; Jibowo, 1997; Tella *et al.*, 2007; Teck-Hong and Waheed, 2011; Kian *et al.*, 2014).

The study also adopts the notion of “locus of causality”- a cyclical and positive relationship between extrinsic and intrinsic motivation, to the effect that both could be deployed jointly (Deci, 1975; Ryan and Deci, 2000). However, they warned that the joint effect of intrinsic and extrinsic rewards may be quite complex, not be additive in their overall effects and that their interaction may be negative under some conditions. Nevertheless, in spite of the debate on their relative merit, it has been argued that organisations that motivate from both dimensions of motivation would get the best out of employees (Tella *et al.*, 2007; Ajayi, 2011; Teck-Hong and Waheed, 2011; Akanbi, 2014; Kian *et al.*, 2014). Yet, managers may need to strengthen the dimension that adds greater value to job satisfaction.

3. Methodology

This is a single case study of Paterson Zochonis (PZ), a company founded in 1879 as a trading post in Sierra Leone. A branch office in Nigeria was opened in 1899, followed by its first soap factory via acquisition in 1948. PZ has grown into an international and highly diversified business conglomerate. The PZ vision states in part: We shall profitably grow our business, strengthen our products portfolio, and

enhance the lives of our employees, consumers and all other stakeholders by living and breathing our shared values. PZ Nigeria manufactures a wide range of consumer products and home appliances- the leading brand names being Robb, Elephant, Jet, Thermocool and Cussons soap. It is a large public company with immense contributions to the Nigerian economy over its long existence. The survey research method was used for the study. A close-ended questionnaire consisting of twenty questions was administered on the employees of PZ Nigeria PLC at the Ikorodu Plant. This method is often used in exploratory studies where it is important to capture the opinion of a large number of people on a real-life issue within a relatively tight budget of money and time.

It was a census survey of all two hundred direct production employees including middle level managers and supervisors but excluding cleaners, security and casual staff. Most of the excluded staff was not literate enough to answer the questions even as the shop floor workers were the main target.

The twenty-five item questionnaire included ten questions on motivation and nine on job satisfaction, all of which were categorized using the five-point Likert Scale. Two hundred questionnaires were administered out of which ninety-nine usable questionnaires (49.5 percent) were returned. Due to paucity of funds and restriction of access, no formal interviews were conducted. The study applied popular procedures and processes in questionnaire design and administration (Adeleye, 2002; Teck-Hong and Waheed, 2011; Adeleye and Oni, 2013).

Data was analysed using Percentages, Frequencies; Chi-square (X^2) and Regression tests. The Chi-square was used to explore the relationship between intrinsic and extrinsic motivation as specified in Hypothesis 2. With the Chi-square model of the form: $X^2 = (O-E)^2 / E$ (Equation 1), the decision rule is to reject H_0 if the calculated value of X^2 is greater than the critical value. Lastly, regression test was applied to explore the dependency of job satisfaction on motivation (Hypothesis 3). Given the linear regression model: $Y = \beta_0 + \beta_1 X$ (Equation 2), the decision rule is to reject the null hypothesis if the p -value is less than the significant value.

4. Results and Discussions

This section reports the findings which were interpreted and discussed. The respondents' demographic characteristics were: Sex distribution- 23.2 and 76.8 percent of female and male; age structure- 22.2, 74.8 and 3.0 percent below 30 years, 30-55 years and above 55 years respectively. The much higher percentage of male workers appears normal for a manufacturing concern whilst the very high proportion of workers aged between 30- 55 appears normal for a successful manufacturing conglomerate expected to select the highly matured, who would sit in for a career. Sixty eight percent of the employees had spent a minimum of six years with the company. Forty nine percent were classified as senior staff, 64 percent had a first degree with another 26.3 percent having a diploma. With this level of education, maturity, ripeness on the job, and an almost equal divide between junior and senior staff, the respondents were expected to be honest and mature with their responses.

4.1 Employee Motivation and Job Satisfaction in PZ PLC

Table 1: Motivation Response Categories

S/N	Question	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	PZ motivate its employees.	20	54	14	10	1
2	PZ recognizes my contribution.	23	46	18	9	3
3	There is regular salary increase.	19	39	19	16	6
4	Close supervision is practiced	8	13	25	21	32
5	There is regular training.	33	53	9	4	-
6	Welfare benefits are good here.	28	44	14	11	2
7	PZ offers loan to employees.	13	53	17	15	1
8	Promotion is done frequently.	14	31	19	26	9
9	We all work like same family.	25	47	14	11	2
10	When motivated, I work harder.	51	40	7	1	-

Source: Field Survey, 2014

Table 1 shows the research instruments on motivation and the response categories. The response categories in Table 1 provide the evidence that PZ motivate their workers. They agreed strongly that salary increase is regular, that their contribution is being recognized by the company, and that the company scored highly on training and welfare provisions. However, the employees rated close supervision very poorly as a motivator.

Table 2 reports the job satisfaction measures and the response categories. It shows that the company fared well on most of the measures. In particular, over 80 percent of the employees are generally satisfied with the company's working rate culture, job security as well as working relationships with supervisors and subordinates. It is noteworthy however that about twenty-five percent of the employees are dissatisfied with salaries, benefits offered and payment for vacation/sick leave.

Table 2: Job Satisfaction Response Categories

S/N	Question	Highly satisfied	Satisfied	Average	Dissatisfied	Highly dissatisfied
1	Working rate culture	7	46	42	4	-
2	Rate your job security	20	40	24	13	2
3	Satisfaction with salary	3	24	48	20	4
4	The reward system	8	21	43	23	4
5	Relationships with juniors	17	55	25	1	1
6	Supervisor relationship	23	44	26	6	-
7	Benefits offered.	10	33	32	20	4
8	Location of work.	20	54	18	6	1
9	Pay for vacation/sick leave	8	25	39	21	6

4.2 Hypothesis 1: PZ Plc does not motivate their Employees

The chi-square (X^2) statistical tool was used to test the hypothesis that PZ Cussons PLC do not motivate their employees. This analysis employed the closely correlated motivation response categories in Table 1. Summary of chi-square computations are shown in Table 3.

Recall from equation 1: $X^2 = \sum \frac{(O - E)^2}{E}$, where O = Observed Value and E = Expected Value

The expected value (E.V) = Total Row X Total Column / Grand Total

Expected value for Strongly Agree and Agree: SA + A Column = $99 \times 326 / 495 = 65.2$

Expected value for Neutral: N Column = $99 \times 82 / 495 = 16.4$

Expected value Disagree and Strongly Disagree: D + SD Column = $99 \times 87 / 495 = 17.4$

Chi square (X^2) calculated = 32.73

The Degree of Freedom (Df) = (n - 1)(k - 1); n = 5 (no of rows) and k = 5 (no of columns).

At $p=0.05$, X^2 tabulated = 26.30. The X^2 calculated of 32.73 is higher than the X^2 tabulated of 26.30. That is $X^2_{cal} (32.73) > X^2_{tab} (26.30)$. In accordance to the decision rule specified earlier, the null hypothesis that PZ Cussons PLC does not motivate their employees has no statistical support. In effect, PZ Cussons PLC does motivate their employees.

Table 3: Chi- square (X^2) Computations

Cell	O	E	(O – E)	(O – E) ²	(O – E) ² /E
A	74	65.2	8.8	77.44	1.19
B	14	16.4	-2.4	5.76	0.35
C	11	17.4	-6.4	40.96	2.35
D	69	65.2	3.8	4.44	0.22
E	18	16.4	1.6	2.56	0.16
F	12	17.4	-5.4	29.16	1.68
G	66	65.2	0.8	0.64	0.01
H	17	16.4	0.6	0.36	0.02
I	16	17.4	-1.4	1.96	0.11
J	45	65.2	-20.2	408.04	6.26
K	19	16.4	2.6	6.76	0.41
L	35	17.4	17.6	309.76	17.80
M	72	65.2	6.8	46.24	0.71
N	14	16.4	-2.4	5.76	0.35
O	13	17.4	-4.4	19.36	1.11
Total	495	495			32.73

Source: Computed by the Author

4.3 Hypothesis 2: There is no significant difference in performance induced by extrinsic and intrinsic motivation in PZ

Recognition, training, salaries, supervision and welfare provisions as shown in Table 1 are the most suitable for factoring into extrinsic and intrinsic motivators. The chi square (X^2) test was also used for this analysis. Following the same procedures reported in the preceding test of Hypotheses 1, summary statistics obtained are reported next.

X^2 Calculated = 148.31

At $p = 0.05$, X^2 Tabulated = 21.03

The results show that X^2 calculated value of 148.31 was greater than X^2 Tabulated value of 21.03. In accordance with the decision rule, the null hypothesis, which states that there is no significant difference between extrinsic and intrinsic motivation in PZ was rejected. If motivation is to serve as an effective tool for job satisfaction, it is important for the management of PZ to focus on the full range of intrinsic or extrinsic tools that are well valued by the employees. In this regard, a more intense study is required.

4.4 Hypothesis 3: There is no relationship between employee motivation and job satisfaction

To test this hypothesis, the response categories in Table 1 and the response categories in Table 2 were summed up respectively into an aggregate measure of motivation and job satisfaction. They were presented for correlation, regression and analysis of variance (ANOVA) tests, the results of which are reported next. The simple correlation test indicates a positive or negative relationship between motivation and job satisfaction. The test shows a positive correlation of 0.584 at $p < 0.00$ between motivation and job satisfaction. The regression test of the form $Y = \beta_0 + \beta_1 X$, where Y and X are dependent and independent variables respectively, was used to test the extent to which motivation is a predictor of job satisfaction. The significant of the fitted model was tested using ANOVA. A fitted model is significant if the ANOVA F-statistic is less than the critical value at say $p < 0.05$. Table 4 shows the model summary, with R^2 being 0.341 at $p = 0.000$. The ANOVA test gives an F ratio of 50.09 which is significant at $p = 0.000$. The regression sum of squares also indicate an F-ratio of 50.09 which is significant at $p = 0.000$.

Table 4: Model summary results of regression and ANOVA tests

Model	R	R ²	Adjusted R ²	Std. Error		
1	.584	.341	.334	4.29975		
Model	Sum of Squares		Df	Mean Square	F	Sig.
1 Regression	926.034		1	926.034	50.09	.000
Residual	1793.319		97	18.488		
Total	2719.354		98			

Source: Field Survey, 2014

Table 5: Coefficient of Variance Statistics

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9.476	1.933		4.903	.000
Motivation	.797	.113	.584	7.077	.000

Source: Field Survey, 2014

Finally, Table 5 shows the regression model coefficients- the intercept and the slope being 9.476 and 0.797 respectively. Hence, the dependency of job satisfaction (Y) on motivation (X) can be specified as $Y = 9.476 + 0.797X$. The foregoing results provide the evidence that motivation has a strong positive impact on job satisfaction. We therefore conclude that the model is significant which implies that there is a relationship between motivation and job satisfaction. It is therefore tenable to reject the null hypothesis of no significant relationship between employee motivation and job satisfaction.

4.5 Major Findings

The results from the test of Hypothesis 1 provide the evidence that PZ PLC as an international conglomerate motivate their employees. About 70 percent of employees agreed with all the ten measures of motivational practices in the study. The result from the test of Hypothesis 2 validated the distinction between extrinsic and intrinsic motivation and also revealed that extrinsic and intrinsic motivation differ in their impacts on business performance. Due to the depth of disagreement in the literature on their relative performance impact, this study was not big enough to explore that area further. It was just sufficient to implement both according to the notion of locus of causality explained earlier in the literature review. Finally, the test of Hypothesis 3 provided the evidence of a significant relationship between motivation and job satisfaction, which is an attitude of being happy to be there and happy with the work and the organisation. This positive attitude is what yields the premium performance that contributes effectively and efficiently towards the growth of the organization.

5. Conclusion, Recommendations and Limitations

Motivation and job satisfaction remains a messy area for both theoretical and empirical studies. Most importantly, researchers differ widely on their similarities and differences even as more interest was on the business performance effect of the two concepts rather than studies of cause and effect between them. The same applies to research opinion on the relative impact of extrinsic and intrinsic motivation on job satisfaction and business performance. Adopting the notion of locus of causality developed by Deci (1975), the study proposed joint deployment of both the extrinsic and intrinsic motivational tools, even though their relative impact on job satisfaction differs significantly.

Management should therefore motivate all its employees as a means of achieving job satisfaction and as a consequence, higher attainment of corporate goals. The high level of employee motivation in PZ Nigeria PLC seems to account for their growth into a highly competitive and profitable conglomerate. As greater demands are placed on companies to remain competitive, improve on quality / cost and penetrate foreign markets, PZ PLC and other Nigerian companies and businesses are obliged to dynamically encourage

their employees from both dimensions of extrinsic and intrinsic motivation. The need arises however to identify and strengthen the dimension that are of greater value to employees. Unless this is done, most spending and programmes of motivation may be money down the drain. One powerful motivational tool which however is hard to position between extrinsic and intrinsic motivation is share ownerships scheme. Over a long working life, an employee may become a major shareholder in a company to which he has committed his life and career.

This study has some limitations- time and money. Also, the permission to conduct this kind of study appears rather hard to secure. The regular excuse was no time and that operations would get disrupted. Accordingly, only one company was studied even as the researcher was made to scale down the investigation. Further studies are required to gauge the relative effectiveness of the two dimensions of motivation. This is in addition to modeling studies which could clarify the direction of cause and effect between motivation and job satisfaction.

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