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Tel: +65 6327 0166

Fax: +65 6327 0162

www.globalstf.org | info@globalstf.org

E-mail: info@hr-mgt.org

Website: www.hr-mgt.org

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Editorial

It is our pleasure to present to you the Proceedings of 3rd Annual International Conference on Human Resource Management and Professional Development in the Digital Age (HRM&PD 2013) organized by the Global Science and Technology Forum at Hotel Fort Canning, Singapore during 22 - 23 July 2013.

The conference serves as a forum for researchers, academics, experienced professionals and business executives to present and exchange new ideas on research in human resource management and professional development. The conference is also of interest to educators, especially those involved in course and curriculum design.

All the papers selected for presentation at this conference and for publication in the proceedings were subject to blind peer review prior to submission.

We are honored to have at the conference **Prof. Dr. Diana Krause** (Alpen-Adria University Klagenfurt, Austria), **Prof. Adrian Wilkinson** (Griffith University, Australia) and other invited speakers, each an eminent researcher in his or her own right.

We thank all review committee members, partner universities, organising committee members and especially all the conference participants for making this conference a success.

We are sure conference participants will benefit from the contributions to the Proceedings of HRM&PD 2013 and we trust that they will be very useful in their future research endeavors.

Dr. Carolin Rekar Munro
Editor-in-Chief

*Associate Professor
Intellectual Lead, Leadership and Human Resources
Faculty of Management
Royal Roads University, Canada*

Foreword

This volume of conference proceedings contains a collection of research papers presented at 3rd Annual International Conference on Human Resource Management and Professional Development in the Digital Age (HRM&PD 2013) held on 22nd – 23rd July 2013 at Hotel Fort Canning, Singapore.

The HRM&PD 2013 conference is an international event for the presentation, interaction and dissemination of new advances relevant to innovation and entrepreneurship. As member of the Board of Governors, GSTF, I would like to express my sincere thanks to all those who have contributed to the success of HRM&PD 2013.

A special thanks to all our speakers, authors and delegates for making HRM&PD 2013 a successful platform for the industry, fostering growth, learning, networking and inspiration. We sincerely hope you find the conference proceedings enriching and thought-provoking.

Professor the Hon. Dr. Stephen Martin
Member, Board of Governors, GSTF

Preface

We are pleased to welcome you to the proceedings of the 3rd Annual International Conference on Human Resource Management and Professional Development in the Digital Age (HRM&PD 2013) held on 22nd – 23rd July 2013 at Hotel Fort Canning, Singapore.

The HRM&PD 2013 conference continuously aims to foster the growth of the human resource management and professional development and its benefits for the community at large. The comprehensive content of the conference has attracted immense attention and the wealth of information spread out over all the papers would be extremely useful to professionals working in the related fields.

It is my pleasure to announce the participation of expert speakers from various countries in this two-day event. This truly is a unique platform for all stakeholders like researchers, users, and policy makers to discuss, deliberate and exchange experiences.

The Conference Proceedings documents and the presentations made at HRM&PD 2013, is the end result of a tremendous amount of creative work and a highly selective review process. We have received research papers from distinguished participating academics from various countries. The "HRM&PD 2013 BEST PAPER AWARDS" recognize outstanding contributions and research publications by authors and students.

I want to thank all authors of submitted papers for their participation. They contributed a great deal of effort and creativity to produce this work, and I am happy that they chose HRM&PD 2013, as the place to present it. Credit also goes to the Program Committee members and reviewers, who donated substantial time from their busy schedules to carefully read and evaluate the submissions.

In addition, the Organizing Committee would like to take this opportunity to extend our sincere gratitude to all supporting Organizations for their support and encouragement and for making the event a success.

Dr. Anton Ravindran

HRM&PD 2013, Conference Organizing Chair

Visiting Professor/Researcher, Institute for Research in Applicable Computing (IRAC),

University of Bedfordshire, UK

Adjunct Professor, Bina Nusantara University

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University of Vaasa, Finland
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Table of Contents

<i>Editorial</i>	iii
<i>Foreword</i>	iv
<i>Preface</i>	v
<i>Program Committee</i>	vi
<i>Author Index</i>	1

3rd Annual International Conference on Human Resource Management and Professional Development in the Digital Age (HRM&PD 2013)

Two Decades of Evolving function and competencies of Human Resource Professionals <i>Marcus Ho, Karen Lo and Stephen T. T. Teo</i>	1
Personality Profiles and National Innovativeness The Mediating Role of Cultural Practices <i>Robert J. Rossberger and Diana E. Krause</i>	9
Professional Human Resource Management for the Digital Age <i>Paul Higgins and Ian Roper</i>	15
HR Innovation for Competitive Advantage: Insights from Australia <i>Upamali Amarakoon, Jay Weerawardena and Martie-Louise Verreynne</i>	25
Self-Initiated Career Characteristics of Danish Expatriated Engineers <i>Torben Andersen</i>	29
Sustainable Human Resource Management <i>Zohreh Molamohamadi, Napsiah Ismail, Zulkiflle Leman, and Norzima Zulkifli</i>	36
Best Practices in Human Resource Management: Social Media and Human Resources <i>Radhika Dhoot</i>	40
Attrition Impact Management: Adding Value to Numbers <i>Rahul Varma</i>	46
Motivation, Attitude to Work, and Monitoring of Employees in the Nigerian Work Environment <i>Isiaka Sulu Babait</i>	49
Critical Success Factors for Home-based Call Centers: a South Korean Study <i>Chang Juck Suh and Hyo Jeong Kim</i>	60
Capacity Building and Developmental Outcomes in Jamaica and Trinidad and Tobago <i>Gloria Davis-Cooper</i>	70

Upward Feedback and Leadership Development: Perceptions from Senior Employees <i>Gary Oldcorn and Darryl Forsyth</i>	81
An exploratory investigation into knowledge management in Western Australian knowledge-intensive small businesses <i>Shukrullah Fassehi</i>	88
The Complexity of Performance Management in Higher Education: Policy Versus Practice <i>Cookie M Govender</i>	97

Upward Feedback and Leadership Development: Perceptions from Senior Employees <i>Gary Oldcorn and Darryl Forsyth</i>	81
An exploratory investigation into knowledge management in Western Australian knowledge-intensive small businesses <i>Shukrullah Fassehi</i>	88
The Complexity of Performance Management in Higher Education: Policy Versus Practice <i>Cookie M Govender</i>	97

Motivation, Attitude to Work, and Monitoring of Employees in the Nigerian Work Environment

ISIAKA Sulu Babaita, Ph.D

Department of Business Administration

University of Ilorin, Ilorin, Nigeria

E-mail: sibyaka@yahoo.com; babaita@unilorin.edu.ng

ABSTRACT

Unmotivated employees do not perform well on the job, and may display a careless or lukewarm attitude to customers. The implication of this is that unmotivated employees need to be closely monitored in a work environment if productivity target is to be met. The aim of this paper is therefore to examine the impact of motivation on employees' attitude to work and monitoring of employees in the Nigeria work environment. The data used was from both primary and secondary sources. A sample of 115 employees was randomly selected from employees across different sectors. This was the number of duly completed copies of questionnaire returned out of 150 administered. Data was analyzed using a strong and robust non-parametric statistics called G-Test. The findings revealed that inappropriate motivation leads to undue monitoring of employees as a result of negative attitude to work in a Nigerian work environment. Attitude displayed in the workplace directly affect the atmosphere and productivity within an organization. The study recommended that appropriate motivation be given to employees. This will eliminate or reduce unnecessary monitoring of employees in the place of work. A positive attitude toward work will also be exhibited by employees. A motivated workforce is typically a more productive workforce, with less absenteeism and turnover.

Key words: *Motivation, Attitudes, Monitoring, Work Environment, Productivity, G-Test*

Introduction

Happy workers lead to happy customers, and happy customers lead to successful businesses. On the opposite side, unhappy workers are likely to leave the

company, and when this happens, the company usually loses out. Losing an employee according to Nickels, McHugh and McHugh (2002) could cost much more for such things as exit interviews, severance pay, the process of hiring a replacement worker, and lost productivity while the new employee is learning the job. The "soft" costs are even greater: loss of intellectual capital, decreased morale, increased employee stress and a negative reputation. Motivating the right people to join and remain with the organization is a key function of managers. People are willing to work hard, if they feel that their work makes a difference and is appreciated. People are motivated by a variety of things, such as recognition, accomplishment and status. The best motivation in the view of Inancevich; Lorenzi; Skinner; and Crossby (1997), is seen as one that helps people do something worthwhile that they would like to do anyway. Highly motivated employees are likely to require less or undue monitoring in the work environment. Employee motivation is a powerful intervention for accelerating development in getting employees to give of their best.

There is no doubt that motivation is the crux for good performance, but there is no clear cut answer to the question of how to motivate. However, it is a fact that Nigeria is among the countries that is situated in money – motivated world. Any amount of human relations cannot compensate for a lack of monetary reward. If the reward is right, good human relations will give that extra zest to a team, motivating them to give of their best efforts. Most worker-strikes in Nigeria are for better wage/pay. The truth is that insufficient monetary reward cannot be compensated

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by good human relations. By extension, as noted by Accel – Team. Com (2004), it is no different in the industrial world. Strikes for better salary and rewards do still occur. This is the hard facts of life in a commercial world. Self – motivation can go only so far and it needs to be constantly reinforced by rewards. In particular, merit must be measured and rewarded regularly, if it is to be encouraged and sustained. The main purpose of this is to examine empirically the impact of motivation on attitude to work on one hand and monitoring of employees on the other hand in the Nigerian work environment.

Literature Review

Motivation

People according to Nickels, McHugh, and McHugh (2002), are motivated by a variety of things, such as recognition, accomplishment and status. Two types of motivation are identified – intrinsic and extrinsic. Intrinsic reward is the personal satisfaction you feel when you perform well and complete goals. The belief that your work makes a significant contribution to the organization or society is a form of intrinsic reward. An extrinsic reward is something given to you by someone else as recognition for good work. Such things as pay increases, praise, and promotions are examples of extrinsic rewards. Jones and George (2006), in a work that is closely related to that of Nickels et al (2002), defined motivation as psychological forces that determine the direction of a person's behaviour in an organization, a person's level of effort, and a person's level of persistence in the face of obstacles. Jones and George (2006) observe that motivation is central to management because it explains why people behave the way they do in organizations. And that motivation also explains why a waiter is polite or rude and why a kindergarten teacher really tries to get children to enjoy learning or just goes through motions. Like Nickels et al (2002), Jones and George (2006), opined that motivation can come from intrinsic or extrinsic sources. Jones and George (2006), went further in saying that intrinsically motivated behaviour is behaviour that is performed for its own sake; the source of motivation is actually performing the behaviour, and motivation comes from doing the work itself. That extrinsically motivated behaviour is behaviour that is performed to acquire material or social rewards or to avoid punishment; the source of

motivation is the consequences of the behaviour not the behaviour itself. Jones and George (2006) conclude that people can be intrinsically motivated, extrinsically motivated, or both intrinsically and extrinsically motivated. Mullins (2010) describes motivation as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others, and why they continue with a chosen action, often over a long period in the face of difficulties and problems. In a similar work, Ivancevich, Lorenzi, Skinner and Crosby say a person's motive or motivation is characterized as a need-based state of arousal. Need deprivation increases our state of arousal or search to reduce the need deficit. At work, the term behaviour according to Ivancevich et al (1992) refers to the specific work or task action that results from this need-deficit-induced arousal. Rewards are the direct consequence of our behaviour. Feedback is knowledge produced about the cause-and-effect sequence that either stimulates or suppresses future states of arousal depending on our level of need satisfaction. To De Cenzo and Robbins (1996), motivation is seen in terms of some outward behaviour. People are motivated exert a greater effort to perform some task than those who are not motivated. However, to De Cenzo and Robbins (1996), saying such is only relative and tells us little. Rather, a more descriptive definition of motivation would be the willingness to do something, where this something is conditioned by its ability to satisfy some need for the individual. In their contribution to the meaning of motivation, Moorhead and Griffin (1992), see motivation as the set of forces that cause people to behave in certain ways. The student who stays up all night to ensure that his or her term paper is the best it can be, the salesperson who works on Saturdays to get ahead and the Doctor who makes follow-up phone calls to patients to check on their conditions are all motivated people. Of course, the student who avoids the term paper by spending the day at the beach, the salesperson who goes home early to escape a tedious sales call, and the doctor who skips follow-up calls to have more time for golf are also motivated. In both examples, these individuals are simply motivated to achieve different types of things. French (2007) defines motivation, as the desire and willingness of a person to expend effort to reach a particular goal or outcome. French sees motivation as a consequence of many factors operating simultaneously in the person and the person's environment. Organizational factors in

motivation include leadership style, structure (such as job design), and human resources policies and practices. Individual skills, personality traits, and attitudes that a person brings to the job also play a large part in motivation. French like others is also mindful of the fact that there is no single, generally accepted theory of what motivates people in the workplace, but a review of the several contemporary theories as summarized by De Cenzo and Robbins (1996).

Coulter and Robbins (2007), viewing motivation from another perspective refer to it as the process by which a person's efforts are energized, directed, and sustained toward attaining a goal. Generally speaking, motivation involves any effort exerted toward a goal; however, we are most interested in organizational goals because our focus is on work-related behaviour. Coulter and Robbins (2007), after analyzing all the theories and issues of motivation, and mindful of the fact that there is no simple, all-encompassing set of guidelines, gave the following suggestions on how to motivate employees:

Recognize Individual Differences – Almost every contemporary motivation theory recognizes that employees are not identical. They have different needs, attitudes, personality, and other important individual variables.

Match People to Jobs – There is a great deal of evidence showing the motivational benefits of carefully matching people to jobs.

Use Goals – The literature on goal – setting theory suggests that managers should ensure that employees have hard, specific goals and feedback on how well they are doing in achieving those goals.

Ensure that goals are perceived as Attainable-Regardless of whether goals are actually attainable, employees who see goals as unattainable will reduce their effort because they will be thinking “why bother”. Managers must be sure therefore, those employees feel confident that increased efforts can lead to achieving performance goals.

Individualize Rewards – Managers should use their knowledge of employee differences to individualize the rewards they control, such as pay,

promotions, recognition, desirable work assignments, autonomy and participation. This becomes imperative because employees have different needs, what acts as a reinforcer for one may not for another.

Link Rewards to Performance – Managers need to make rewards contingent on performance important rewards such as pay increases and promotion should be given for the attainment of specific goals.

Check the System for Equity – Employees should perceive that rewards or outcomes are equal to the inputs

Use Recognition – Recognize the power of recognition

Show Care and Concern for your Employees – Employees perform better for managers who care about them. When managers care about employees, performance results typically follow.

Do not ignore money – it is easy to get so caught up in setting goals, creating interesting jobs, and providing opportunities for participation that you forget that money is a major reason why most people work. Thus, the allocation of performance-based wage increases, piecework bonuses, and other pay incentives is important in determining employee motivation. We are not saying that managers should focus solely on money as a motivational tool. Rather, we are simply stating the obvious – that is, if money is removed as an incentive, people are not going to show up for work. The same cannot be said for removing goals, enriched work, or participation

The concept of motivation has with it, varied theories which differ in so many respects, but with common unify themes. So, whenever discussions of motivation occur, there is a tendency to spend considerable time discussing the likes of Abraham Maslow, Douglas McGregor, Frederick Herzberg, David McClelland, J. Stacey Adams, and Victor Vroom. These are summarized briefly in line with the submission of De Cenzo and Robbins (1996), in the Table 1.

Table 1: Recap of Classic Motivational Theories

Theory	Individual	Summary
Hierarchy of Needs	Abraham Maslow	Five needs rank in an hierarchical order from lowest to highest: physiological, safety, belonging, esteem, and self-actualization. An individual moves up the hierarchy and, when a need is substantially realized, moves up to the next need.
Theory X – Theory Y	Douglas McGregor	Proposes two alternative sets of assumptions that managers hold about human beings: motivations – one, basically negative, labeled Theory X; and the other, basically positive, labeled Theory Y. McGregor argues that Theory Y assumptions are more valid than Theory X and that employee motivation would be maximized by giving workers greater job involvement and autonomy.
Motivation-Hygiene	Frederick Herzberg	Argues that intrinsic job factors motivate, whereas extrinsic factors only placate employees.
Achievement, Affiliation, and Power Motives	David McClelland	Proposes that there are three major needs in workplace situations: achievement, affiliation, and power. A high need to achieve has been positively related to higher work performance when jobs provide responsibility, feedback, and moderate challenge
Equity Theory	J. Stacey Adams	An individual compares his or her input/outcome ratio to relevant others. If there is a perceived inequity, the individual will augment his or her behaviour, or choose another comparison referent.
Expectancy Theory	Victor Vroom	Proposes that motivation is a function of valence (value) of the effort-performance and the performance-reward relationships.

Source: De Cenzo and Robbins (1996)

From the manager's viewpoint, the objective is to motivate people to behave in ways that are in the organizations best interest.

Motivation is goal-directed behaviour. People are motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward – one that satisfies their needs and wants. The two basic types of motivation are intrinsic and extrinsic motivation. Motivation strategies aim to create a working environment and to develop policies that will provide for higher levels of performance from employees.

It must be noted that there are a number of motivation theories which, in the main, are complementary to one another.

Money according to Armstrong (2009) is a powerful motivating force because is linked directly or indirectly to the satisfaction of many needs. Money may in itself have no intrinsic meaning, but it acquires significant motivating power because it comes to symbolize so many intangible goals.

Employee Attitudes

Attitudes are an important consideration for managers. Employee attitudes according to

Moorhead and Griffin (1997) may be related to behaviours critical to the organization. Dissatisfied employees, for instance, are more likely to be absent from work or to leave for better opportunities elsewhere. Negative attitudes toward the organization can also spur employees to consider forming or joining a labour union. There are clear differences between your employee's attitude and his behavior. Attitude describes the way your employee feels inside. These are his feelings toward you, his coworkers and his position within the company. Every employee has an attitude towards the environment -- either good or bad. This attitude can also influence how he performs. Because attitude is an inward feeling, an employee's bad attitude might remain hidden. But if he's not careful, his bad attitude might show in his actions. Theory and research, according to Griffin (1997), show that attitudes can help managers understand employee attitudes toward the work place. In general, employees develop consistent and identifiable sets of attitude toward job attributes such as pay, working conditions, and the job's tasks. Ahuja (2009) sees attitude, as a bent of mind, predisposition of certain actions. It is a process by which the individuals learn as a result of experience to orient themselves towards objectives and goals. Attitude is associated with physical neutral

state, verbal opinion, ideologies and above all integrated philosophy of life. Attitude is the detailed direction of human behaviour. Attitude is a stage of sensitiveness and proneness to act. In a similar work, Mullins (2010), sees attitudes as providing a state of 'readiness' or tendency to respond in a particular way. They are learned through life and are embodied within our socialization process. To Mullins, some attitudes (such as religious beliefs) may be central to us – a core construct – and may be highly resistant to any change, whereas other, more peripheral attitudes may change with new information or personal experiences.

In another contribution, Robbins and Coutler (2007), say attitudes are evaluative statements – either favourable or unfavourable – concerning objects, people, or events. They reflect how an individual feels about something. When a person says, "I like my job", he or she is expressing an attitude about works. An attitude is seen here as made up of three components: cognition, affect, and behaviour. The cognitive component of an attitude refers to the beliefs, opinions, knowledge, or information held by a person. The belief that 'discrimination is wrong' illustrates cognition. The affective component of an attitude is the emotional or feeling part of an attitude. The behavioural component of an attitude refers to an intention to behave in a certain way toward someone or something. **Naturally, managers are not interested in every attitude an employee has, but are especially interested in job-related attitudes. The three most widely known according to Robbins and Coutler (2007), are job satisfaction, job involvement, and organizational commitment.**

- Job satisfaction refers to person's general attitude toward his or her job. A person with a high level of job satisfaction has a positive attitude toward his or her job, while a person who is dissatisfied has a negative attitude

- Job involvement is the degree to which an employee identifies with his or her job, actively participates in it, and considers his or her job performance to be important to his self-worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do. Their general, positive ways to their work. What do we know about the influence of job involvement on employee behaviour? High levels have been found to be related to fewer absences, lower resignation rates, and higher employee engagement with their work.

- Organizational commitment is the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization. Whereas job involvement is identifying with your employing organization. Research according to Robbins and Coutler (2007), suggests that organizational commitment also leads to lower levels of both absenteeism and turnover and, in fact, is a better indicator of turnover than job satisfaction.

Monitoring of Employees

Today's workplace according to Robbins and Coutler (2007), presents considerable control challenges for managers. From monitoring employees' computer usage at work to protecting the workplace against disgruntled employees or even possible terrorist attacks, managers must control the workplace to ensure that the organization's work can be carried out efficiently and effectively as planned. Three main workplace concerns are workplace privacy, employee theft, and workplace violence.

Work Environment

The new technologies have facilitated the redistribution of where work is carried out in a number of ways, the full implications of which according to Mullins (2010), are not yet clear. Firstly, the availability of ICTs has made the displacement of workers from the traditional individual location (desk or office) considerably easier. Thus workers may be working from home, on the move, or in some form of collective office space part of or all of the time. Secondly, technology has made easier the more nationally or even internationally of certain forms of service sector activity that can be carried out over the telephone or via an internet connection. This is one part of the phenomenon known as off shoring. In each of these cases, technology is certainly not the only factor in play, but it is an important one. What we want to bring out here is that when we talk of work environment we are referring to both traditional individual location (desk or office) as well as flexible work environment brought about by the emergent of ICTs

Well-being at work exists when people are happy with their lot – what they do, how they are treated, how they get on with others. The well- being of

employees depends on the quality of working life provided by their employers – the feelings of satisfaction and happiness arising from the work itself and the work environment. Armstrong (2009) gave three reasons why organizations should be concerned with the well-being of their employees. First, and most importantly, they have a duty of care and this means adopting a socially responsible approach to looking after their people. Second, employers are responsible for creating a good work environment not only because it is their duty to do so but only because it is their duty to do so but also as part of the total reward system. Third, it is in the interests of employers to do so because this will increase the likelihood of their employees being committed to the organization and help to establish it as a 'best place to work'.

The work environment in view of Aina (1992), consists of the system of work, the design of jobs, working conditions and the ways in which people are treated at work by their managers and co-workers. Well-being is achieved when account is taken in designing the work system and the jobs in it of the needs of the people concerned. Working conditions need to meet health and safety requirement. The way people are treated is a matter of managerial behavior, achieving work-life balance and dealing with issues, as stress, harassment and bullying.

An enabling, supportive and inspirational work environment creates experiences that impact on engagement by influencing how people regard their roles and carry them out. An enabling environment will create the conditions that encourage high performance and effective discretionary behavior. These include work processes, equipment and facilities, and the physical conditions in which people work. A supportive environment according to Armstrong (2009), will be one in which proper attention is paid to achieving a satisfactory work-life balance, emotional demands are not excessive, attention is paid to providing healthy and safe working conditions, job security is a major consideration and personal growth needs are taken into consideration. An inspirational environment will be where what John Purcell and his colleagues according to Armstrong (2009), refer to as 'the big idea' is present – the organization has a clear vision and a set of integrated values that are 'embedded, collective, measured and managed'.

In a related work Desimone and Werner (2006), emphasize four sets of forces within the work environment that affect employee behavior. These are: outcomes, the supervisor, characteristics of the organization itself, and coworkers. Table 2 presents a list of these forces and some of the issues found in each.

Table 2: Sets of Forces Within The Work Environment That Affect Employee Behavior

Factor	Issues
Outcomes	Types, Effect on Motivation
Supervision	Leadership, Performance Expectations
Organization	Reward Structure, Organizational Culture, Job Design
Coworkers	Norms, Group Dynamics, Teamwork, Control of Outcomes

Outcomes occur as a result of a given employee behavior. Outcomes can be personal or organizational in nature. Personal outcomes are those that have value to the individual, such as pay, recognition, and emotions. Organizational outcomes are things valued by the organization, such as teamwork, productivity, and product

Supervision and Leadership: The immediate supervisor plays an important role in the employee's work life, delegating tasks and responsibilities, setting expectations, evaluating performance, and providing (or failing to provide) feed-back, rewards, and discipline. Even with the shift toward greater use of teams, including more self-directed work teams, supervisors continue to play a critical role in the success of most organizations. Although the influences supervisors have on subordinates are numerous and sometimes complex, two factors deserve comment: self-fulfilling prophecy and leadership. Research on self-fulfilling prophecy, or the Pygmalion effect, according to Desimone and Werner (2006), has shown how the expectations a supervisor establishes can influence a subordinate's behavior. Leadership is the noncoercive influence to direct and coordinate the activities of a group toward accomplishing a goal

The Organization- The organization itself can influence employee behavior through its reward structure, culture, and job design. Reward structure focuses on the types of rewards an organization uses (material, social); how rewards are distributed (e.g. equally to all, relative to each individual's

contribution, or on the basis of need); and the criteria for reward distribution (results, behavior, or nonperformance issues, such as seniority or tenure). Further, rewards in view of Desimone and Werner (2006), include not only tangible things, such as financial bonuses and plaques, but also intangible things, such as recognition and acceptance. Reward systems should ideally provide the outcomes desired by members of the organization. An organization's culture can also have a strong effect on individual behaviour. Organizational culture is a set of values, beliefs, norms, and patterns of behavior that are shared by organization members and that guide their behavior. Job design is the development and alteration of the components of a job (such as the tasks one performs, and the scope of one's responsibilities) to improve productivity and the quality of the employee's work life. As proposed by Richard Hackman and Greg Oldham, and reported by Desimone and Werner (2006), that when jobs contain factors that satisfy employees' personal growth needs or provides elements that generate feelings of responsibility, meaningfulness, and knowledge of results, employees will be more satisfied and more productive.

Coworkers and Teams – Coworkers, and especially team members, in view of Desimone and Werner (2006), can exert a strong influence on an employee's behavior in at least **three** ways. **First**, coworkers control some of the outcomes valued by an employee, and may use those outcomes to influence the employee's behaviour. For example, if an employee behaves in a way coworkers value, they may reward or reinforce that behavior by offering friendship and recognition. Similarly, coworkers may choose to react to behavior they disapprove of by withholding desired outcomes or punishing the employee through what Desimone and Werner (2006), referred to as insults, ostracism, or threats. This is especially true in team situations, where members hold each other accountable for behaviours and performance, and where access to rewards is based on team performance. **Second**, **norms**, or informal rules for appropriate behaviour established within work groups, can serve as guidelines for appropriate behaviour, if the employee chooses to comply. Norms send a clear message about what behaviour is expected and may lead employees to behave in ways that differ from typical patterns. **Third**, because Human Resources Development (HRD) Programs are often administered to groups of employees and

employees must perform newly learned behaviours in group settings, HRD professionals need to understand the effect of **group dynamics** on behaviour. **Group dynamics** influence the way an employee may behave when interacting in a group. Dynamics such as groupthink and social loafing show that the performance of individuals within groups can differ from their behaviour alone. **Groupthink** occurs when group members are primarily concerned with unanimity, making poor decisions by failing to realistically assess alternatives. **Social loafing** is the tendency for group members to reduce their effort as the size of the group increases. The implication of dynamics such as social loafing and groupthink is that consideration must be given to how employees will behave when they are in group settings. Care according to Desimone and Werner (2006), should be taken when designing and implementing HRD programs to ensure that group dynamics do not undermine the learning process. **Teamwork** both amplifies the importance of coworkers' influences on individual behaviour and brings other dynamics to the forefront. Two teamwork issues are trust and cohesiveness. **Trust** has to do with expectations that another person (or group of people) will act benevolently toward you. There is a certain vulnerability or riskiness in trust, in that the other party may not fulfill your expectations. Yet, research has demonstrated strong links between interpersonal trust and employee performance (including citizenship behaviours), problem solving, and cooperation. **Cohesiveness** is the members' sense of togetherness and willingness to remain as part of the group. Given team members' high level of interdependence, they must trust one another and feel a sense of cohesiveness if the team is to work together and be successful

We can conclude by saying that motivation and productivity/attitudes at the place of work are inseparable. This assertion is further reinforced by Aina (1992), he says that most managers have discovered that productive work cannot be achieved through command, order or executive fiat. Improved productivity depends on individual motivation.

Motivation in the Nigerian Work Environment

The factors involved in motivating employees for higher productivity are numerous. Aina (1992), identifies the following as factors involved in motivating employees for higher productivity:

salaries and wages, incentives systems, work ethics and social values, morale, social and psychological conditions of work, quality and style of supervision of management, knowledge and skills of workers and the reward system of management. Interestingly enough, studies on money as a motivator for higher productivity according to Aina (1992), arrive at somewhat ambivalent conclusions about its effectiveness. In that income satisfies a number of needs, both financial and psychological. The problem in understanding its function as a productivity motivator is that money covers a wide range of needs and difficulties exist in isolating its effect relative to other motivators. However, in a society where the basic needs are not well satisfied, as observed by Aina (1992), the size and importance of one's pay packet is highly important. Nigeria has recently witnessed a huge increase in the number of industrial actions. No day passes in Nigeria without strikes or threats of strikes in one form or another. Meaning Nigerian workers have been facing economic crisis. Their standard of living have suffered adversely as a result of runaway inflation, unemployment and delays in salaries and worsening condition of service. The problem for the poor attitude of Nigerian workers to work is not intractable. No management will be effective if it continually emphasizes higher levels of performance and improvement, but fails to reward and recognize managers for their higher performance levels. Managers and workers at all levels will have to be convinced that productivity has rewards.

Most managers in of Aina (1992), both in the public and private sector often appear to make the implicit assumption that man is basically bad and needs to be controlled. For example, the time clock used in many factories and sign-in registers in white collar jobs require employees to punch or sign in and out; the assumption is that people do not want to work and therefore will cheat their employers if they have a choice. Organizations that are high in human relations limit such negative practices and find ways to bring forth the good in the individual, and treat their employees as human beings

Methodology

The data used was from both primary and secondary sources. A sample of 115 employees was randomly selected from employees across different sectors. This was the number of duly completed copies of

questionnaire returned out of 150 administered. Data was analyzed using a strong and robust non-parametric statistics called G-Test. The G-Test is used to determine the relationship between dependent and independent variables in the hypothesis. This G-test is also sometimes called a log-likelihood test or a likelihood ratio test. Data are presented in the form of tables showing frequencies and percentages. Following each table is the descriptive analysis of the findings.

The general formula for G is

$$\text{Or simply } G = 2 \sum [O \times \ln(O/E)]$$

As with most test statistics, the larger the difference between observed and expected, the larger the test statistic becomes.

Where :-

n = the number of observation

O = Observed frequency

E = Expected frequency

$\ln$ = Natural logarithm (log to the base e)

E = $\frac{\text{Column Total} \times \text{Row Total}}{\text{Grand Total}}$

Degree of freedom $d.f = (r-1)(c-1)$

where:- r = number of rows c = number of columns

5% level of significance was used so as to be at least 95% confident that we are making the right decision.

In statistics, **G-tests** are likelihood-ratio or maximum likelihood statistical significance tests that are increasingly being used in situations where chi-square tests were previously recommended. The commonly used chi-squared tests for goodness of fit to a distribution and for independence in contingency tables are in fact approximations of the log-likelihood ratio on which the G-tests are based. This approximation was developed by Karl Pearson because at the time it was unduly laborious to calculate log-likelihood ratios. With the advent of electronic calculators and personal computers, this is no longer a problem. G-tests are coming into increasing use, particularly since they were recommended in the 1994 edition of the popular statistics text book by Sokal and Rohlf. For samples of a reasonable size, the G-test and the chi-squared test will lead to the same conclusions. However, the approximation to the theoretical chi-square distribution for the G-test is better than for the Pearson chi-squared tests in cases where for any cell $|O - E| > E$, and in any such case the G-test should always be used.

Decision Rule

In analyzing the data, the following decision rule served as a guide:

- Reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1) if the observed value of G is greater than the critical value,
- Accept the null hypothesis (H_0) and reject the alternative hypothesis (H_1) if the observed value is less than the critical value.

Research Hypothesis

The statement of hypothesis formulated for the study is as follows:

H_0 : Motivation does not have impact on both attitude to work and monitoring of employees in the Nigerian work environment.

Results and Discussion**Table 3: Distribution of Respondents by Sectors**

Sector	No. of Respondents	Percentages (%)
Security Agencies	16	13.91
Civil Service	22	19.13
Manufacturing	18	15.65
Education	23	20.00
Financial	12	10.44
Construction	24	20.87
Total	115	100

Source: Author's Survey 2012

Table 4: Motivation has impact on attitude to work and monitoring of employees in the work environment.

	YES	NO	Total
Security Agencies	13	3	16
Civil Service	22	0	22
Manufacturing	16	2	18
Education	18	5	23
Financial	11	1	12
Construction	19	5	24
Total	99 (86%)	16 (14%)	115

Source: Author's Survey 2012

Table 4 gives the summary of responses to the question as to the impact of motivation on attitude to work and monitoring of employees in the work environment.

Table 5: OBSERVED FREQUENCY (O_i)

	YES	NO	Total
Security Agencies	13	3	16
Civil Service	22	0	22
Manufacturing	16	2	18
Education	18	5	23
Financial	11	1	12
Construction	19	5	24
Total	99 (86%)	16 (14%)	115

Source: Author's Survey 2012

Table 6: EXPECTED FREQUENCY (E_i)

	YES	NO	Total
Security Agencies	13.77	2.23	16
Civil Service	18.94	3.06	22
Manufacturing	15.50	2.50	18
Education	19.80	3.20	23
Financial	10.33	1.67	12
Construction	20.66	3.34	24
Total	99	16	115

Source: Author's Computation 2012

Table 7: G- Test Computation

	O _i	E _i	O _i /E _i	ln(O _i /E _i)	O _i · ln(O _i /E _i)
	13	13.77	0.94	.619	8.047
	3	2.23	1.35	.300	.9
	22	18.94	1.16	.148	3.256
	0	3.06	0	0	0
	16	15.50	1.03	.030	.48
	2	2.50	0.80	-0.223	-0.446
	18	19.80	0.91	.094	1.692
	5	3.20	1.56	.445	2.225
	11	10.33	1.06	.058	.638
	1	1.67	0.60	-0.511	-0.511
	19	20.66	0.92	0.083	1.577
	5	3.34	1.50	0.406	2.03
Total	115				19.888

Source: Author's Computation 2012

$$G = 2 \sum_{ij} O_{ij} \cdot \ln(O_{ij}/E_{ij})$$

Or simply $G = 2 \sum [O \times \ln(O/E)]$

$$G = 2 \sum [O \times \ln(O/E)] = 2(19.888) = 39.776$$

Observed $G = 39.776$

$$d.f = (r-1)(c-1)$$

$$= (6-1)(2-1)$$

$$= 5 \times 1$$

Critical value is 11.070

From the above computation, the observed value of $G = 39.776$ is greater than the critical value 11.070. As a result of this, the null hypothesis (H_0) which states that Motivation does not have impact on both attitude to work and monitoring of employees in the Nigerian work environment is therefore rejected. Meaning motivation has impact on both attitude to work and monitoring of employees in the Nigerian work environment. The findings revealed that inappropriate motivation leads to undue monitoring of employees as a result of negative attitude to work in a Nigerian work environment. Attitude displayed in the workplace directly affect the atmosphere and productivity within an organization.

Conclusion and Recommendation

Motivation is the process of arousing behaviour, sustaining behaviour in progress, and channeling behaviour into a specific course of action. The concept of motivation has with it, varied theories which differ in so many respects, but with common unify themes. Every person has different motivations for working. The reasons for working are as individual as the person. But, we all work because we obtain something that we need from work. It is imperative to recognize that factors that affect

employees as individuals can impact their performance. Organizations should be concerned with the well-being of their employees. It is in the interests of employers to do so because this will increase the likelihood of their employees being committed to the organization and help to establish it as a 'best place to work'. It cannot be disputed that motivated staff work better and harder. So we must ensure our staffs are always adequately motivated. It is established fact that every setting, motivation is in evitable. Some see it as a costly mistake to get lost in the false theory that more money equals happy employees. However, the fact remains that the Nigerian system is cash based system. In Nigeria, cash will always be a major factor in motivating people and a solid compensation plan is critical to attracting and keeping key personnel. Motivation and productivity/attitudes at the place of work are seen as inseparable. There is the need for appropriate motivation to be given to employees. This will eliminate or reduce unnecessary monitoring of employees in the place of work. A positive attitude toward work will also be exhibited by employees. A motivated workforce is typically a more productive workforce, with less absenteeism and turnover.

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