

Job Motivation, Job Performance and Gender Relations in the Broadcast Sector in Nigeria

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Abstract

Within management scholarship, a common link has been established between motivation and job performance. This is based on the argument that high job motivation will likely lead to high job performance. Again, studies have argued that gender seems to play a significant role in employees' job motivation and job performance in some professions, especially in developing countries. Therefore determining if gender has any association to job motivation and performance in the broadcast sector in Delta State of Nigeria could lead to improvements in the workplace that will help broadcast staff to remain satisfied with their jobs. This based on previous research that has linked job motivation and job performance to organisational commitment, turnover intentions and absenteeism. Data for this study was collected with the help of a questionnaire, which contained closed-ended, open-ended and Likert scaled questions. The sample of 600 respondents was selected through a multi-stage sampling procedure. The study found no significant correlation between gender and job motivation and job performance respectively.

Keywords: Digital broadcasting tools, Job motivation, Job performance, Delta State, Nigeria

1. Introduction and Background

Motivation is an embodiment of factors which drive or propel workers to work happily and satisfactorily. Motivation activates and directs behaviour. Motivated workers are much more likely to work harder and happily. Motivation is, therefore, tied to job performance. High job motivation is much more likely to lead to high job performance, which is the target of employers. Establishing the directly proportional relationship between motivation and job performance, Baba Gana and Bababe (2011) explain that lack of motivation could lead to low job performance among workers.

Gender seems to play a significant role in employees' job motivation and job performance. Ramilo (2004); Shrum (2007) and Nazrul (2009) are of the view that the gender of employees tends to significantly affect their job motivation and job performance in the workplace. Their argument is that men are more disposed to work harder than women. Similarly, there is the view by Aremu and Adeyoju (2003); Vaskova (2005) and Zhao and Seibert (2006) that gender plays a significant role in job motivation and job performance among employees in some professions, especially in developing countries.

The nature of work in the broadcast sector worldwide has changed from routine news gathering and presentation to rigorous, in-depth investigation, news gathering and real-time reporting. In fact, the internet has necessitated most of these changes in the sector. There is much more advanced competition within the sector as information is provided in real time. This revised nature of work will no doubt bring about issues of job satisfaction, motivation and performance. These issues are even more accentuated when one considers gender differences of broadcast employees especially in a developing country such as Nigeria. This is especially true if one regards Imoukhuede's (2001) finding that despite the barriers militating against the full participation of women in the labour market, the economic climate in Nigeria means that they have to provide financial support for their families. Could this mean that women may be much more under pressure than men in the broadcast sector in Nigeria to perform given their role in the family? The objectives of the study therefore are two fold namely (1) to determine if there is a significant correlation between gender and employees' job motivation;

and (2) to determine if there is a significant correlation between gender and employees' job performance. The setting is the broadcast sector in Delta State of Nigeria.

Job motivation and performance have remained perhaps as two of the most researched concepts in management literature. Therefore one wonders the relevance of another study that considers the two concepts, especially in relation to gender. We provide the following arguments to support the significance of this study. Firstly, although there are numerous studies on job motivation and performance, there has been relatively very little empirical study on the broadcast sector in Nigeria, but specifically there is none that has been done based on gender among broadcast stations in Delta State of Nigeria. Secondly, we argue that job motivation and performance and gender related research is needed in a rapidly developing country like Nigeria because the concepts – motivation and performance – have been found to share close association to cost reduction, job satisfaction, reduced absenteeism and turnover. Most people depend on work for their livelihoods (financial security). As a result, a large part of one's adult life is spent working. This means therefore that work is an important aspect of people's lives. This consequently, necessitates an understanding of the factors involved in job motivation as it is crucial to improving employees' performance and productivity. Following this is the third significance of this study. In a rapidly developing country like Nigeria there is a need to understand the attitudes of workers towards their work. Determining if gender has any association to job motivation and performance in the broadcast sector in Delta State could lead to improvements in the workplace that will help broadcast staff to remain satisfied with their jobs. We say this because job motivation and performance have been linked to organisational commitment, turnover intentions and absenteeism (Koh & El'Fred, 2001). Lastly, this study has value in that it will help to improve practitioner's understanding of the influence of gender in job motivation and performance within the broadcast environment in Nigeria.

The above postulations thus, suggest that gender should be taken into consideration in the bid to maintain high job motivation and job performance among broadcast employees in Delta State of Nigeria.

Delta State, with capital in Asaba, is the second largest oil producing state in Nigeria. Delta State which has a population of about 5.2 million people is located in the Niger Delta region of Nigeria. The major towns in the state include Warri, Asaba, Sapele, Ughelli, Agbor, Abraka and Uvwie. There are six broadcast stations in the state: Delta Broadcasting Service (Radio and Television), Asaba; Delta Broadcasting Service (Radio and Television), Warri; Jeremi FM (JFM) Otu-Jeremi; Crown FM, Warri; Nigerian Television Authority (NTA), Amukpe, Sapele and NTA, Asaba. JFM and Crown FM are privately owned while the rest are owned and operated by the state and federal government respectively.

2. Literature Review

2.1 Significance of employee motivation

Motivation is very important in making employees to perform their job effectively. Bratton and Gold (2007) explain that motivation is what activates and directs behaviour. For instance, light activates and directs the growth of plants, but a person would hardly say that light "motivates" plants. Motivation is what makes a person's behaviour more vigorous and energetic. Motivation is what changes our preferences or choices. Motivation is loosely associated with the word motion, which is generally characterised as that which drives someone to act on something. Bratton and Gold (2007) write that motivation is a kind of drive, an internal state of unrest or irritation that energizes one's behaviour after another until one of them removes the irritation. They cite the example of a person with a splinter in his finger who, as a consequence of the pain and discomfort, is motivated to engage in various actions that will take the splinter away. Motivation is thus a powerful force in moving an individual to embark on certain tasks. Its absence could lead to unwillingness to want to engage in a certain activity. Motivation drives a person to take an action, thus a more motivated person is much more likely to be positively serious at accomplishing a task. Adequate provision of incentives is one major source of motivation (Santrock, 2001; Welten, 2002; Baran and Kalsher, 2005). Incentives in this respect include monetary rewards, promotion, provision of working tools and favourable environment among others.

Jishi (2009) points out that motivation plays a significant role in the functionality of people within the work setting and even beyond. Whether people function properly or not is dependent upon the level of motivation. A well motivated employee is bound to increase input. The absence of job motivation could have negative consequence on the employees' job performance, productivity and can endanger industrial harmony.

Sinclair et al (2005) however write that motivation is the willingness to do something and is conditioned by the ability of that action to satisfy some needs of the individual. A need as used in this context means psychological or physiological deficiency that makes certain outcomes appear attractive. A more elaborate definition of motivation is given by Chowdhury (2007). He writes that motivation connotes all those inner-striving conditions described as wishes, desires,

drives... it is an inner state that can activate or cause an action. The manifestation of motivation involves the operations of complex innate variables acting in unison in the worker and each craving for fulfillment and recognition. Therefore 'from a manager's perspective, a person who is motivated can be described as (a) a hard worker; (b) the person sustains a pace of hard work; and (c) the person's behaviour is self-directed towards important goals. Thus, motivation includes efforts, persistence, and goals' (Wickremasinghe, 2005).

Motivation has to do very much with the workers' behaviour towards the attainment of pre-conceived target. The various driving forces in the individual is energized or retarded by external and internal factors acting in the individual and his environment. Thus, Chowdhury (2007) points out that an unsatisfied need is the starting point in the process of motivation. We submit therefore that the unsatisfied need may have the capacity to unleash either physical or psychological discomfort that 'encourages' the individual to find ways of satisfying the need and possibly lessen the tension. More so, 'motivated employees are in a state of tension. In order to relieve this tension, they engage in activities. The greater the tension, the more activities will be needed to bring about relief' (Berkeley, nd).

Judge and Ilies (2001) therefore explain that when employees are seen working hard on some activities, conclusion could be drawn that they are driven by a desire to achieve the goal that they value. For instance, an achievement-oriented person is driven by the desire to succeed and is motivated by a desire for promotion and/or accomplishment in order to satisfy the need (Wickremasinghe, 2005). Motivation therefore refers to the 'dynamics of behaviour, process of initiating, sustaining, and directing activities of the organism' (Goldenson, 1970). Motivation is that compelling state of mind that pushes an individual to take action in order to satisfy a need. As stated earlier, this need can be benign or malignant leading to the intention to obliterate or reduce the discomfort (malignant). What we know of humans is the consistency in wanting to, as much as possible, satisfy a need.

Bratton and Gold (2007) explain that motivation, apart from enhancing job performance also promotes industrial harmony. They blame industrial unrest on lack of motivation, lack of communication and highhandedness of some management. They point out that many people's idea of authority is wrongly derived from the church and the armed forces, both of which are based on a system of leaders and followers in which arbitrary authority is backed by ultimate sanctions of ex-communication in one case and death (in extreme cases) on the other case. What makes the employees work harder is not autocracy but the provision of motivational factors and mutual understanding through good communication. By this, the employee is happy and identifies himself with the organisational objectives. It is not very possible to force the employee to work. Thus no one can force himself successfully to do what he hates. Voluntary co-operation is the foundation of any economic system and leadership or management is the art of obtaining voluntary co-operation through the implementation of carefully planned objectives using effective communication as a potent tool. This depends largely on the degree of motivation. If the workers are well motivated, the work will become like fun to them and they will enjoy carrying out their duties. As a result, they should be provided with good incentives; they should be made to participate in decision making and execution of responsibilities. The manager should never try to impose his personality on his subordinates or judge them by his own characteristics. He should aim at building a well-balanced team, not a body of 'yes men' or a group of people who thinks and feels as he does.

Abraham Maslow's Hierarchy of Needs theory explains the role motivation plays in actualizing a goal. He weaved the Hierarchy of Needs around the major concept of the responsibility of employers to provide a workplace environment that encourages and enables employees to attain their own unique potential (self-actualization). Employees' high motivation is therefore, very important in the workplace. Kotabe and Czinkota (2005) lend more weight to Maslow's work. They emphasize the need for achievement to be considerably higher in business executives than other professionals such as lawyers, doctors, and professors. They explain that persons with higher achievement needs were also associated with the desire to set goals and to set them midway between low-risk and high-risk levels. Achievement-oriented individuals also exhibit a strong desire for feedback pertaining to job performance. This is where motivation plays a vital role. When there is the presence of motivational factors that can enable the workers to realize their set objectives, they become more motivated to work harder. Moss and Tilly (2001) also maintain that motivation drives the individual to want to attain set goals. The higher the motivation, the higher the effort to satisfy a particular need. Motivated workers are likely to perform more effectively at work than the less motivated ones. Herzberg et al (1959) carried out studies primarily with middle level managers and found that achievement, recognition of the nature of work, responsibility and advancement in that order led to feelings of satisfaction in the work situation. They advise that management must not under-emphasize the need to motivate the workers. They therefore note that motivation is a management function.

Motivation can play significant role in workers' job performance. Ifinedo (2003) writes that motivation is what drives the individual to take an action or not to. The employees' attitude towards the use of digital tools could therefore be linked with their perceived usefulness; ease of use, personal skills to use the digital tools, perceived value, availability and the actual ability to use the digital tools.

High motivation is much more likely to lead to high job performance. High job performance could lead to high productivity, which is the target of the employer. Job performance is the total job output of the employee. The foregoing discourse underscores the importance of motivation in workers' job performance.

2.2 Relevance of employee job performance

The goal of the employer is to increase productivity at cost effectiveness for the purpose of profitability. Job performance is the total job output of the employee. Campbell et al (1993) describe job performance as individual variable. That is, performance is something a single person does. It deals with how the individual performs his task and the level of commitment he attaches to it. In this regard, job performance as behavior is the behaviour to perform one's task. The result of this behaviour (job performance) is the outcome (productivity). The performance leads to outcome which could be positive or negative.

Ubom and Joshua (2004) point out that when the individual performs his job effectively, better result is yielded for the organisation. They note that mere job performance is quite distinct from effective performance. What is actually required of the employee is effective job performance. Effective performance leads to higher productivity. Campbell (1990) identifies three major determinants of job performance components as: declarative knowledge; procedural knowledge and skill; and motivation. Declarative knowledge refers to knowledge about fact, principles, objects, etc. The second is procedural knowledge and skill which includes cognitive skill, perceptual skills, etc, while the third, motivation, refers to the combined three choice behaviours- choice to expend effort, choice of level of effort to expend, and choice to persist in the expenditure of that level of effort. Motivation therefore, is the reflection of the direction, intensity, and persistence of volitional behaviours.

Kadence (2006) explains that an individual's performance is usually determined by the following factors – motivation, the desire to do the job, ability, the capability to do the job, and the work environment, the tools, materials and information needed to do the job. He explains further: if an employee lacks ability, the manager can provide training or replace the worker. But if there is an environmental problem, the manager can also make adjustments to ensure higher performance. However, if motivation is the problem, the manager's task is more challenging, thus he has to strive hard always to ensure that the employees are adequately motivated in order to perform effectively.

Job performance is the engine that drives productivity but other factors such as motivation and skill lubricate the engine. Adeyemo (2000) explains that job performance is so important that it cannot be ignored in the industrial setting. It is the behaviour and action that actually brings out the desired results of the organisation, which are higher productivity and profitability. It embeds skill, willingness to perform assigned tasks, putting extra effort to achieve results, creativity and ingenuity. Once there is effective job performance, productivity is bound to rise, and the organisation will be better. Job performance is therefore, very important because it leads to productivity. Low job performance is much likely to lead to low productivity which is bad for the health of any organization.

2.3 The relationship between gender, job motivation and job performance

On the relationship between gender and job motivation, Muldoon (1995) explains that gender plays a significant role in job motivation. There are certain jobs that are more suitable for a particular gender due to the dominance of a specific gender. For instance, jobs such as nursing seem to have more females, which gives the impression that many male nurses may not be as highly motivated as their female counterparts. There are also certain professions such as airplane piloting where the male gender is dominant, the few female that may find themselves in that profession become very satisfied and proud that they can do what the male do. The implication is that gender plays a significant role in employees' job motivation.

Zhao and Seibert (2006) have shown that females and minorities are faced with more obstacles in entrepreneurship and correspondingly have lower entrepreneurial motivation. This also includes the use of technologies and new equipment in the workplace. The female employees tend to take longer time to adapt to new technologies. This shows that they are not early adopters, thus conclusion could be drawn that gender plays a significant role in the use of new technology by employees. The above argument tends to suggest that gender differences emerge because of structural as well as attitudinal factors. The attitudinal factor is of importance to the individual and attributable to his personality type. The female gender tends to have a slower pace to developing positive attitude to technological innovation that pertains to the workplace, while the male are faster in developing positive attitude to such innovations.

Vaskova (2005) notes that women and men holding managerial posts do not differ in the way they rate individual motivation factors, an analysis of motivation according to superiority in the workplace reveals. According to Eurofound

(2006), gender differences were found only among rank-and-file staff thus supporting a common notion, that women in management adapt to 'male' thinking and conduct, whether knowingly or not, and internalise the values prevailing in a male-dominated labour market.

Stephce (2009) points out that gender differences are especially evident in relation to applied problem solving and that girls start working on the application problems with lower subjective motivational competence than boys do, and are more inclined than boys to attribute bad results to lack of capacity, motivation and to the difficulty of the task.

Job performance is another important factor in the workplace. Some authorities also argue that gender is a significant predictor of job performance among employees. Burleson and Samter (2006) explain that gender is a significant determinant of performance in the workplace. They emphasize that a particular gender tends to perform better in certain professions and academic courses than the other gender. If this is the case, the implication could be that that gender has a significant correlation with job performance.

Significant gender-based differences in performance on various dimensions were uncovered by Green, Jegadeesh and Tang (2009). They noted that the number of females in brokerage firms who occupied analyst positions had reduced from 16 percent in 1995 to 14 percent in 2005. They also found that women cover roughly 9 stocks, on the average, as compared to 10 for men, and women's earnings estimates tend to be less accurate than men's estimates. Of interest is the study's finding that women are significantly more likely than men to be designated as All-Stars, which indicates that they outperform men in other aspects of job performance.

Aremu and Adeyoju (2003) found in their study of mentoring and job performance in the Nigeria Police that gender is a significant determinant of performance. Several interesting findings emerged from this study. Firstly, the study found that mentored male police officers are more committed to their job than the mentored female police. The study also found a statistically significant difference between the mentored male and female police officers job satisfaction with the female mentored police officer exuding more satisfaction than her male counterpart.

In conclusion, the works reviewed indicate mainly that gender is a significant predictor of job motivation and job performance among employees.

3. Methodology – Population, Sample and Instrument

The study population consisted of employees in broadcast houses in Delta State, Nigeria. There are six broadcast stations in the state: Delta Broadcasting Service (Radio and Television), Asaba; Delta Broadcasting Service (Radio and Television), Warri; Jeremi FM, Out-Jeremi; Crown FM, Warri; Nigerian Television Authority (NTA), Amukpe, Sapele and NTA, Asaba. The study covers the staff in the following departments: News and Editorials; Programmes; Commercials; Works and Engineering and Administration. A sample of 600 respondents was selected through the multi-stage sampling procedure. It followed from stratified sampling technique to relative proportional representation and simple random technique. Using the stratified sampling technique, the overall population was sub-divided into five homogeneous units and members were selected. The five different departments constituted the homogeneous units. Under the relative proportional representation, equal percentage was selected from each category of the population. The data collection process was made possible with the help of a questionnaire, which contained closed-ended, open-ended and Likert scaled questions.

3.1 Instrument validity

To ascertain the content and construct validity of the instrument, two experts each in media research and educational research respectively corrected the instrument.

4. Data Analysis and Discussion

The data were analyzed, using quantitative approaches. Correlation coefficients and regression analysis were used to test correlation between variables. To ensure scientific precision and accuracy, the analysis was carried out using the Statistical Package for the Social Sciences (SPSS).

4.1 Research objective 1: *There is no significant correlation between gender and employees' job motivation. The answer to this objective is addressed in Table 1. This objective was tested at 0.05 level of significance.*

Table 1: Correlation and regression analysis of gender and job motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	F
1	.248 ^a	.062	-.128	.08230	.061	.334	1	10	.285

*Predictor: (Constant), Gender.
Dependent variable: Job motivation.*

The above table shows a correlation output of 0.248 which indicates that there is a weak correlation between gender and job motivation among broadcast station employees in Delta State. The computed $F(1, 2651) = .285 < \text{critical } F = 4.96$ at 0.05 level of significance also indicates that there is no significant correlation between the two variables. This finding suggests that there is no significant correlation between gender and employees' job motivation among newspaper employees in Nigeria. The implication is that there is no significant correlation between gender and job motivation among newspaper workers in Nigeria. The R^2 value of 0.62 shows that 6% of the variation in job motivation was accounted for by gender variables which is insignificant, while the unexplained variation is 94% i.e. (1-0.62).

The finding disagrees with the views of Muldoon (1995); Vaskova (2005); Zhao and Seibert (2006) and Stephce (2009) which postulate that gender is a significant determinant of job motivation employees.

4.2 Research objective 2: *There is no significant correlation between gender and employees' job performance. The answer to this hypothesis is addressed in Table 2 below. This objective was tested at 0.05 level of significance.*

Table 2: Correlation and regression analysis of gender and employees' job performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	F
1	.241 ^a	.058	-.118	.07901	.051	.318	1	10	.231

*Predictor: (Constant), Gender.
Dependent variable: Job performance.*

Table 2 shows a correlation output of 0.241 which indicates that there is a weak and insignificant correlation between gender and job performance among broadcast employees in Delta State, Nigeria. The computed $F(1, 2651) = .285 < \text{critical } F = 4.96$ at 0.05% level of significance. This finding suggests that there is no significant correlation between gender and employees' job performance among newspaper employees in Nigeria.

The R^2 value of 0.050 shows that 0.05% of the variation in job performance was accounted for by gender variables which is insignificant, while the unexplained variation is 95% i.e. (1-0.058). The finding disagrees with the views of Aremu and Adeyoju (2003); Burleson and Samter (2006); and Green, Jegadeesh and Tang (2009) which postulate that gender is a significant determinant of job performance among employees.

5. Conclusion and Recommendations for Future Research

Against the backdrop of the results of several empirical studies, this study sought to examine the extent of correlation between employee's gender on one hand and job motivation and job performance on the other. The study was set in Delta State of Nigeria's broadcast stations.

Against the backdrop of the results of several empirical studies, this study sought to examine the extent of correlation between employee's gender on one hand and job motivation and job performance on the other. The study was set in Delta State of Nigeria's broadcast stations. If an employee's job motivation is high, there is the possibility that the employees level of performance will improve. Therefore, organisations will have to constantly consider their employees motivation. Low levels of motivation can be costly to an organisation as the organisation may suffer from low morale of workers, poor performance, decreased productivity and in fact higher costs of hiring and training. An understanding of the

levels of motivation of employees (in any sector for that matter) is vital so as to provide management with key information that can be used to make informed managerial decisions. This study has dealt with concepts (motivation, performance, gender) that are important for both management scholarship and practice in that 'both management theorists and practitioners are concerned with methods for improving job satisfaction because greater job satisfaction equates to both a better quality of life and better physical health, and thus potentially greater performance and productivity' (Cranny et al., 1992. In Okpara, J.O., 2006).

The study found that gender is not a significant correlate of both job motivation and job performance among broadcast station employees. Flowing from this finding, the researchers thus make the following suggestions (1) since the study focused on Delta State of Nigeria, perhaps one can replicate the study in another state utilizing the same data collection instrument or with some other research design; (2) it may also be considered necessary to examine the relative influence of other demographic properties on job motivation and job performance.

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