

Hygiene Factors: the Foundations for Heightening the Marketing Executives Motivation in the Banking Industry in Nigeria.

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Abstract

Psychologist Frederick Herzberg developed a “two-factor” theory for motivation based on “motivators” and “hygiene factors”. According to him, hygiene factors – basic human needs at work – do not motivate, but failure to meet them causes dissatisfaction. This study was undertaken to determine how hygiene factors can become the foundation for heightening the motivation of the marketing executives in the banking industry in Nigeria. Both secondary and primary sources were used to gather information for the study. A sample of 180 marketing executives was determined using a percentage formula. T-test descriptive statistics were used to test the study hypothesis. Having a calculated t-value of 25.223, which is greater than the critical t-value of 2.92 and a P-value of $0.005 < 0.05$, indicates that the perception score is significant. This suggests that inadequate levels of hygiene factors will cause the marketing executives of a bank to be dissatisfied. And, while adequate levels of these factors will lead to the absence of (or less) dissatisfaction, they can only serve as a foundation to heighten the motivation of the marketing executive in the banking industry in Nigeria. However, only the higher-order factors can lead to motivation of the marketing executives in the banks. A manager should try to fulfill the marketing executives’ financial needs as finance is the most hygiene factor. Marketing executives often require certain pay levels to meet their needs and slow income progression and ineffective incentives quickly demotivate. Fear about lack of security in the banking job in Nigeria also greatly demotivate the marketing executives.

Keywords: Hygiene Factors, Marketing Executives, Banking Industry, Working Conditions, Company Policy, Job Security, Dissatisfaction, Dual-Factor Theory, Demotivation.

Introduction

According to Herzberg (1966), two major sets of factors affect employee performance. The first set, which Herzberg labeled hygiene factor, corresponds to the lower level needs in Maslow’s theory. Hygiene factors are contextual or extrinsic aspects of a job, such as salary, fringe benefits, company policies, working conditions, and inter - personal relations with co-workers and supervisor. They can make people dissatisfied if they are inadequately met, but they will not motivate people due to a good job (Herzberg, Manners and Snyder, 1954). Assuming the hygiene factors are well managed, the key is to provide workers with motivators, or intrinsic rewards derived from the work itself, that provide continuous stimulation to strive for the best possible performance level. According to Herzberg (1966), such motivators include the nature of the work, responsibility for a task well done, feedback and recognitions, opportunities for personal growth and learning, and feelings of achievement derived from task completion. Herzberg contends that these motivation increase job satisfaction, and that removing dissatisfying characteristics from a job does not necessarily make satisfying. The notion that the two sets of factors are distinct and the statement that only intrinsic factors motivate people could be controversial (Nwude and Uduji, 2013). A raise in an extrinsic reward, or a strong form of recognitions (an intrinsic reward, or a motivation factor). Although, the pure form of the theory has not been supported by most studies, Herzberg’s work has been widely read, and many managers believe that it is a helpful way to analyze motivational problem at work. It can remind managers that intrinsic rewards are too often ignored (Gomez-Mejia and Balkin, 2002). The nature of the marketing executive job, the individuality of the marketing executives, the diversity of the bank goals, and the continuing changes in the market place make motivating marketing executives a particularly difficult and important task in the banking industry in Nigeria (Uduji 2013). Marketing executives experience a wonderful sense of exhilaration when they win a good account for the bank. But they must also frequently deal with the frustration and rejection of not winning accounts for the bank. Even very hard working marketing executives don’t win every account. Also, while many bank customers are gracious, courteous, and thoughtful in their dealings with the marketing executives, some are rude, demanding and even threatening (Nwude and Uduji, 2013). Marketing executives spend a large amount of time by themselves calling on customers and travelling between accounts. This means that most of the time they are away from any kind of support from their peers or leaders, and they often feel isolated and detached from their bank offices. Consequently, they usually require more motivations than is needed for other jobs in the bank, to reach the performance level that management desires. Marketing Executives have their own personal goals, problems, strengths, and weaknesses. Each Marketing Executives may respond differently to a given motivating force. Ideally, the bank should develop a separate motivational package for each marketing executives; but a totally

tailor-made approach poses major practical problems. In reality, managements must develop a motivational mix that appeals to a whole group but also has the flexibility to appeal to the varying individual needs (Uduji 2013; Nwude and Uduji 2013).

A related point is that the marketing executives themselves may not know why they react as they do to a given motivator, or they may be unwilling to admit what these reasons are. For example, a marketing executive may engage in certain marketing task because it satisfies her ego. Rather than admit this, however she would say that she is motivated by a desire to serve her important customers. Changes in the banking environment can make it difficult for managements to develop the right mix of marketing executive motivational methods. What motivates marketing executives today may not work next year for them, because of the changes in banking industry and market conditions. Conversely, marketing executives can face motivational problems when market conditions remain stable for an extended period of time. In this situation, the same motivators may lose their effectiveness. Finding an effective combination of motivators may be easier if a marketing executive understand some of the behavioral factors that affect their motivation. Managers must know what marketing executives needs are before determining how to motivate them to satisfy those needs. Motivational programs can fail because they appeal to the wrong needs (Nwude and Uduji, 2013; Uduji, 2013). Therefore, this study was undertaken to determine how the hygiene factors of Frederick Herzberg can be the foundation for the heightening of the marketing executive's motivation in the banking industry in Nigeria.

Theoretical Framework

According to Jones and George (2003), a need is a requirements or necessity for survival and well being. The basic premise of need theories is that people are motivated to obtain outcomes at work that will satisfy their needs. Need theory complements expectancy theory by exploring in depth which outcomes motivates people to perform at a high level. Need theories suggest that to motivate a person to contribute valuable imputes to a job and perform at a high level, a manager must determine what needs the person is trying to satisfy at work and ensure that the person receives outcomes that helps to satisfy those needs when the person performs at a high level and contributes inputs to help the organization achieve its goals (Locke, 1976). There are several need theories, such as: Abraham Maslow's hierarchy of needs, Clayton Alderfer's ERG theory, Fredrick Herzberg's motivator-hygiene theory, and David McClelland's needs for achievements, affiliation, and power (Jones and George, 2003). These theories describe needs that people try to satisfy at work. In doing so, they provide managers with insights about what outcomes motivate members of an organization to perform at a high level and contributes inputs to help the organization achieve it's goals (Paul, Robertson, and Herzberg, 1969). And in adopting an approach different from Maslow's and Alderfer's, Fredrick Herzberg (1966) focuses on two factors:

- Outcomes that can lead to high levels of motivation and job satisfaction, and
- Outcomes that can prevent people from being dissatisfied.

According to Herzberg's motivator-hygiene theory, people have two sets of needs or requirements: motivator needs and hygiene needs (King, 1970). Motivator needs are related to the nature of the work itself and how challenging it is. Outcomes such as interesting work, autonomy, responsibility, being able to grow and develop on the job and a sense of accomplishments and achievements help to satisfy motivator needs. To have a highly motivated and satisfied workforce, Herzberg suggested, managers should take steps to ensure that employees' motivator needs are being met. On the other hands, hygiene needs are related to the physical and psychological context in which the work is performed. Hygiene needs are satisfied by outcomes such as pleasant and comfortable working conditions, pay, job security, good relationships with co-workers, and effective supervision. According to Herzberg, when hygiene needs are not met, workers are dissatisfied. Satisfying hygiene needs, however, does not result in high level of motivation or even high levels of job satisfaction. For motivation and job satisfaction to be high, motivator needs must be met (Herzberg, 1966; McClelland, 1985; Alderfer, 1972; McClelland and Burnham, 1976).

Many research studies have tested Herzberg's proposition, and by and large, the theory fails to receive support. Nevertheless, Herzberg's formulation has contributed to our understanding of motivation in at least two ways. First, Herzberg helps to focus researchers' and managers' attention on the important distinction between intrinsic (motivation related to motivator needs) and extrinsic motivation (related to hygiene needs). Second, his theory prompted researchers and managers to study how jobs could be designed or redesigned so that they are intrinsically motivating. In sum, Herzberg's ideas contributed to the launch of important movements in favor of work reorganization and changes within companies and in industrial relations in most of the industrialized countries which operated on the Taylor/Ford system of the division of labour and offered a limited outlook on the idea of people at work, their motivations and their expectations (Bateman and Snell, 2002; Gomez-Mejia and Balkin, 2002). By re-reading Herzberg's written work of many years ago, and re-evaluating the impact of the reforms initiated by his theories, one is struck by the gap between the problems of that period and the problems of today, and by the fate of the changes he promulgated. What is also striking is the compartmentalization of the

world of ideas. At a time when Herzberg's ideas were triumphing in the world of managements and industrial relations, the great theoretical movements which were to impose themselves in later years (the analysis of organizations in particular) were entirely ignored by supporters of Herzberg's theories (King, 1970, Locke, 1976).

The undoubted contributions of Herzberg are his rejection of the basic ideas of Taylor and Ford on human nature; ideas which had previously prevailed. Good salaries, given by the managements to workers, seemed to be a sufficient reason make them accept the job, and the work conditions, and the sufficiently motivate them to work. Against that, Herzberg reminded us strongly that the worker is motivated by his interest in what he does and his involvements in work, that he is not a machine and that he tolerates with great difficulty an organization which distances itself from his work. Herzberg made possible a new way of thinking about the work itself and the organization of that work as a function of the salary alone. He reminded manager's that the worker and the employee can be interested in their work. A little piece of advice, perhaps, but an important one. Another contribution made by Herzberg is in the modification of the division of labour and the omnipotent power of overall command management. Autonomy was given back to specialized and less qualified workers. So, beyond work conditions as such, the organization of work itself was rethought. Giving the workers more room to organize, through machine control and maintenance, was a way of weakening the traditional division of labour, of ending the slogan "work and shut up" of Taylor-and of rethinking the radical division of labour which prevailed until then. In this sense, Herzberg was the instigator of more flexible, supply organizations and of network companies as we know today (Mc Gregor, 1960; Maslow, 1943; Maslow, 1954).

Research Methodology

The study covered the following eight selected banks in Lagos, commercial hub of Nigeria:

- Access bank
- Diamond bank
- Eco bank
- First city monument
- Fidelity bank
- First bank
- Zenith bank
- United bank of Africa

The choice of these banks was based on the fact that they are among the few consolidated and reformed bank, in Nigeria. Since the study is concerned with specific predictions, narrations of facts and characteristics, a descriptive/diagnostic design was adopted. The research design ensured enough provision for protection against bias and maximized reliability, with due concern for the economical completion of the research study. Both secondary and primary sources were employed to gather information for the study. Questionnaire was the principal source of the primary data, while interview served as complementary. In designing the data-collection procedure, adequate safeguards against bias and unreliability was ensured. Questions were well examined against ambiguity; interviewers were instructed not to express their own opinion. They were trained so that they would uniformly record a given item of response. The data collection instruments were pre-tested before they were finally used for the study. To ensure that the data obtained were free from errors, the researcher closely supervised the research assistants as they collect and record information. Also, checks were set up to ensure that the data collecting assistants perform their duty honestly and without prejudice. A miniature trial survey of the study was carried out in the Victoria Island of Lagos city to test the validity, reliability and practicality of the research instruments and opinions. Thirty marketing executives were purposively chosen for the test-run. The pre-test, provided the researcher the good ground to train the research assistant for the main inquiry. It also provided the researcher with the opportunity to come out with the final version of the research instruments. The pilot survey enabled the investigator to estimate the cost component of the main study. A sample size of 180 marketing executives was determined using a percentage formula:

$$n = \frac{z^2 (pq)}{e^2}$$

Where:

n= the sample size.

Z= standard error associated with the chosen level of confidence.

P= estimated variability in the population.

q = (100-p).

e = acceptable error.

This formula is used because the study focused on some nominally scaled question in the survey.

Data Presentation and Analysis:

Scale:

- Definitely Disagree (DD) - 1
- Generally Disagree (GD) - 2
- Somewhat Disagree (SA) - 3
- Generally Agree (GA) -- 4
- Definitely Agree (DA) -- 5

Table 1: Hygiene Factors as Foundations for Heightening Marketing Executives' Motivation in the Nigerian Banking Industry n = 180

Questions	DD (%)	GD (%)	SA (%)	GA (%)	DA (%)	Mean	Std. Dev.
Salary and benefits, basic income, fringe benefits, bonuses, holidays, company cars, and similar items can heighten the motivation of the marketing executives in the banks	0 (0.0)	0 (0.0)	0 (0.0)	61 (33.9)	119 (66.1)	4.66	0.47
Working conditions, such as working hours, workplace layout, facilities, and equipments provided for the job can heighten the motivation of the marketing executives in the banks	0 (0.0)	0 (0.0)	0 (0.0)	94 (52.2)	86 (47.8)	4.48	0.50
Company policy, which is the rules and regulations – formal and informal – that govern employers and employees in the bank, can heighten the motivation of the marketing executives	0 (0.0)	0 (0.0)	20 (11.1)	128 (71.1)	32 (17.8)	4.07	0.53

Source: Field Survey, 2013

The determination of hygiene factors as foundations for heightening marketing executives' motivation in the Nigerian Banking Industry is revealed in the responses of the respondents to the various questions as presented in table 1, above.

As indicated by 61 respondents (33.9%), and 119 respondents (66.1%) who generally agreed and definitely agreed respectively as well as the mean response score of 4.66, the sampled respondents definitely agree that salary and benefits, basic income, fringe benefits, bonuses, holidays, company cars, and similar items can heighten the motivation of the marketing executives in the banking industry in Nigeria.

With 94 respondents (52.2%) generally agreeing, 86 respondents (47.8%) definitely agreeing, and a mean response value of 4.48, the respondents generally agree that working conditions, such as working hours, workplace layout, facilities, and equipments provided for the job can heighten the motivation of the marketing executives in the banking industry in Nigeria.

From the responses of 20 respondents (11.1%) who somewhat agreed, 128 respondents (71.1%) who generally agreed and 32 respondents (17.8%) who definitely agreed and the mean response of 4.07, the sampled study respondents generally agree that company policy, which is the rules and regulations – formal and informal – that govern employers and employees in the bank, can heighten the motivation of the marketing executives in the banking industry in Nigeria.

Test of Hypothesis

Hygiene factors – basic human needs at work – do not heighten the motivation of the marketing executives in the Banking Industry in Nigeria.

To test this hypothesis, the mean response score presented in table 1 were tested using the t-test.

Table 2: One-Sample T-Test Descriptive Statistics

	N	Mean	Std. Deviation	Std. Error Mean
mean perception about hygiene factors as a foundation for heightening the marketing executives' motivation in the Nigerian Banking Industry	3	4.4033	.30238	.17458

Source: Field Survey, 2013

Table 3: One-Sample T-Test Results

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
mean perception about hygiene factors as a foundation for heightening the marketing executives' motivation in the Nigerian Banking Industry	25.223	2	.002	4.40333	3.6522	5.1545

Source: Field Survey, 2013

Table 2 shows, that the mean perception of the respondents on whether hygiene factors can act as foundations for heightening the marketing executives' motivation in the Nigerian Banking Industry. With a mean response score of 4.03, the respondents generally agree that it does.

Table 3 presents the t-value with which it is being determined whether the mean perception score is significant. Having a calculated t-value of 25.223, which is greater than the critical t-value of 2.92 and a p-value of $0.005 < 0.05$, this mean perception score is significant. Therefore, the null hypothesis is rejected. Hence, hygiene factors – basic human needs at work – heighten the motivation of the marketing executives in the Banking Industry in Nigeria.

Discussion of Research Findings

Three major findings stand out in this study:

1. Salary and benefits, basic income, fringe benefits, bonuses, holidays, company cars and similar items can heighten the motivation of the marketing executives in the banking industry in Nigeria.
2. Working conditions, such as working hours, workplace layout, facilities and equipments (laptops, quality handsets) provided for the job can heighten the motivation of the marketing executives in the banking industry in Nigeria.
3. Company policies- rules and regulations, formal and informal-that govern the bank and the marketing executives can heighten the motivation of the marketing executives in the banking industry in Nigeria.

In drawing support for these findings, Fredrick Herzberg's two factor theory distinguished between the two broad categories of factors that can affect marketing executive's performance on their job. The first category, as indicated in this study, the hygiene factors are the characteristics of the workplace-company policies, working conditions, pay, co-workers, supervision, and so forth, which are shown in table 1. The findings suggest that these factors can make the marketing executives unhappy if they are poorly managed by the bank managements. But if they are well-managed, and viewed as positive by the marketing executives, then the marketing executives will no longer be dissatisfied.

However, no matter how good these factors can be, they will only serve the basic foundation for heightening the marketing executive motivation in the banks. These findings therefore suggest that the key to the true job satisfaction and motivation for the marketing executives to perform lies in the second category of the dual factor theory: the motivators. The motivators design the job itself, that is, what the marketing executives do at work. Motivators are the nature of the marketing executive work itself, the actual job responsibilities, opportunity available in the bank for the personal growth and recognition, and the feelings of achievements the marketing job provides. When these factors are present, marketing executives job in the banking industry are presumed to be both satisfying and motivating for the marketing executives. The calculated t-value of 25.223, which is greater than the critical t-value of 2.92 and a p-value of $0.005 < 0.05$, simply suggests that Hygiene factors – basic human needs at work- do not motivate but failure to meet them causes dissatisfaction for the marketing executives in the bank. In Nigeria, these factors can be as seemingly trivial as parking space or as vital as sufficient holiday time overseas with the family. But the most important hygiene factor in developing country like Nigeria is finance (naira and kobo). Therefore, a manager in Nigeria banks should try much to fulfill the marketing executives' financial needs as a basic foundation to heighten his or her motivation. Marketing executives in Nigeria banks require certain pay levels to meet their needs, and slow income progression and ineffective incentives quickly demotivate. Fear about lack of security in the marketing executive jobs also can greatly demotivate the marketing force. In implementing these findings, managers must be conscious of these facts:

1. The effects of getting hygiene factors right in the banking industry are only temporary.
2. The results of getting hygiene factors wrong in the bank can cause long-lasting problems.

3. The more choice the marketing executives can exercise over both hygiene factors and motivators, the better motivated they will be in the banking industry.
4. Job insecurity of the marketing executives undermines motivation at all levels in the banking industry in Nigeria.
5. Recognizing good performance of the marketing executives in the banking industry is as important as rewarding it.

In sum, establishing the basic needs of the marketing executives in the banking industry in Nigeria, for heightening motivation for exceptional performance, the following hygiene factors in table 4, should be considered:

Table 4: Basic Needs for Marketing Executives

	Hygiene Factors for Banks	Descriptions of the Factor
1	Salary and Benefits	These includes basic income, fringe benefits, bonuses, holidays, Company Car, and similar items. Offered in the in the bank joy.
2	Working conditions	These conditions includes working hours, workplace layout, facilities, and equipment provided for the marketing executive job in the bank.
3	Company policy	The company policy is the rules and regulations-formal and informal-that govern the banks and the marketing Executives .
4	Status	A marketing executives status is determined by their rank, authority, and relationship with others, reflecting a level of acceptance in the bank.
5	Job security	This is the degree of confidence that the marketing executives has regarding continued employment in a bank
6	Supervision and Autonomy	This factor concerns the extent of control that a marketing executive has over the content and execution of a given target in the bank.
7	Office life	This is the level and type of interpersonal relations within the marketing executive bank environments.
8	Personal life	A marketing executives personal life is the time spent on family, friends, and interest-restricted by time spent at work in the bank.

Source: Field Survey, 2013

Conclusion and Recommendation

The marketing job in the Nigeria banks consists of a large variety of complex and diverse tasks. Because of this, it is important that the marketing executive's efforts be channeled in a direction consistent with the bank's strategic plan. Therefore, the direction of the marketing executive's effort is as important as the intensity and persistence of that effort. A bank management concerned with motivating the marketing executives finds that the complex task is getting them to expend effort on activities consistent with the strategic planning of the bank. Many marketing executives don't need external stimulation to work hard and long; their internal needs motivate them to do so. However, every marketing executive must be externally motivated to perform actions that support the strategic objectives of the bank. Finding an effective combination of motivators may be easier if a bank management understands some of the behavioral factors that affect the marketing force motivation. Three conditions must exist before an unfulfilled need leads to enhanced marketing executive performance in the banking industry. First, marketing executives must feel that the rewards are desirable-that is, they will satisfy some needs. Second, they must believe that gaining these rewards is based on their performance, and they must understand exactly what performance is required to get the rewards. Thirdly, the marketing executives must also believe that the performance goals upon which the rewards are based are attainable. In other words, the marketing executives must feel that if they try (expend effort), they can achieve the targets that have been set for them.

Therefore, bank managements must know what the marketing executives needs are before determining how to motivate them to satisfy those needs, because motivational programs often fail when they appeal to the wrong needs. However, the findings of this study, supported the dual-factor theory developed by Fredrick Herzberg, which is based on the idea that people have needs that they will seek to satisfy through their behavior. Herzberg's dual-factor theory groups sources of satisfaction and dissatisfaction into two group: hygiene factors and motivation factors. The suggested hygiene factors (which correspond to Maslow's lower-order needs) are company policies, supervision, and working conditions. They are called hygiene factors because they deal with the condition of the work environment rather than the work itself. While the motivation factors (which correspond to Maslow's higher-order needs) are recognition, responsibility, challenge and opportunity for growth. These factors are part of the job itself and are called motivation factors because they must be present for the marketing executives to feel motivated in the bank job. Pay can be both hygiene and a motivation factor.

Adequate competitive salary levels overall are considered a hygiene factor that can heighten the motivation of the marketing executives in the Nigeria banks; whereas bonuses or raises directly related to performance should be viewed as a form of recognition-part of motivation.

In sum, inadequate level of hygiene factors will cause a marketing force of the bank to be dissatisfied. And, while adequate levels of these factors will lead to the absence of (or less) dissatisfaction, they will only serve as a basic foundation to heighten the motivation of the marketing executives in the banking industry in Nigeria. But only the higher-order factors that can lead to the direct motivation of the marketing executives. It is therefore suggested that to heighten the motivation of the marketing executives in the Nigeria banks, managers should determine what needs the marketing executives are trying to satisfy in the bank job, and then ensure that they receive the outcomes that satisfy these needs when they perform them at a high level and contribute to the bank effectiveness in achieving its goal. The following factors are recommended to heighten the marketing executive's motivation in the banking industry in Nigeria:

1. Adequate and fair compensation for marketing executives in the banking industry in Nigeria.
2. A safe and healthy environment for marketing executives in the banking industry in Nigeria.
3. Opportunity that develops human capacities for marketing executives in the banking industry in Nigeria.
4. A chance for personal growth and security for marketing executives in the banking industry in Nigeria.
5. A social environment that fosters personnel identity, freedom from prejudice, a sense of community and upward mobility for marketing executives in the banking industry in Nigeria.
6. Constitutionalism, or the rights of personnel privacy, dissent and due process for marketing executives in the banking industry in Nigeria.
7. A role in marketing job that minimizes infringements on personal leisure and family needs,
8. Socially responsible bank actions for marketing executives in the banking industry in Nigeria.

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