

Effect of motivation on employee performance in post PHCN privatization: evidence from IKEDC mainland area office, Lagos

*Akeem Olanrewaju Ajani, Adesina Emmanuel Odesanya, Ayinla Zainab

Corresponding Author: Akeem Olanrewaju Ajani

Abstract: *This study examines the effect of motivation on employee performance in post-privatization of public companies using Ikeja Electricity Distribution Company as a case study. The study adopted descriptive survey research design because the variables of measure are qualitative and non-metrics. Structured questionnaire was used in collecting information from respondents who are employees of IKEDC in Mainland area in Lagos metropolis. The data gathered was analysed using descriptive statistics. The results of the study reveals that the rate at which employees are motivated affects their performance hence the low level of innovation in the organization is due to poor level of motivation of employees of the organization. It was discovered that the level of employees' motivation in IKEDC is very low. The study recommends that the issue of motivation cannot be divorced from payment of salaries, therefore IKEDC should implement salary increase proposal. Management of IKEDC should look at how payment of fringe benefits could be used to motivate employees since salary increase agitation by workers may not end. It was recommended that management should pay salaries based on the workload and performance of employees.*

Keywords: Motivation, commitment, Employee, Privatization, IKEDC

Date of Submission: 25-04-2017

Date of acceptance: 07-10-2017

I. Introduction

There have been several studies on how to motivate employee for greater performance, however, it is doubtful if such research exist for a public company in transition to a private one. It is important to make employees of an organization happy for the organization to be able to achieve its objectives. Motivation has been a well discussed concept in management but employees still feel not being motivated and productivity is still very low. In the private sector, there has been cries of employee not being motivated. Ohimain (2014) asserts that the cries are more when it comes to the public sector. The electricity producing and distribution industry in Nigeria was a public company before and recently it was privatized and became a private firm due to its poor performance PHCN was sold for 2.5 billion dollars and split into six generation companies and 10 distribution firms to end debilitating power shortages on September 30, 2013. However, there are still cries of poor performance despite this privatization and the image of the employees has not changed from the old public PHCN (Ohimain, 2014). Ogunleye (2016) posits that, projected power generation would reach over 13,000 mega watts (mw) by 2015 and 40,000 mega watt by 2020. The gross inadequacy of energy generation becomes glaring when compared with South Africa's almost 5000 KWH per capital. Indeed 60 percent of the time, there is no access to electricity in Nigeria. (Aliyu etal, 2013).

According to Sambo (2008), energy is very important to the economic development of a nation but Nigeria has serious challenges in its electricity sector despite privatization that has taken place. These challenges as a result of human and material resources. Electricity supply in Nigeria is grossly inadequate because total installed capacity is far less than demand. Available capacity is barely above half of installed capacity (Okenabirhie, 2013). As a result of this, per capita electricity consumption is too low for meaningful economic and social development. Nigeria electricity consumption per capita (Kwh) is the lowest among 16 nations cutting across Africa, Asia, and Europe. It is lower than that of Kenya, Angola, India, Ghana, Zambia and Indonesia (ibid).

Arizona-Ogwu (2008) posits that electricity generation, transmission and distribution account for less than one per cent of Nigeria's Gross Domestic Products (GDP), but fifty-four per cent of the share of utilities (electricity and water supply) in the GDP. They constitute a small economic activity in Nigeria in relation to her size and population. However, it is expected to be a growing industry, which, could be a major contributor to the national economy. The electric power sub-sector in Nigeria is dominated by now made up six generation companies and 10 distribution firms which was formally a government parastatal. PHCN supplies most of the electricity consumed in Nigeria, supplemented with power generated from privately-owned plants.

The challenges of electricity generation and supply are as a result of resources. These resources are both human and materials. The human element of the electricity supply in Nigeria concerns the employees of the electricity producer and distributor in the country, the Power Holding Company of Nigeria. Employees of any organization are very important to the success of such organization in the achievement of the organization's goals and objectives (Krames, 2003).

In IKEDC it is in doubt if there have been any changes in the way employees are being motivated before and after the privatization because they still portrayed the characteristics of people who are not motivated. There is still low provision of customer services, as electricity bills are not accurately produced and electrical faults are not attended to timely when complaints are lodged. These are traits of employees' low commitment and productivity which can be as a result of low motivation. Reward system plays important role in motivation of employees. To reinforce employee commitment to learning and adopting best practices mentality, managers should consider offering added incentives to those employees who bring in ideas that add to revenues and/or productivity. This study is to:

- examine the impact of motivation on commitment of workers of IKEDC to provide customer services
- examine the impact of salary increase on employee motivation of IKEDC.
- investigate whether IKEDC workers can be motivated by being self actualized.
- examine the impact of reward system on IKEDC employees' level of feeling of equity in their payment system.

II. Literature Review

Theoretical Framework

According to Odukoya (2007), there are three theories that can be ascribed to privatization issues, and they are the residual claimant or property right theory; the dispersed knowledge theory; and the public choice theory. The residual claimant or property right theory take into assumption Maslow Motivation theory assumption (Alchian and Demsetz, 1972; Laffort and Tirole, 1993; Barzel, 1998; and Vickers and Yarrow, 1988). Since this study is about privatization and motivation, this theory is adopted to underpin this study.

Concept of Motivation

Motivation according to Saraswathi (2011) is the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need.

Motivation according to Milkovich and Boudreau (2004) is the drive that energizes, sustains, and directs a person's behaviour. Motivation therefore derives from perceived relationships between behaviour and the fulfillment of values and/or needs. In explaining behaviour, Milkovich and Boudreau (2004) suggest that three general factor affect employees work behaviour. They are:

- (a) Employee ability
- (b) Condition beyond employee control and
- (c) Motivation.

Anthony and Govindarajan (2007) posit that motivation is a complex dimension resulting from the match between the individual's needs/ values and job outcomes, as well as the perceived link between energizing in work behaviours and obtaining the desired outcomes. While ability can be measured, motivation cannot. It can only be inferred by observing behaviour of workers.

Moon (2000) contends that managerial reform has also highlighted critical managerial issues with respect to motivation, organizational effectiveness, and performance-based management, including such issues as pay-for-performance, performance measurement, participatory decision-making processes, and flexible organizational culture. The idea of pay-for-performance has been adopted by many public agencies as a new means of enhancing motivation and improving organizational performance in the public sector under the performance management and recognition system (PMRS).

A basic assumption behind pay-for-performance is that making a direct association between performance and financial reward will enhance employee motivation and the level of organizational commitment of public employees and eventually promote organizational effectiveness and job satisfaction. Many scholars of public administration have examined organizational commitment in the public sector to understand the characteristics of organizational behaviors of public employees.

Alvesson (2002) explains the concept of motivation in terms of the why and whither of human behaviour, which he said has been one of psychological concern. This is in term of asking the questions,

- What is it that gets people moving and keeps them going?
- Is the cause located —within a person, or is it to be found in the —externall environment, or are both person and situation always involved?

- Why do people sometime feel —driven by themselves to do something, while at other times people attention is as it were, drawn to an event, possible one that has not yet taken place?
- What is the explanation for the fact that part of people's behaviour occurs almost without particular thought, as if it were automated?
- Why is it that a backlog in work challenges some people to work harder to catch up, where as it makes others feel blocked?
- How come one individual is always looking for risks, whereas another person prefers life to be ordered and predicable at work and at home?
- Is motivation perhaps affected more by the frequency with which the results of individual performance behaviour are monitored in relation to goals set.

Chimhanzi and Morgan (2005) assert that motivation concerns one of the fundamental determinants of human behaviour; it addresses the cause, intensity, duration, and direction of an individual behaviour. Motivation beers upon an important behavioural dynamic; on the one hand it reflects what someone considers to be attractive (or unattractive) and on the other it denotes the way in which this is to be achieved (or avoided).

Human motivation and organizational commitment are subjects that command the interest of multiple disciplines. Motivation is one of the focal research interests to many public administrators and scholars. Responding to the concerns about the decline of morale and motivation of public employees (Andersen and Fagerhaug, 2002), many scholars began to pay close attention to motivational issues, job satisfaction, and organizational commitment in public organizations. Although there have been some previous studies on the relationship between motivation and organizational commitment, many conceptual and methodological questions remain unclear or unanswered.

Deci and Ryan (2008) summarized the term commitment with a definition comprehensively based on many previous relevant studies: The term "commitment" has been used, for example, to describe such diverse phenomena as the willingness of social actors to give their energy and loyalty to social systems, an awareness of the impossibility of choosing a different social identity or of rejecting a particular expectation, under force of penalty, or an affective attachment to an organization apart from the purely instrumental

According to Denning (2007), some commitment concepts, such as organizational identification or organizational involvement, have also appeared in the literature. Despite the multiplicity of meanings and apparent ambiguity of the concept of organizational commitment, it has been argued that organizational commitment is a better measurement of human behavior in organizations than some other related measures including job satisfaction and job involvement. Crewson (1997) presented a comprehensive and summative definition of organizational commitment that included an "individual's identification with and involvement in a particular organization". He also summarized that organizational commitment "has been operationalized as a combination of three distinct factors:

1. A strong belief and acceptance of the organization's goals and values,
2. Eagerness to work hard for the organization, and
3. A desire to remain a member of the organization.

With respect to job motivation, Wittmer (1991) found that there are significant differences between the public and private sector in managers' values and rewards preferences. Private managers are more likely to be motivated by monetary rewards than public managers, whereas other organizational motivation factors (promotion, prestige, co-worker friendship, and opportunities for public service) are not significantly different between sectors.

Falcone (1991) examined the sectoral differences in job satisfaction between public, private, and hybrid organizations and suggested that public organizations tend to have a lower level of job satisfaction than both private and hybrid organizations.

Nagin *et al* (2002) posited that economic models of incentives in employment relationships are based on a very specific theory of motivation which posits that employees are "rational cheaters." They anticipate the consequences of their actions and shirk when the perceived marginal benefit of doing so exceeds the marginal cost. Firms respond to this decision calculus by implementing monitoring and incentive pay policies that make shirking unprofitable. Although the "rational cheater" model is ubiquitous in economics, it is often viewed skeptically by human resource practitioners and the other social science disciplines that study employment relationships.

Some employees who are not Agree motivated may shirk in their duties, therefore economists proposed incentive payment system. According to Bénabou and Tirole (2003) the validity of the rational cheater model is an empirical question that is, in principle, easy to investigate. If employees are rational cheats then, conditional on a given incentive pay arrangement, a reduction in monitoring will lead to an increase in shirking. The most powerful sanction available to employers is typically dismissal. Thus, an increase in shirking resulting from

reduced monitoring should be greatest among individuals for whom the ongoing employment relationship is least valuable. Armstrong (2008) examined the process of motivation. He explains why people at work behave in the way they do in terms of their efforts and the direction they are taking. It also describes what organisations can do to encourage people to apply their efforts and abilities in ways that will further the achievement of the organization's goals as well as satisfying their own needs.

Armstrong warns that unfortunately, approaches to motivation are two often underpinned by simplistic assumptions about how it works, and that the process of motivation is works and that the process of motivation is much more complex than many people believe. The reasons are that people have different needs establish different goals to satisfy those needs and take different actions to achieve those goals. Therefore Armstrong defined motivation as concerned with the factors that influence people to behave in certain ways. Koontz and Weirich (2005) defined motivation as a general term applying to the entire class of drives, desires, needs, wishes, and similar forces. To them to say that managers motivate their subordinates is to say that they do those things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner such as to increase their effort in order to increase their company's output. Thus the employee in Nigerian Bo thing company Plc will be motivated to higher productivity if the management does those things which they hope will satisfy their drives, and desires and induce them to act in a desired manner.

However, Koontz and Weirich(2005) acknowledge the complexity of motivation as they observe that it takes only a moment's thought to realise that at any given time, an individual's motives may be quite complex and often conflicting. A person may be motivated by a desire for economic goods and services, and even these desires may be complex and conflicting. At the same time an individual may want self- esteem, status, a fleeing of a compliment, or relaxation.

Conceptualizing Employee Performance

Phillips (1999) posits that some observers question the motivation and work ethics of the U.S. worker. Critics point to the declining role of work in the U.S. coupled with the rising demands for more leisure time. Many firms, however, proudly point to their productivity increases and claim that increases are due to employees working smarter, not harder. The most powerful tools for productivity improvement often lie within management control, but the tools have to be applied consistently and within the framework of an overall strategy for performance improvement. Many HR programs are designed to improve productivity or performance. Training, compensation, motivational programs, employee relations practices, and organization development usually focus on performance improvement. A combined strategy must coordinate all the elements of human resource management (Phillips, 1999).

Phillips (1999) asserts that successful stories are reported regularly in the press such as the IMPROSHARE plan for example in which workers are essentially paid bonuses equal to X of any increase in productivity. A study of its use in manufacturing firms found that defect and downtime rates fell by 23 percent in the first year of its introduction. In the median firm, the overall increase in productivity was more than 5 percent in the first three months and more than 15 percent by the third year. By comparison, productivity increased by only 2 percent, on average, in these manufacturing sectors as a whole. Improvement in productivity results from all types of HR programs.

Employee Commitment

The rational cheater model of motivation according to Nagin, Rebitzer, Sanders, and Taylor (2002), posits that employees are self-interested actors who continuously probe their environment in search of ways to increase their welfare. Opportunistic behaviors (shirking or cheating), offer the possibility of increasing employee utility at the expense of the employer or customer. According to the rational cheater model, employees will be opportunistic whenever they perceive that the marginal benefits of shirking exceed the marginal costs. Effective management strategies manipulate the perceived costs and benefits of opportunism in order to reduce the attractiveness of shirking. Individual behaviour and motivation are fundamental parts of the psychosocial system of organisations. Individuals are similar, according to vast and Rosenzweig (1985), in that all behaviour is caused, motivated and goal oriented.

The particular goals vary for individuals as do the causes underlying motivation. However the behavioural process outlined by these three ingredients remains the same for all people, in all places, and at all times. Individual variations in behaviour occur primarily because of differences in perception, cognition, and motivation how (process) behaviour is energized, directed, and sustained. Cognitive theories stress needs, drives, and expectation, with emphasis on conscious consideration of the utility of effort in achieving desired outcomes. The screamingly direct relationship of effect performance satisfaction is affected by many variables, such as ability, role perceptions and reward systems.

Human motivation and organizational commitment are subjects that command the interest of multiple disciplines. Motivation is one of the focal research interests to many public administration scholars. Responding

to the concerns about the decline of morale and motivation of public employees (Volcker Commission, 1989), many scholars began to pay close attention to motivational issues, job satisfaction, and organizational commitment in public organizations. Although there have been some previous studies on the relationship between motivation and organizational commitment, many conceptual and methodological questions remain unclear or unanswered.

The term organizational commitment, for example, is not a unitary and well-defined concept. Angle and Perry (1981:1) summarized the term commitment with a definition comprehensively based on many previous relevant studies: The term "commitment" has been used, for example, to describe such diverse phenomena as the willingness of social actors to give their energy and loyalty to social systems, an awareness of the impossibility of choosing a different social identity or of rejecting a particular expectation, under force of penalty, or an affective attachment to an organization apart from the purely instrumental

Some commitment concepts, such as organizational identification or organizational involvement, have also appeared in the literature. Despite the multiplicity of meanings and apparent ambiguity of the concept of organizational commitment, it has been argued that organizational commitment is a better measurement of human behavior in organizations than some other related measures including job satisfaction and job involvement. Crewson (1997) presented a comprehensive and summative definition of organizational commitment that included an "individual's identification with and involvement in a particular organization". He also summarized that organizational commitment "has been operationalized as a combination of three distinct factors: a strong belief and acceptance of the organization's goals and values, eagerness to work hard for the organization, and a desire to remain a member of the organization".

According to Reenning (2002), failure in innovations is connected to motivational problems in organizations. He identifies three feedback processes that play central roles in determining the dynamics of innovation implementation. The three feedback processes are; reinforcement, diffusion, and normative pressure. The variables and linkages that comprise these three processes are well established in the literature, but taken together provide a new, more parsimonious view of the implementation process. The implementation problems that lead to innovation failure is not considering employee motivation (Reenning, 2002).

With respect to job motivation, Wittmer (1991) found that there are significant differences between the public and private sector in managers' values and rewards preferences. Private Managers are more likely to be motivated by monetary rewards than public managers, whereas other organizational motivation factors (promotion, prestige, co-worker friendship, and opportunities for public service) are not significantly different between sectors. Finally, Falcone (1991) examined the sectoral differences in job satisfaction between public, private, and hybrid organizations and suggested that public organizations tend to have a lower level of job satisfaction than both private and hybrid organizations.

III. Methodology

Research Design

This study adopted descriptive survey research since the variables of study are qualitative and non-metrics. Questionnaire is administered on a sampled population.

Population and Sample Size

In this study the target population is the employees of IKEDC in Mainland area which is 400. The population of the employees comprises managers, senior staff and junior employees. The sample size of this study is 200 which was selected using stratified random sampling.

Sampling Procedure

The 200 sampled respondents were stratified into junior employees, senior employees and managers. The sample comprises of 90 senior staff, 30 managers and 80 junior employees. The respondents were selected using simple random sampling techniques after they have been stratified

Research Instrument

Questionnaires form the major research instrument of this study and therefore findings of the study are based on the data collected through this instrument. The questionnaire used to collect data was designed using the 5 point Likert scale.

Data Analysis Technique

The data obtained were processed through the use of Statistical Package for Social Sciences (SPSS) computer software. Questions related to the hypotheses were sorted out under each hypothesis before tests were conducted. The statistical tool that was used to test the hypotheses was chi-square (χ^2) non parametric statistics. The hypotheses of the study are stated below:

- H₁:** Motivation does not affect the performance of IKEDC employees.
- H₂:** Motivation does not affect the commitment of workers of IKEDC to provide customer services
- H₃:** Salary increase will not impact on employee motivation
- H₄:** Reward system does not influence employees' level of feeling of equity in IKEDC.

Results

H₁: Motivation does not affect the performance of IKEDC employees.

Table 1: test Statistics for hypothesis one

| | Motivation by payment of high salary will improve my performance |
|------------------|--|
| Chi-square (a,b) | 73.519 |
| Df | 4 |
| Asymp.Sig | .000 |

Source: *Field Study, 2017.*

Table 1 shows the $X^2_{Cal.}$ is 73.519. However, the degree of freedom (df) = 4 while significance level is 5% Therefore, $X^2_{Crit.}$ of 4 df at 5% level of significance = 9.488 From the above it could be seen that $X^2_{Cal.}$ of 73.519 is greater than $X^2_{Crit.}$ of 9.488. The decision is to reject the

H₀: That motivation does not affect the performance of IKEDC employees in Mainland District

H₂: Motivation does not affect the commitment of workers of IKEDC to provide customer services

TABLE 2: Test Statistics For Hypothesis Two

| | The low level of motivation is impacting negatively on IKEDC staff commitment |
|------------------|---|
| Chi-square (a,b) | 57.698 |
| Df | 3 |
| Asymp.Sig | .000 |

Source: *Field Study, 2017.*

Table 2 shows the $X^2_{Cal.}$ is 57.698 However, the degree of freedom (df) = 3 while significance level is 5% Therefore, $X^2_{Crit.}$ of 3 df at 5% level of significance = 7.815. From the above it could be seen that $X^2_{Cal.}$ of 57.698 is greater than $X^2_{Crit.}$ of 7.815. The decision is to reject the H_0 that motivation does not affect the commitment of workers of IKEDC Mainland area to provide customer services. **H₃:** Salary increase will not impact on employee motivation.

TABLE 3: Test Statistics For Hypothesis Three

| | Salary increase will motivate me |
|----------------|----------------------------------|
| Chi-square (a) | 77.791 |
| Df | 3 |
| Asymp.Sig | .000 |

Source: *Field Study, 2017.*

Table 3 shows that $X^2_{Cal.}$ is 77.791. However, the degree of freedom (df) = 3 while significance level is 5% Therefore, $X^2_{Crit.}$ of 3 df at 5% level of significance = 7.815. From the above it could be seen that $X^2_{Cal.}$ of 77.791 is greater than $X^2_{Crit.}$ of 7.815. The decision is to reject the H_0 that salary increase will not impact on employee motivation.

H₄: Reward system does not influence employees' level of feeling of equity in IKEDC.

TABLE 4: Test Statistics For Hypothesis Four

| | Salary increase will motivate me |
|----------------|----------------------------------|
| Chi-square (a) | 53,109 |
| Df | 3 |
| Asymp.Sig | .000 |

Source: *Field Study, 2017.*

Table 4 shows the $X^2_{Cal.}$ is 53.109 However, the degree of freedom (df) = 3 while significance level is 5% Therefore, $X^2_{Crit.}$ of 3 df at 5% level of significance = 7.815. From the above it could be seen that $X^2_{Cal.}$ of 53.109 is greater than $X^2_{Crit.}$ of 7.815. The decision is to reject the H_0 that reward system does not influence employees' level of feeling of equity in IKEDC Mainland District.

IV. Conclusion

The following are the summary of major findings of this study:

1. The level of employees' motivation in IKEDC according to the majority opinion of the respondents is very low except if there is security of job which act as motivator and majority of workers will be motivated if they are promoted to high level.
2. Commitment of workers of IKEDC to provide customer services was not linked to the attitude of workers and it was suggested that commitment may not be related to absenteeism as an attitude of workers that are lowly motivated. However, majority of the respondents suggested that low level of motivation contributed to low level of workers commitment in IKEDC.
3. The impact of salary increase on employee motivation of IKEDC is very significant and positive because majority opinion suggested that salary increase will lead to high motivation. Thus, majority of the respondents suggested that management should increase the incentives being paid to workers because salary being paid is very poor.
4. Majority of IKEDC workers suggested that they will be motivated by payment of high salary while all the workers agreed that some workers may not be motivated by money alone. Majority of the respondents suggested that they are motivated when they see the need to be self fulfilled. Furthermore, nearly all the workers agree that they are motivated when they see the need to develop potentialities. Self actualization should be seen at the top hierarchy of an organization hence only 42% of the respondents disagree that top managers of IKEDC can be motivated by being recognized by the management rather than by being paid high salary.
5. Majority of respondents suggested that they are not paid according to their workloads. They believe that reward in other private sectors is higher than that of IKEDC hence they feel cheated by what IKEDC pays as salaries when compared with their workload. Thus, the impact of reward system on the employees' level of feeling of equity in IKEDC payment system is significant

This study examined motivation impacts on improved performance of employee of post privatized Power Holding Company of Nigeria. Indeed motivation impacts on employee performance in IKEDC. Payment of salary is much related to motivation in IKEDC in this study because the belief is that nonpayment of high salary is equivalent to low level of motivation. The belief is that workers can only be motivated by increasing their salaries or fringe benefits like other companies in the private sector. Payment of salary below other firms is seen as cheating the workers. Motivation affects performance employees and hence the productivity and effectiveness of IKEDC service delivery to the people. Low level of motivation brings out some attitudes in employees that impede effectiveness and productivity. Low level of motivation according to this study affects the innovative capacity of employees of IKEDC. Furthermore, low level of motivation may cause absenteeism, although, at a lower rate. Most importantly, low level of motivation causes low level of employee commitment to quality service delivery. An employee that has low level of commitment cannot be efficient hence this will affect his performance and the effectiveness of his organization.

V. Recommendations

The following are recommended in the study

1. Since the issue of motivation cannot be divorced from payment of salaries, it is suggested that management of the privatized IKEDC should implement salary increase as suggested by the respondents.
2. Management should equally look at using payment of fringe benefits to motivate the workers since salary increase agitation by workers may not end and before the implementation of salary increase prices of food items, transportation and house rent would have gone up to wipe away the effects salary increase would have had.
3. The issue of equity came up in the findings of this study, it is suggested that management of IKEDC should pay salaries based on the performance and workload of the workers.
4. Substantial number of employees especially the top level managers, agreed that there can be self actualization and that they can be motivated if recognized. These sets of workers can be motivated by creating the enabling environment that will see that their potentials are developed.

Suggestion for Further Studies

PHCN was taken over by private hands in September, 2013. Therefore, it is suggested that a study should be conducted on the effect of privatization on employee morale and motivation in IKEDC. Furthermore, another study could be conducted on effect of reward system on employee motivation after the privatization of PHCN.

References

- [1]. Alvesson, M. (2002). *Understanding Organizational Culture*. SAGE Publications Inc.
- [2]. Amabile, T. M. (1993). *Motivational synergy: Toward New Conceptualizations of Approach to Developing and Implementing Incentive Plans for Salespeople*. Scottsdale: American Compensation Association.
- [3]. Andersen, B. and Fagerhaug, T. (2002). *Performance measurement explained: de-signing and implementing your state-of – the art system*. Published by American Society for Quality, Inc.
- [4]. Anthony, R. N., and Govindarajan, V. (2007). *Management Control Systems* 12th edition. McGraw-Hill, Inc.
- [5]. Arizona-Ogwu, C. L. (2008). *Nigeria and the Electricity Ordeal: Is Coal still Viable?* Assessed on November 22, 2008 at www.Nigeriaworld.com
- [6]. Armstrong, M. (2006). *A Handbook of Human Resource Management Practice*, 12th ed, London, Kogan Page.
- [7]. Armstrong, M. (2008). *How to Be an Even Better Manager: A Complete A-Z of Proven Techniques* 7th edition. Kogan Page Limited.
- [8]. Chimhanzi, J., and Morgan, R. E. (2005). Explanations from the marketing/human resources dyad for marketing strategy implementation effectiveness in service firms. *Journal of Business Research*, 58, 787–796.
- [9]. Deci, E. L., and Ryan, R. M. (2008). Facilitating optimal motivation and psychological well-being across life's domains. *Canadian Psychology*, 49(1), 14–23.
- [10]. Denning, P. J. (2007). —Mastering the Mess, *Communications of the ACM*, 50, 21–25.
- [11]. Koontz, H. and Weihrich, H. (2005) *Management: A Global Perspective*. New York, Tata McGraw-Hill
- [12]. Krames, J. A. (2003). *What the Best CEOs Know: 7 Exceptional Leaders and Their Lessons for Transforming any Business*, New York St. Louis San Francisco Washington, D.C., McGraw-Hill.
- [13]. Milkovich, G. T., and Newman, J. M. (1999). *Compensation*, 6th ed. Burr Ridge, IL: Irwin/McGraw-Hill.
- [14]. Milkovich, T.G. and Boudeau, W. J. (2004). *Personnel: Human Resource Management: A Diagnostic Approach*, 5th ed, Delhi, Business Publications, inc.
- [15]. Moon, J. M. (2000). —Organizational Commitment Revisited in New Public Management: Motivation, Organizational Culture, Sector, and Managerial Level *Public Performance & Management Review*, Vol. 24, No. 2, Dec., pp. 177-194
- [16]. Nagin, S. D., Rebitzer, J. B., Sanders, S. and Taylor, L. J. (2002). —Monitoring, Motivation, and Management: The Determinants of Opportunistic Behavior in a Field Experiment *The American Economic Review*, Vol. 92, No. 4, Sep., pp. 850-873
- [17]. Ogunleye, E.K (2016). “political economy of Nigeria power sector reform”. United Nations University World Institute for Development Economics Research
- [18]. Ohimain, E. I. (2014). —Can Nigeria generate 30% of her electricity from coal by 2015? *International Journal of Energy and Power Engineering*, 3(1): 28-37
- [19]. Okenabirhie, T. O. (2013). —The Domestic Gas Supply Obligation: Is this the final Solution to Power Failure in Nigeria? How can the Government make the Obligation Work? *University of Dundee*
- [20]. Repenning, N. P. (2002). —A Simulation-Based Approach to Understanding the Dynamics of Innovation Implementation *Organization Science*, Vol. 13, No. 2, Mar. - Apr., pp. 109-127
- [21]. Sambo, A. S. (2008). —Electricity Demand from Customers of INGA Hydropower Projects: The Case of Nigerian Energy Commission of Nigeria April
- [22]. Saraswathi (2011). A study on factors that motivate IT and non-IT sector employees: A comparison. *International journal of Research in computer Application and Management*, Vol. 1, No. 2, Pp 72-77.

Akeem Olanrewaju Ajani. “Effect of motivation on employee performance in post PHCN privatization: evidence from IKEDC mainland area office, Lagos.” *IOSR Journal of Business and Management (IOSR-JBM)*, vol. 19, no. 10, 2017, pp. 74–81.