



LEVEL OF MOTIVATION AND EMPLOYEE PERFORMANCE AT THE MUNICIPALITY OF ARGAO, CEBU

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<p>Received: 11th August 2021</p> <p>Accepted: 7th September 2021</p> <p>Published: 6th November 2021</p>	<p>Work Motivation refers to the different indicators that seemingly promote greater productivity, effectiveness, and efficiency among faculty members categorized as hygiene factors/extrinsic motivation and motivational factors/intrinsic motivation. This research highlighted how motivation can meet workplace diversity challenges, and how to motivate local government unit employees through gain-sharing and executive information system through proper planning, organizing, leading, and controlling their human resources. This study intends to measure the level of motivation in relation to performance among the employees of the Municipality of Argao with an end view of proposing an enhancement program that will enhance public service to its constituency. Further, the study intends to determine if there is a significant degree of variance in motivation and performance among the six departments being studied. This research adopted a descriptive-survey approach for investigating the phenomenon. That is the role of motivation on employees' performance in the case of the Municipality of Argao. The investigation began with sample questionnaires, and the researcher analyzed the results of the questionnaire by arranging the motivational factors perceived by employees towards their performance. Furthermore, a documentary analysis was used to ascertain the employee performance was culled from the HRD of office of the Municipality of Argao, Cebu Province. The study made use of the two validated questionnaires, namely on Work Motivation by Anicas (2009), as the primary data gathering tools that will be utilized while the Performance Evaluation Form from the of office of the Civil Service Commission was also used to gather data on the employee performance. The data were processed using frequencies, simple percentages, chi-square, and analysis of variance. The majority of the employee at the Municipality of Argao are intrinsically motivated. Meanwhile, their intrinsic motivation was at the moderate level. On the dimension of motivation to work; the majority of the employees at the Municipality of Argao had a satisfactory level of performance; the age of the respondent does not have an impact on his level of motivation. Moreover, one's age does not have any bearing on his motivation to work in the Municipality of Argao; an employee's performance is not affected by whether he is young or old, regardless of what age group he belongs, he has the performance; motivation affects the level of performance. To sum it up, an employee's good working performance at the Municipality of Argao is influenced by his work motivation.</p>

Keywords: Motivation to work, employee performance, quantitative method, t- test, ANOVA, Municipality of Argao, Cebu, Philippines

INTRODUCTION

The role of the Public Administrator is evolving with the change in competitive environment and the realization that Public Administration must play a great role in the success of an organization or institution. Organizations that do not put premium on attracting and retaining talents may soon find themselves in dire consequences while other parts of the bureaucracy may be outplaying them in the strategic employment of their human resources.

With the increase in pressure, locally and nationally, all organizations must become more adaptive, resilient, agile, and customer-focused in order to succeed. Furthermore, within this change in environment, the Public Administrator professional need to evolve to become a strategic partner or advocate, and a change mentor within the organization. In

order to succeed, Public Administrators must be a business driven function with a thorough understanding of the government organization's big picture and be able to influence key decisions and policies. In general, the focus of today's Public Administrator is on strategic personnel retention, talents acquisitions and development. Motivation is often seen as an effective tool in the hands of managers for inspiring the work force and developing confidence in it. By motivating the work force, management creates "will to work" which is deemed necessary for the achievement of any organizational goals (Chhabra, 2010; Cole, 2004).

The concern over employee dissatisfaction and related attitude towards work is gaining an alarming rate worldwide. The situation is even more serious in third world countries like the Philippines where working conditions are alarming.

This study will focus on how motivation can face the problems of workplace diversity, as well as how to encourage employees of local government units through information exchange and an executive information system that is properly planned, organized, led, and controlled. On the basis of a CIPD study on employee well-being and emotional convention, Guest and Conway (2005) concluded that managers who fail to encourage and enhance the performance of those they oversee are the core causes of motivational difficulties in public enterprises in the Philippines. The familiar notion that people leave administrator, not organizations, suggests that the organizations concerned, failed in holding administrators responsible to understand their role in motivating people and to manage performance effectively. The biggest challenge for public administrators is to push department heads/ office heads to manage and develop people.

It is critical to address a variety of factors in order to improve work effectiveness and performance, including enhancing employee motivation, making them feel content with their jobs, and improving their overall job-related well-being.

THEORETICAL BACKGROUND

This research is mostly based on Maslow's (1943) Hierarchy of Needs Theory, which was the first to incorporate people's needs in motivation theory. In 1943, he analyzed the hierarchy of requirements of those suffering from neurotic disorders. Management theorists have been drawn to Maslow's motivation theory. Physiological requirements, Safety needs, Love needs, Esteem needs, and Self-Actualization needs are the tiers of needs according to Maslow. These requirements are arranged in ascending order from the most basic to the most complex. Physiological, safety, belonging, esteem, and self-actualization are the five wants that rank in order from lowest to greatest. When a significant requirement is met, an individual climbs up the hierarchy (Shah and Shah, 2007).

The hierarchical needs are as follows: (1) Physiological Needs: The basic physical requirements for human survival. Food, water, sleep, medication, education, and so on; (2) Security Concerns: To be safe from physical injury and the threat of losing a job, property, food, or shelter, as well as to be protected from mental trauma. Having a safe house, a stable income, a good pay, benefits, and medical insurance; (3) Social Needs: People need to belong and be accepted by others since they are social creatures. They like spending time with family and friends. People strive to meet their needs for affection, acceptance, and companionship in many ways. Collaboration and interaction with coworkers and supervisors; (4) Self-Esteem Needs: To be respected by oneself and others. Power, prestige position, and self-confidence are all satisfied by this type of demand. Internal esteem elements such as self-respect, autonomy, and accomplishments are included, as well as external esteem components such as status, recognition, and attention. (5) Self-actualization: According to Maslow's hierarchy, this is the most important need. This desire is to reach one's full potential and self-fulfillment, as well as to maximize one's potential and achieve anything. To accomplish a successful job, employees at this level endeavor to maximize their knowledge, abilities, and performance.

In theory, a human being's aim is to first satisfy his or her fundamental wants before moving on to greater demands, as he or she is constantly urged to do. Maslow's message is simple: humans have wants all the time, and when one is met, others develop in a regular sequence to fill the void. Most people aren't aware of their needs, according to Maslow's hypothesis, yet we all apparently progress up the hierarchy of requirements one level at a time (Kreitner, 1995).

The Importance of Maslow's Theory for Managers; behavioural scientists who have tried to put Maslow's Theory to the test in the actual world think it has flaws. Even Maslow's hierarchical structure has been called into doubt. Practical

evidence suggests that a two-level hierarchy is preferable to a five-level system (Kreitner, 1995). Although Maslow's theory is still valuable in some areas, its greatest strength is its ability to recognize and identify individual needs in order to motivate behavior (Bowditch et al., 1997). Despite the fact that Maslow's hypothesis hasn't held up to actual testing, it does teach managers one essential lesson: a fulfilled need does not inspire a person. Unemployment payments, for example, may only partially meet an employee's desire for financial stability (the safety need).

Physiological and safety demands, according to a competing viewpoint, are organized in a hierarchical form, as Maslow claims. On the other hand, depending on the individual, any of the demands might emerge as the single most significant need. According to Edward Lawler, a renowned motivation expert, "It's impossible to forecast which higher-order requirements will emerge after the lower-order ones have been met, and in what order. If anything, it appears that most people are driven by a number of similar-level needs at the same time." Lawler is a law enforcement officer (1966). The "motivation to work" published by Maslow (Maslow 1943) probably provided the field of organizational behavior and management with a new way of looking at employees job attitudes or behaviors in understanding how humans are motivated. This theory is responsible for the most well-known conception of human needs in organizations. Abraham Maslow was a clinical psychologist who popularized the need hierarchy theory, which he developed based on his own personal opinion. People who grew up in an environment where their needs were not addressed, he believes, are less likely to be healthy or well-adjusted. This concept was then used to businesses to underline the idea that employees would not perform as effectively as possible until their requirements are addressed on the job.

Maslow proposed that humans have five different sorts of wants, which are triggered in a hierarchical order. This means that these requirements are activated in a certain order from lowest to highest, with the lowest-order need having to be met before the next level need is triggered, and so on.

From a motivational standpoint, Maslow's hypothesis states that a need can never be completely supplied, but that a need that is nearly met no longer motivates. To inspire someone, you need to know where they are on the hierarchical pyramid, according to Maslow. Then you must concentrate on satisfying that person's requirements at that level (Robbins 2001). The fundamental flaws of Maslow's Needs Theory, stems from his claim that, human needs patterned systematically from one stage to another. In reality, human needs, though revolve around the stages identified by him, but in some situations do not necessarily move progressively from one stage to another as he would have us believe. For instance, a person in some circumstances might compromise his physiological or safety needs in order to achieve some social goals. This research will examine relevance of the need's theory as a strategy for motivation by public administrators.

STATEMENT OF THE PROBLEM

This study intended to measure the level of motivation in relation to performance among the employees of the Municipality of Argao with an end view of proposing an enhancement program that will enhance public service to its constituency. Specifically, it will address the following question: (1) What is the profile among the respondents; level of motivation among the employee- respondents as assessed by themselves; level of work performance among the employee as viewed by their immediate superiors, significant relationship on selected profile with motivation; and performance; significant degree of variance on motivation and performance among the six departments.

METHOD

Social phenomena have to do with extremely varying human conditions in different environments that make it difficult for social science researchers to choose appropriate research approach and methods to investigate the specific problem concerned. However, this study will adopt a descriptive-survey approach for investigating the phenomenon. That is, the role of motivation on employees' performance in the case of the Municipality of Argao.

In this research, the deductive approach would be used. Since it will utilize a wide range of existing theories and to find answers from existing research and findings about motivation and employees' enhancement, which will form the basis to compare, analyze and investigate the findings of the research. The investigation will begin with sample questionnaires and the researcher will analyze the results of the questionnaire by arranging the motivational factors

perceived by employees towards their performance. Furthermore, a documentary analysis will be used to ascertain the employee performance which can be culled from the HRD office of the Municipality of Argao, Cebu Province.

ENVIRONMENT

This study was conducted at the municipality of Argao which is situated in the southern portion of the province of Cebu.

INSTRUMENTS

This study will make use of the 2 validated questionnaires namely on Work Motivation by Anicas (2009) as the primary data gathering tools that will be utilized while Performance Evaluation Form from the Office of the Civil Service Commission also be used to gather data on the employee performance. Part I, will elicit information on the personal and professional characteristics of the of the respondents while Part II, will assess the level of work motivation in terms of a) Hygiene Factors/Extrinsic Motivation: salary and other benefits, job security, working conditions, job status, policy and administration, interpersonal relationships, and b) Motivation Factors/Intrinsic Motivation: achievement/responsibility, recognition, advancement, work itself, possibility of growth, and promotion. As for the employee performance, the instrument is contextualized in terms of Performance and Critical Factors.

DATA GATHERING PROCEDURES

The researcher will be securing a Letter of Request (Appendix A) from the office of the municipal mayor, Hon. Edsel Galeos for him to distribute the questionnaire to the municipal employee. This is the very first stage to be done by the researcher in order to start facilitating the administration of the questionnaire and to get an assurance from the given authority relative to their immediate and favorable response and high regards of cooperation during the conduct of the survey.

There will be an attachment of a Letter to the Respondents (Appendix B) specifically to addressed to the employee tighter with the questionnaire with the complete assurance that their answers will be held with strict confidentiality. The retrieval of the accomplished questionnaire will be done two days after administration.

TREATMENT OF DATA

The data collected will be carefully tabulated, organized, analyzed and interpreted. The following statistical tools will be utilized in the statistical treatment of the data gathered such as frequency, percentage, weighted mean and t-test and Anova and person r product of moment correlation.

FINDINGS

**Table 1
Profile among the Respondents**

Items	F	%	R
Age (in years)			
30 – 34	2	3.70	6
35 – 39	6	11.11	4
40 – 44	15	27.78	2
45 - 49	12	22.22	3
50 – 54	16	29.63	1
55 – 59	3	5.56	5
Average	45.91		
Gender			
Male	15	27.78	2
Female	39	72.22	1
Civil Status			
Single	1	1.85	2.5

Married	52	96.30	1
Widowed	1	1.85	2.5
Highest Educational Attainment			
BS Degree	41	75.93	1
BS with MA	13	24.07	2
Masteral Degree	0	0.00	4
MA with doctoral units	0	0.00	4
Doctoral degree	0	0.00	4
Length of Service			
Below 1 year	2	3.70	4
6 to 10	24	44.44	1
11 to 15	23	42.59	2
16-23	5	9.26	3
Monthly Salary			
10 and below	9	16.67	4
15,000-20,000	22	40.74	1
20,000 - and below	13	24.07	2
above 30,000	10	18.52	3

For **Length of Service**, 24 or 44.44 % of the respondents had 6-10 years of work service; 23 or 42.59 % had 11 to 15 years of work service; 5 or 9.26 % had 16-23 years of work service while 2 or 3.70 % had 1 and below years of work service. As can be inferred from the data, majority of the respondents had been working for quiet sometimes thus would have achieved regularization by then. As for **Monthly Salary**, 20 or 40.74 % had 15,000 to 20,000 pesos monthly salary; 13 or 24.07 % had 20,000 and below monthly salary; 10 or 18.52 % had above 30,000 monthly salary while 9 or 16.67 % had 10,000 or below monthly salary. Majority of the respondents are above minimum wage earners. **On Salary.** Refer to the adequate wages, salaries and fringe benefits of the respondents that is commensurate to their educational qualification and preparation. Table 2 shows the data gathered on this aspect.

Table 14
Level of Motivation Among the Employees
(Summary Table)

Items	WM	D	R
A. Hygiene Factors / Extrinsic Motivation			
A. 1 Salary	3.27	MM	5
A.2 Job Security	3.47	StM	2
A.3 Working Conditions	3.51	StM	1
A.4 Job Status	3.28	MM	4
A.5 Policy and Administration	3.17	MM	6
A.6 Interpersonal Relationship	3.31	MM	3
Composite mean	3.33	MM	2
B. Motivation Factors / Intrinsic Motivation			
B. 1 Achievement / Responsibility	3.68	StM	1
B.2 Recognition	3.37	MM	2
B.3 Advancement	3.18	MM	6
B.4 Work Itself	3.26	MM	5

B.5 Possibility of Growth	3.35	MM	3
B.6 Promotion	3.31	MM	4
Composite mean	3.36	MM	1

As seen in Table 14 it can be seen that majority of the employee at the Municipality of Argao are intrinsically motivated as evidence by the 3.36 composite mean while their intrinsic motivation was at the moderate level as supported by the 3.33 composite mean on this dimension of motivation to work.

Despite growth of research in recent years, many ambiguities, gaps and uncertainties remain in our understanding of public Service Motivation (PSM). The two tracks of a research agenda on PSM can be identified (Perry and Hondeghem 2008). The first track involves how the studies of other-regarding orientations in discipline outside public management and administration to close gaps in our knowledge about PSM and vice versa. Research on PSM raises general issues that are relevant for all disciplines dealing with motivation of employees in organizations.

Table 15
Work Performance of the Employees
N = 54

Rating	Description	F	%	R
10	Excellent	0	0.00	5.5
9 but below 10	Very Satisfactory	0	0.00	5.5
8 but below 9	Satisfactory	32	59.26	1
7 but below 8	Good	14	25.93	2
6 but below 7	Fair	1	1.85	4
No Response		7	12.96	3
Mean	Satisfactory	8.08		

As viewed in Table 15, a composite mean of 8.08 was generated for their work performance. 32 or 59.26 % had Satisfactory Performance; 14 or 25.93 % had Good Performance; 7 or 12.96 % had no data on their performance; while 1 or 1.85 % had a fair performance. As can be deduced from the data, majority of the employees at the Municipality of Argao had a Satisfactory level of performance.

Employees who demand better possibilities to fulfill higher-order needs and altruistic reasons by performing public service must be attracted to the public workforce, which must reflect the nature of the job in the public sector. Because "knowing the values and reward preferences of public managers is vital in creating organizational settings and incentive systems to fulfill those preferences," these individual qualities are frequently promoted as the key to motivating action (Wittmer, 1991). Indeed, it is thought that the importance public employees place on opportunities thought to be more readily available in the public sector, such as performing altruistic acts or receiving intrinsic rewards, compensates for the public sector's low levels of extrinsic rewards and explains why no differences in public and private employee work motivation have been found (Baldwin, 1984, 1987; Emmert & Taher, 1992; Posner & Schmidt, 1982; Rainey, 1979, 1983).

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Table 16
Correlation Between Age and Level of Motivation
of the Employees

Resp	Age		Level of Motivation		XY
	X	X ²	Y	Y ²	
Sum	2479	116101	186	658	8579
Mean	45.91		3.44		

r = 0.19773

Critical Value of r at 52 df (0.05) = 0.26856

Result: Insignificant

Ho : Accepted

Table 16 vividly shows that the computed r value which is 0.19773 is less than the critical r value of .26856 with 52 df at .05 level of significance, hence the acceptance of the null hypothesis which states that there is no significant relationship between age and level of motivation. This implies further that the age of the respondent does not have an impact on his level of motivation. Moreover, one's age does not have any bearing on his motivation to work in the Municipality of Argao .

Table 17
Correlation Between Age and Performance
of the Employees

Resp	Age		Performance		XY
	X	X ²	Y	Y ²	
Sum	2169	101909	380	3076	17544
Mean	46.15		8.08		

r = 0.118938

Critical Value of r at 45 df (0.05) = 0.28178

Result: Insignificant

H₀ : Accepted

Table 17 above clearly displays the acceptance of the null hypothesis which states that there is no significant relationship between age and performance. This is due to the fact that the computed r value which is 0.118938 is lesser than the critical r value of 0.28178 with 45 df at .05 level of significance. It implies further that an employee’s performance is not affected by whether he is young or old, regardless of what age group he belongs, his performance is not dependent on it. .

Table 18
Correlation Between Motivation and Performance
of the Employees

Resp	Level of Motivation		Performance		XY
	X	X ²	Y	Y ²	
Sum	162	576	380	3076	1312
Mean	3.45		8.08		

r = 0.098676

Critical Value of r at 45 df (0.05) = 0.28178

Result: Insignificant

H₀ : Accepted

It is clearly depicted on Table 18 that the computed r value of 0.098676 is lesser than that of .28178 which is the critical r value with 45df at .05 level of significance. The finding caused the acceptance of the null hypothesis which states that there is no significant relationship between motivation and performance. This statement stressed that motivation affects the level of performance. To sum it all up, an employee’s good working performance at the Municipality of Argao is influenced by his motivation at work.

CONCLUSION

Based on the findings, the following statements are made in effect to the phenomenon:

Majority of the employee at the Municipality of Argao are intrinsically motivated as evidence by the 3.36 composite mean while their intrinsic motivation was at the moderate level as supported by the 3.33 composite mean on this dimension of motivation to work; majority of the employees at the Municipality of Argao had a Satisfactory level of performance; age of the respondent does not have an impact on his level of motivation. Moreover, one’s age does not have any bearing on his motivation to work in the Municipality of Argao; an employee’s performance is not affected by whether he young or old, regardless of what age group he belongs, he has the performance; motivation affects the level of performance. To sum it all up, an employee’s good working performance at the Municipality of Argao is influenced by his motivation at work.

RECOMMENDATIONS

Based on the conclusion, the following are hereby recommended:

1. The LGU of the Municipality of Argao should look deeper in to the motivation level of its employees especially those who are regular so as to effect efficiency and effectiveness.
2. An annual monitoring of the performance and motivation as well as other factors critical to the conduct of public service be made by the HRD office.
3. The LGU should devise ways and means or even a program to enhance the work performance of the LGU employees at the Municipality of Argao.

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