

Influence of Motivations on Job Output of Journalists in Public Radio Stations in Benue State, Nigeria

Anthony Ijeh Omirigwe¹ & Nart Inalegwu Samuel²

Department of Mass Communication, Nacabs Polytechnic, Akwanga¹

Department of Mass Communication, Benue State Polytechnic, Ugbokolo²

***Correspondence author:** omirigwenatty@gmail.com/+2348064967760

ABSTRACT

Background: Journalism is a profession that requires dedication, passion, and a strong work ethic in order to produce high-quality contents that inform and educate the public. In the context of public radio stations in Benue state, Nigeria, understanding the motivations that drive journalists to excel in their work is essential for ensuring the delivery of impartial and unbiased news coverage.

Objectives: To investigate the influence of motivations on the job output of journalists working in public radio stations in Benue state, Nigeria.

Methods: Descriptive survey research design was adopted. The study had a population of 86 journalists from Harvest FM and Radio Benue, Makurdi. Purposive sampling technique was adopted in selecting respondents from the two radio stations. Questionnaire and oral interview served as instrument for data collection. Generated data were analysed using frequency counts, tables, and percentages.

Results: Findings reveal that staff training and promotion were the types of motivations that influenced journalists' productivity at the radio stations.

Conclusion: The study concludes ownership, censorship, corruption, greed, inadequate man-power and lack of up-to-date technology are other variables that limit job output of journalists in the two radio stations outside of material motivations. The study calls on managements of radio stations to invest in broadcast technologies and give more attention to incentives of workers to reduce corruption and greed and spur greater commitment for increased productivity of journalists in the stations.

Keywords: Motivations, Job Output, Journalists, Public Radio Stations, Benue State Nigeria

INTRODUCTION

In most business organisations, managers are faced with numerous challenges and one of such challenges is in the area of management which has to do with effective and efficient utilisation of resources in order to achieve organisational goals and objectives. Some of these managerial challenges are obvious in matters concerning employees' recruitment, performance, reimbursement, training and career development, health and safety, benefits, motivation and administration, amongst others. In the words of Maimuna, & Rashad, (2013), the human resource is the most vital of all resources among other factors of production and the human capital is what distinguishes one organization from the other. Therefore, for organizations to survive

and remain relevant and competitive, it is essential for them to be able to entice and maintain effective employee motivations in a bid to enhance productivity (Sunia, 2014).

Imperatively, effective motivation has been attributed to have some hidden forces within a person that affects their directions and persistence of voluntary attitudes in a work place (Nwosu, 2016). Employees make up the workforce of any organisation, as such they are an integral part of the organisation. In the view of Aluko, (2014), an organization is only as good as the workforce that runs the organization. This is to say that when employees are motivated chances of their morale would be high, and in turn productivity would increase, thereby boosting overall organizational performance level to a large extent (Udoudo, 2015). George and Jones (2012), also emphasized that motivation can be categorised into two classes namely intrinsic and extrinsic. Intrinsic motivation arises from an employee's internal cravings to execute a task out of self-interest rather than a need or wish for some external reward. External motivation on the other hand is the type of motivation that arises when an employee is compelled to act in a specific way either as a result of that employee's desires for external rewards or to avoid punishment.

Literarily, motivation embodied so many factors such as good health, high wages, fringe benefits, job security, opportunity for growth, good promotion policy, functional retirement benefits, profit sharing schemes, personal training and development, effective industrial relations, recruitment, friendly working atmosphere and selection policies that propel staff to work happily and satisfactorily (James, 2014). Job motivation is seen as a correlate of job productivity among broadcast journalists, in this sense, when journalists are motivated by broadcast managers, they tend to increase productivity and performance for their stations (Adeosun, et'al, (2013).

Holistically, radio broadcast is a powerful instrument needed for sustaining development and maintaining good governance. Radio broadcasting is seen as the mouthpiece of the common man because, it comes to the aid of a person or a group when his or her rights are being infringed upon. It criticizes the government when it is taking wrong steps, exposes the government when mismanaging public funds and in the same vein, an effective media is required to effect positive change and the people that make these things happen are the journalists. According to Ajaegbu, Ajaegbu, Akintayo, and Ubani, (2015), despite the enviable contributions of broadcast journalists to national development, journalism in Nigeria faces series of challenges. Principal among these challenges is lack of motivation of journalists and poor remuneration, this is because, the take home of journalists is not comparable to the risks associated with their job.

Imperatively, when motivation is lacking, journalists severely limit organizational growth as such they threaten the viability of media operations, because, unsatisfied employees produce unsatisfactory results, low productivity, there would be minimal commitment to duties, low level of general work attitude and creativity, therefore, it is very vital for top media management to take care of their employees to ensure that they are satisfied in their jobs. Consequently, most broadcast industries in Nigeria seems to have failed to recognize the importance of motivation as an integral factor such as employee well-being, relationship with co-workers and managers, organizational policies regarding compensation and promotion amongst other factors that should enhance staff productivity as well as organizational performance (Ajali, 2017). Specifically, this study seeks to: ascertain the influence of motivation on journalists' productivity at Harvest FM and Radio Benue, examine the extent which motivation influenced journalists' productivity at Harvest FM and Radio Benue and to identify possible challenges undermining journalists' productivity at Harvest FM and Radio Benue

Research Questions

1. What is the influence of motivation on journalists' productivity at Harvest FM and Radio Benue?

2. To what extent has motivation influenced journalists' productivity at Harvest FM and Radio Benue?
3. What are the possible challenges undermining journalists' productivity at Harvest FM and Radio Benue?

REVIEW OF RELATED LITERATURE

Employee Motivation and Productivity

Productivity has been a process for the utilisation of resources in producing a product or services (Omoera, 2010; Uduodo, 2015). It is further seen as the ratio of the output (good and services) and input, (labour, capital or management). The meaning of productivity is explained by economists at the industrial level to determine the economy's health, trends and growth rate whiles at the project level, it applies to areas of planning, cost estimation, accounting and cost control (Garba, 2011). Several factors affect labour productivity and prominent among them is basic education for effective labour force. Furthermore, motivation, team building, training and job security have a significant bearing on staff productivity. Coupled with the afore-stated factors, labour productivity cannot be achieved without maintaining and enhancing the skills of labour and human resource strategies (Omoera, 2010). Omoera, (2010), emphasized that a better utilized labour with stronger commitment also contribute to affect labour productivity. Therefore, the performance of employees makes or breaks a company; this is why it is important to find a variety of methods of motivating employees.

Also Arogundade, (2011), concluded that the performance of workers contributes directly to organization's effectiveness, efficiency and even towards the achievement of administrative goals. It also stated that a corporation's failure to certify that its workers are motivated has a negative influence on its organisational effectiveness and efficiency thereby affecting employee's productivity levels concerning expected goals and objectives. Therefore, a worker's level of productivity is reliant on the extent at which workers believed that certain motivational desires are fulfilled stating that workers become demoralized as such less productive once they perceived that their desires can't be met or gratified. Mohammed, (2011) also agreed that productivity as a process to measure of the quantity and quality of work done, bearing in mind the cost of capital used. This is because the costs associated with the production of goods and services are lesser and however better productivity ratios does not automatically mean that more output is manufactured; it could also mean that less workers or less financial resources and time were utilised in producing the similar output.

Adekunle, (2017), clearly pointed that the importance of motivational factors cannot be underestimated by an organization, if they must increase their productivity levels of a workforce especially when trying to gain competitive advantage. He also stated that productivity may be hard to measure, but it can be evaluated in terms of effectiveness and efficiency of workers. To this effect, Abah, et'al, (2016), mentioned that, the Federal Radio Corporation of Nigeria (FRCN), is regarded as the largest employer of labour among broadcast institutions in Nigeria. The crucial role of the outfit in giving objective and balanced information on local, national and global issues requires that it should have under its employ knowledgeable and skilled manpower. In order to capture the best brains, (FRCN) go into competition with private media organizations. The struggle to get the talented prospective employees means that only organization with the best welfare package/incentive schemes/fat remunerations could succeed in attracting and retaining them.

Motivations in Broadcast Media Organisations

The public service is viewed world over as the Government on the spot for most demands and needs of a society. It is characterized as non-profit making, service oriented, though irregular and perhaps unsatisfactory and slow. The civil service forms the major or focal point of the public service in any society, and the symbolisation is stronger even with the civil service in terms of bureaucracy. The above assertion is considerably correct because, there is a believe that people who work for public radio stations are so different from those that work for private radio stations, hence, their life expectancies, socializations, experiences, education and other factors are put to serving the public rather than their personal interest unlike journalist working in private radio stations (Liu, 2017).

Yair, (2011) identifies major kinds of motivation: Intrinsic motivation which is the motives or forces within a person that move him/her to act in a certain manner. They are self-induced factors that make you behave or move in a particular direction. The extrinsic motivation on the other hand represents efforts to motivate other people at workplace. This kind of motivations do not emanate within the individual, they are given by others. Yair, (2011), argues that extrinsic motivation means desires to meet needs or goals that are not related to the work itself. Meanwhile, (IPC, 2011) identifies factors affect workers' motivations and job outputs to include Non-payment or delay in workers' salaries and allowances, non-promotion of staff, inadequate attention to staff welfare, poor working conditions

Review of Empirical Works

Also Ajalie, (2017), did a study on the effect of employee motivation on organizational productivity; (a study of May & Baker Plc, Ota, Ogun State, Nigeria). The primary purpose of this study was to examine the effect of employee motivation on organisational productivity. This study adopted a descriptive and causal research design as well as the survey method in investigating the effects of motivation on organizational productivity levels. The entire population of the study was 475 as a result the sample size determined is 217. A well- structured self-administered questionnaire was used as the main tool for data collection and was administered to 217 respondents out of which 185 were retrieved and appropriately filled.

Findings from the study revealed that extrinsic factors were considered to have more significant effects on organisational productivity than intrinsic factors. Findings also revealed that employee relationship with managers is a significant predictor of worker efficiency as a measure of productivity. The findings from the study revealed that compensation is a significant predictor of worker effectiveness. The study concluded that although both intrinsic and extrinsic factors are significant predictors of productivity, extrinsic factors appear to be more significant or valued by respondents in the organisation used as a study. The study however recommended that management of organizations should take appropriate measures in figuring out those factors that motivate their employees and seek ways of ensuring that they are adequately motivated in order to improve their performance and productivity levels and that managers must ensure employees are adequately motivated.

In another study by Chukwuma and Okafor (2014), On the Effect of Motivation on Employee Productivity: A Study of Manufacturing Companies in Nnewi. The study aimed at looking into the importance of motivation in the management of people at work particularly in the manufacturing industry. The study adopted survey research method in gathering relevant data in the course of carrying out the study with a population of 2,000 workers in different department of the Firms. This cuts across all levels of workers made up of management, senior and junior staff with a sample of 400 respondents drawn from Chicason group Nig Ltd, Ibeto group of company Nig Ltd, Capital Oil and Gas Nig Ltd, Cultix Cable Nig Ltd, and Innoson Motors Nig Ltd all in Nnewi. Descriptive and inferential statistics were used for data analysis. The method of investigation used was the survey method.

Based on findings, it was discovered that the goal of motivation is to cause people to put fourth their best efforts with enthusiasm and effectiveness in order to achieve and hopefully surpass organizational

objective. Findings also revealed that, in terms of productivity in manufacturing firm's staff were reported about salaries paid to junior staff in the company was far below the stipulations of Nigerian National Joint Industry Council. The study concluded that, the effect of motivation on employee productivity is of paramount important to the organization. In order to meet up with the current dynamic rate of the business trends, the management of the manufacturing firms in Nnewi should try as much as possible to adopt good and positive motivational techniques to increase the moral of the workers towards productivity and performance. The study recommended that increase in salary via promotion; overtime allowance and holiday with pay should be used as motivational tools.

Theoretical Framework

The Expectancy Theory was adopted for the study. The Expectancy Theory was propounded by Vroom in (1964), and has been effective in motivation and productivity studies. However, this study is anchored on this theory simply because its focuses specifically on the personal evaluations of a workforce and their workplace. It assesses the activities of workers based on their hopes and aspirations (Purvis, Zagenczyk and McCray, 2015). The theory identifies two major concerns; the first concern is that irrespective of various possible outcomes, workers are motivated to commit their efforts to an organization only if they are certain that the end result or outcome will realize a specific level of performance. This means that, if the members of a workforce lack faith in their ability to perform at a particular level, the inspiration to perform the job effectively will be low or lost (George and Jones, 2012).

The concept of expectancy was originally formulated for the probability that action or effort will lead to an outcome. The concept of expectancy was defined in more detail by Vroom as follows: "Where an individual chooses between alternatives which involve uncertain outcomes, it seems clear that his behaviour is affected not only by his preferences among these outcomes but also by the degree to which he believes these outcomes to be possible. Expectancy is defined as momentary belief concerning the likelihood that a particular act will be followed by a particular outcome. Expectancies maybe described in terms of their strength. Maximal strength is indicated by subjective certainty that the act will be followed by outcome, while minimal strength is indicated by the subjective certainty that the act will not be followed by the outcome" (Vroom, 1964). Motivation in this case is likely when a clearly perceived and usable relationship exists between performance and outcome, and the outcome is seen as a means of satisfying needs. Thus, the greater the value of a set of the awards and the higher the probability that receiving each of these rewards depends upon effort, the greater the effort will be in a given situation (Ahmad, Monades, Rashed, and Samad, 2010).

In the context of this study, Vroom's theoretical model finds application in driving workers' productivity via motivation. The board of an organization can relate positive valence of workers to higher productivity, and make sure that the relationship is properly communicated to workers. Managers, in numerous ways including mental tests or counselling, can comprehend the sort of rewards workers find appealing which may be intrinsic rewards or extrinsic rewards, and can make appropriate changes in compensating them. Also the importance of reviewed theory to current study is drawn from the fact that journalists are saddled with the responsibility of defending democracy and fostering national development. However, it is rather an impossible task to effectively and productively carry out these responsibilities without proper motivation of journalists.

METHOD

Descriptive survey research design was adopted. The study had a population of 86 journalists from Harvest FM and Radio Benue, Makurdi. This figure was generated from the Staff Disposition Lists, 2023 which puts the journalists' population of Harvest FM at 39 and those of Radio Benue, Makurdi at 47 amounting to the total journalists strength of the two stations at 86. Purposive sampling technique was adopted in selecting respondents from the two radio stations. This was to ensure that only practising journalists in the station were selected. Questionnaire and oral interviews served as instrument for data collection. The instrument were developed by the principal investigator and validated by one Professor at the Benue State University, Makurdi and one veteran journalist at FRCN, headquatres, Abuja. Test-re-test approach was used to test the reliability of the instrument over a period of two weeks in another state that shares similar attributes with Benue. Generated data were analysed using frequency counts, tables, and percentages.

Ethical Clearance

In this study, ethical consent was sought and obtained from registered journalists working with Harvest FM, Makurdi and Radio Benue Makurdi respectively for the purpose of the study.

RESULTS

Table 1: Whether motivation has any influence on journalist's productivity

Options	Frequencies	Percentage (%)
Yes, motivation has much influence on journalist's productivity.	86	100
No, motivation does not have any influence on journalist's productivity.	0	0
Total	86	100

Source: Field Survey, 2024

Here, 86(100%) from the above, it means that motivation has much influence on journalist's productivity. It can be deduced from the above data that motivation have influence on journalist's productivity where (100%) of the total respondents agreed to this fact.

Table 2: Influence of motivation on journalists' productivity

Options	Frequencies	Percentage (%)
Increased Productivity.	86	62.77
Boosts overall organizational performance level.	0	0
Increased staff commitment.	0	0
Total	86	100

Source: Field Survey, 2024

Data in table 2 revealed that 86(62.77%) respondents said the influence of motivation on journalists increased productivity. This implies that increased productivity and boost in overall organizational performance level are the influence of motivation on journalist's productivity as identified by the respondents.

Table 3: Extent to which motivation influences journalists' productivity

Options	Frequencies	Percentage (%)
A greater extent.	86	100
A great extent.	0	0
Averagely.	0	0
All of the above.	0	0
Total	86	100

Source: Field Survey, 2024

Data in table 3 reveals the extent to which motivation influences journalist's productivity, 86(100%) of respondents said was to a greater extent. Therefore, the extent to which motivation can influence journalist's productivity to a greater extent as expressed by majority of the respondents.

Table 4: Challenges that undermine journalists' productivity at Harvest FM and Radio Benue

Options	Frequencies	Percentage (%)
Lack of ICT	26	30.2
Low salary/incentives.	35	41.5
Low employers'/employees relationship.	15	17.8
Ownership influence	10	11
Total	86	100

Source: Field Survey, 2024

Here 26(30.2%) respondents identified lack of up-to-date ICT as one of the challenges undermining journalists' productivity at Harvest FM and Radio Benue, 35(41.5%) identified low salary/incentives as one of the challenges undermining journalists' productivity, 15(17.8%) identified low employees/employers relationship as challenges undermining productivity while 10(11%) of the total respondents said ownership influence was one of the challenges undermining journalists' productivity. By implication, lack of ICT, low salary/incentives, low employee/employers relationship and ownership influence are the challenges undermining journalists' productivity in public radio stations in Benue State as seen above.

DISCUSSION

From the data gathered and analysed, the types of motivation that influence journalists' productivity at Harvest FM and Radio Benue, Makurdi as identified by respondents include, staff training and staff promotion as some of the motivations used by broadcast organisations in influencing journalist's productivity. Where data presents that about 44(41.12%) of respondents said staff training were one of the motivational strategies used by Harvest FM and Radio Benue Makurdi to influence journalists' productivity in Harvest FM and Radio Benue Makurdi, 63(58.87%) of respondents said staff promotion was one of the motivation used by Harvest FM and Radio Benue Makurdi in influencing journalists' productivity. The findings of this study is in line the findings of Luthans, (1998), when he states that, motivation is the process that arouses, energizes, directs and sustains behaviour and performance. The study also revealed that increased productivity, overall organizational performance level as influence of motivation on journalist's productivity. However, the least responses revealed staff commitment as the influence of motivation on journalists' productivity.

From the interview it was also found that increased output, staff commitment, overall organisational performance as well as quality service delivery were the influence of motivation on staff productivity in public radio stations in Benue State. The study finds credence with the findings of Baba Gana & Bababe, (2011); (Mbam, 2006), when they opined that the presence of motivational factors tends to make staff work harder, to this end, high job motivation among staff leads to high job productivity and performance. The study showed that the extent to which motivation influenced journalist's productivity in public radio stations is to a greater extent. Where data in table 3 reveals the extent to which motivation influences journalist's productivity, 86(62.77%) of respondents said was to a greater extent. Therefore, the extent to which motivation can influence journalist's productivity to a greater extent as expressed by majority of the respondents as analysed above. Therefore, the extent to which motivation can influence journalist's productivity was to a greater extent where (49%) supports this claim.

It was discovered that, there were certain factors that undermine journalists' productivity at Harvest FM and Radio Benue, Makurdi. It was also discovered in table 3 that lack of recognition, low salary/incentives, low employee/employers relationship and ownership influence were some of the challenges undermining journalists' productivity in public radio stations in Benue State. Responses from the interview conducted revealed that ownership influence, social-cultural issues, lack of journalists' recognition, inadequate funding, low salary structure, man-power, censorship and in-house policy were some of the factors that undermine journalists' productivity at Harvest FM and Radio Benue, Makurdi. By implication, question 3 is answered.

The above findings are in line with the findings of Abah and Nwokwu, (2016), when they mentioned that evidence abound, about employees in private media organizations are highly motivated than their counterparts in government owned broadcasting stations. In addition to their fat pay package, those in private media organizations enjoy other fringe benefits such as overtime, hazard allowance, performance allowance, official cars. By implications, public radio stations should ensure good remuneration for journalists to increase work commitment from them, as this would help in reducing any corrupt intends in journalists.

CONCLUSION

The study concludes that the types of motivation that influences journalists' productivity in public radio stations in Benue State includes increased salary/incentives, staff training, promotion and personal growth were some motivations that influence journalists' productivity at Harvest FM and Radio Benue Makurdi.

However, the study established that there were certain challenges that undermine journalists' productivity they include but not limited to ownership influence, censorship, inadequate man-power and lack of training and up-to-date equipment. To address these challenges, it is imperative that the Harvest FM and Radio Benue, Makurdi periodically have an upward review of their workers's salaries and pay more attention to other staff benefits such as health insurance, training, vacation, and annual leave, in order to keep journalists motivated for greater job output. The management of the radio stations should as well, make deliberate and sustained efforts at improving on their communication strategies between journalists and management staff, as this will build a spirit of recognition and belongingness as and improve their self-esteem. The Federal and State ministries of information should organise conferences periodically, to share on the job experience amongst journalists and media employees, as this avenue would help to bridging the seeming knowledge gap between foreign and local media practitioners.

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Conflict of Interest

From the beginning of the research to the end, there was no conflict of interest whatsoever.

Authors' contributions

Anothony Omirigwe initiated the study idea, including the introduction, design while Nart Samuel Inalegwu collected the data and did the study analysis. Thus, all the authors read and approved the final manuscript for publication.

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