RENUMERATION AND STAFF TURNOVER IN INTERNATIONAL ORGANIZATIONS

The case of the United Nations Environmental Programme

by

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UNIVERSITY OF NAIROBI

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DEDICATION.

This work is dedicated to the memory of my parents; Mr. Alfred Nche Asanga and Mrs. Magdalene Lum Asanga and also to the memory of my uncle Prof. Siga Asanga whose combined and relentless effort have seen me through my quest for knowledge.
DECLARATION

I the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: .................................................  Date: .................................................
Fri lehfune Asanga

This paper has been presented for examination with my approval as the appointed supervisor.

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Deputy Vice chancellor, Academic Affairs
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<td>UN</td>
<td>United Nations</td>
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<td>UNEP</td>
<td>United Nations Environmental Programme</td>
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<td>GS</td>
<td>General Service</td>
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<td>P</td>
<td>Professionals</td>
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<td>NPO</td>
<td>National Programme Officers.</td>
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<td>GRID</td>
<td>Global Resource Information Database</td>
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<td>WCMC</td>
<td>World Conservation &amp; Monitoring Centre.</td>
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<td>GBO</td>
<td>Global Environmental Outlook.</td>
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<td>ICSC</td>
<td>International Civil Service Commission.</td>
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<td>WHO</td>
<td>World Health Organization</td>
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<td>UNON</td>
<td>United Nations Offices in Nairobi.</td>
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Abstract

According to Maslow's theory, individuals have needs, which can act as motivator hence fulfilling these needs leads to satisfaction. People have many needs, all of which are continually competing and also depend on the prevailing situation. No one person has exactly the same mixture or strength of these needs as another. Some people are driven mainly by achievements others are concerned primarily in security and so on.

This research tries to bring out the perceived needs and how reward systems can act as motivating factors to employees in an effort towards satisfying their needs in a bid to minimize employee turnover in organizations. The following findings were obtained:

I. Most employees are willing to quit their present jobs for various reasons (Better pay, job title, working conditions career growth opportunities).

II. Most employees believe that they will be motivated by increase I their salary. This suggest that they are still at the bottom of Maslow's hierarchy of needs implying therefore that Physiological needs were that most deficient need identified.

III. Adequate reward systems are directly responsible for employee motivation, which in turn reduces the intention to leave the organization hence resulting to low turnover. This is because high reward levels lead to high satisfaction, which makes turnover strongly related to job satisfaction.
Chapter One

Introduction

1.1 Background and statement of the problem

For most households, both poor and prosperous, income from work is the main determinant of their standard of living. (World Bank 1995:2). Salaries, especially those in the Public sectors in developing countries, are usually below the cost of living (World Bank 1995:95).

Whether in policymaking, service delivery or contract administration, capable and motivated staff is the lifeblood of an effective state. The same is true for organizations. In most developing countries, efforts to build a competent and dedicated civil service usually focus almost exclusively on pay.

Inadequate remuneration reduces the loyalty and dedication of many employees, and lowers the incentive for talented and honest workers to apply for employment and remain in relatively low paying organizations.

Over time, organizations invest substantial resources in their employees, thus the corresponding cost to the firm of employees quitting the organization and the subsequent hiring of replacement employees can be significant in terms of personal, work-unit, and organizational readjustment. (Lee and Mitchell 1994:51). As a result of this, employee turnover has been a salient managerial issue (McBeath 95:197). The rate of loss of existing staff is a contributing factor to Budgeting in management planning. The rate of loss is important to the company in that each individual who leaves takes knowledge of the company and his/her job, which can rarely be acquired, ready-made from outside. In situations where
no loss occurs, one wonders whether management quality is such that it is not employable elsewhere at comparable levels of responsibility and remuneration or employees are completely satisfied with the status quo (ibid: 180).

Employee turnover is a topic of considerable interest within most organizations. Despite years of research, the antecedents of turnover remain elusive. Traditionally, studies have focused on job satisfaction and organizational commitment as the primary precursor of voluntary turnover.

Employee turnover has been studied for many years; however more recently, turnover has been viewed as the climax of a causal chain with job satisfaction viewed as an intermediate construct though still a major factor in the turnover process (Jenkins 1993:83).

Analysis of turnover is not complete if it is not supplemented with information as to why employees leave the organization. This is why this research focuses on that area.

Separations from organizations fall into three categories: voluntary, involuntary and unavoidable.

This research concentrates on voluntary separation, and how remuneration influences the decision to leave or not to leave the organization.
1.2 Significance of the study.

The United Nations Environmental Programme (UNEP) is the only United Nations agencies with Headquarters in Africa. The needs and wants of a cross section of their employees will be different from those of their counterparts in other regions of the world. It is therefore important to study what these needs, wants and desires are, and how they can be used to motivate the employees in an attempt to reduce the rate of staff turnover.

Most researchers on Motivation have completely ignored the fact that employees in low-income countries have needs and wants that are different from those of the developed world. According to Blunt and Jones (1992:65), unlike in low-income countries, most basic needs of employees in developed countries have been met. It is therefore important to study the relationship between remuneration and employee turnover in UNEP, which has its headquarters in a developing country but is also part of a broader worldwide United Nation system. Some motivation theories focus on remuneration as a basic tool of motivation especially in situations where the employees' basic needs are not met or depending on the level of the employee in the organisations.

1.3 Objectives of the study.

The objective of the study is to examine voluntary turnover in UNEP, and to establish the relationship between remuneration packages and motivation and how this contributes towards employee turnover.
This research also aims to establish the extent to which employees at UNEP

a. Attach greater importance to the need for financial rewards in their motivation to work and stay at the same workplace.

b. Perceive their remuneration package to be equitable or inequitable.

c. Feel that Management should improve their remuneration package

d. Consider other non-financial factors as contributing to their desire to stay or leave an organization.

There exists different ordering of needs amongst employees of the same level within an organization and therefore different levels of motivation.

**Specific Objectives:**

1. Document the category of employees satisfied or dissatisfied with their package and reasons for their satisfaction or dissatisfaction.

2. Establish the relationship between motivation, job satisfaction and turnover.

3. Evaluate the impact of dissatisfaction on turnover.

4. Provide recommendations on the set of motivating factors that are ranked highly by the employees hence reduce the turnover ratio.
1.4 Research Questions

In an attempt to attain the above objectives, the project is guided by the following questions:

1. What are the remuneration packages for employees in UNEP? Do these employees perceive them to be better than those of other organizations?

2. What are the various benefits offered by the package? (Incentives, terms of employment and remuneration, types of contracts, duration of contracts, job security, etc)

3. Are the employees satisfied with their remuneration package? Are they satisfied with both the financial and non-financial incentives?

4. How does financial incentive act as a motivating factor to stay on the job?

5. How does non-financial incentive act as motivating factor to stay on the job?

6. Why do employees leave the organization? Is it voluntarily or otherwise?
1.5 Brief History of the United Nations

Following the carnage of World War I, the League of Nations was established to prevent future wars. Within less than 2 decades, the world was at the eve of another war; therefore the league had failed in its primary purpose to prevent future wars.

In 1945, as the 2nd world war was coming to an end, representatives of allied nations, met to draft and sign the charter of the United Nations and this new organization became a reality in October 1945 (Goodrich 1974:1)

The United Nations has failed to live up to the hopes and expectations of its founders and supporters (ibid 1974:1). From this disappointing record, some would conclude that the United Nations is on its way to meet the same fate as the league of nations, even though its failure may not be registered in the outbreak of a 3rd World War.
1.5.1 About the United Nations Environment Programme (UNEP)

Mission statement.

To provide leadership and encourage partnership in caring for the Environment by inspiring, informing and enabling nations and Peoples to improve their quality of life without compromising that of the future generations. (www.uneep.org)

Established in 1972, the United Nations Environment Programme (UNEP), works to encourage sustainable development through sound Environmental practices everywhere. Its activities cover a wide range of issues, from atmosphere and terrestrial ecosystems, the promotion of environmental science and information, to an early warning and emergency response capacity to deal with environmental disasters and emergencies. (ibid)

UNEP's present priorities include: Environmental information, assessment and research, including environmental emergency response capacity and strengthening of early warning and assessment functions, Enhanced coordination of environmental conventions and development of policy instruments; Fresh water Technology transfer and industry Support to Africa. UNEP is headquartered in Nairobi, Kenya and has regional and outposted offices in Paris, Geneva, Osaka, The Hague, Washington, New York, Bangkok, Mexico City, Manama, Montreal and Bonn. Information networks and monitoring systems established by UNEP include: the Global Resource Information Database (GRID); the International Register of Potentially Toxic Chemicals (IRPTC); and the recent UNEP.Net, a web-based interactive catalogue and multifaceted portal that offers access to environmentally relevant geographic, textual and pictorial information. In June 2000, the World
Conservation and Monitoring Centre (WCMC) based in Cambridge, UK became UNEP’s key biodiversity assessment center. UNEP’s latest state-of-the-environment report is the Global Environment Outlook 2000 or GEO 2000. (ibid)

1.5.2 Job classification in the UN

According to the International Civil Service Commission, job classification is a method of organizing jobs and levels of responsibility in a particular order, grouping together similar or comparable jobs according to the functions to be performed and related skills, knowledge or experience required to discharge these functions. It thus creates a hierarchy based on the level of responsibility and tasks assigned and ensure consistency between the actual duties and responsibilities of a post and the grade allocated. There are two different approaches to the establishment of a salary hierarchy in an organization. (www.un.org)

**Rank-in-job approach:** It is tied to the principles of equal pay for work of equal value, relative worth, significant differences and evaluation of the work performed, not the competence or contributions of the individual.

**Rank-in-person approach:** It is based on personal qualifications, such as academic credentials or seniority.

Organizations of the United Nations common system opted for the "rank-in-job" approach mainly because it is less open to subjectivity and discrimination and better able to adjust to changing organizational demands.
The principal objectives of job classification

To provide for the fair and equitable remuneration of staff by applying standards reflecting the internal values of the organizations, uniformly and consistently over time and;

- To provide for the establishment of links between the objectives of the organization and the work performed to achieve those objectives - in other words, the relationship between salaries paid and services rendered.

- Have been determined and described.

Point factor rating: A point rating plan is developed by selecting and defining factors, by defining a number of degrees for each factor and by assigning point values to each degree. Jobs are analysed in terms of the factors in the classification plan and assigned a point value by reference to the factor and degree definitions. The total number of points determines the relative value of the job. This method is used for the evaluation of work in the Professional and higher categories because of its capacity to effectively evaluate employees.

Job evaluation methods

The evaluation methods presented below are based on the "rank-in-job" approach.

- Ranking: This is the simplest method of classification, in which jobs are described and ranked in order of difficulty, following which grades and levels can be assigned to jobs. It is a non-quantitative method of listing jobs according to the demands they are considered to make on those who perform them.
- **Grade description:** Through this method, jobs are classified by comparing them with a predetermined standard and are assigned levels which best correspond, as a whole, to their duties and responsibilities. This predetermined standard is basically a set of benchmarks against which whole jobs are matched to arrive at a grade. It is also a non-quantitative method of sorting posts of a single type into classes and grades which evaluate consistently and accurately, the heterogeneous jobs found in the United Nations common system organizations. While it is more costly to develop and operate than other systems, it is more difficult to manipulate and biases become more readily apparent, thus, it is ultimately more cost effective.

Staff members of the United Nations are provided with various allowances and benefits as part of conditions of service. The terms and conditions under which allowances and benefits are available to staff members are established by the Secretary-General in accordance with the United Nations Staff Rules and Regulations.
Below is a brief list of following major allowances and benefits.

- Medical cover
- Dependency allowance
- Education grant
- Hazard pay
- Home leave and family visit
- Language scheme
- Mobility and hardship scheme
- Non-resident allowance
- Post adjustment
- Rental subsidy
- Separation payments
- Shipment allowance
- Mission Subsistence Allowance (MSA)
- Travel allowances

1.5.3 Salary scales

THE PROFESSIONAL AND HIGHER CATEGORIES

Level of salaries: The level of salaries for Professional staff is determined on the basis of the Noblemaire Principle which states that the international civil service should be able to recruit staff from its Member States, including the highest-paid. Therefore, the salaries of Professional staff are set by reference to the
highest-paying national civil service. The International Civil Service Commission (ICSC) makes a periodic check to identify the national civil service of the Member State which has the highest pay levels and which by its size and structure lends itself to a significant comparison. The federal civil service of the United States of America has to date been taken as the highest paid national civil service. (www. Un.org)

**Salary scales:** The salary scales for the Professional and higher categories are based on five Professional grades (P-1 to P-5), two Director levels (D-1 and D-2) as well as the levels of Assistant Secretary-General and Under Secretary-General in some organizations and Assistant Director-General and Deputy Director-General in others (See Appendix C). The scales are expressed as gross and net base salaries and applied uniformly, worldwide, by all organizations in the United Nations common system. Net base salary is obtained by deducting staff assessment from gross base salary. (ibid)

**Income taxes:** Most member states have granted United Nations staff exemption from national income taxation on their United Nations emoluments. However, a few member States do tax the emoluments of their nationals. In such cases, the organizations reimburse the income tax to the staff member.

**THE GENERAL SERVICE AND RELATED CATEGORIES**

- **Level of salaries:** Staff in these categories are paid on a local basis. The level of salaries is established in accordance with Flemming Principle which provides that the conditions of service for locally recruited staff should reflect the best prevailing conditions found locally for similar work. Consequently, the local salaries are established on the basis of
salary surveys which facilitate the identification of the best prevailing conditions. The local salary surveys are conducted in accordance with a comprehensive methodology approved by ICSC. At headquarters duty stations, ICSC is responsible for conducting salary surveys and for recommending salary scales for final approval by the organizations concerned, mainly United Nations and WHO. At non-headquarters duty stations, salary surveys are conducted and coordinated by the United Nations, UNDP, UNICEF, FAO and WHO. (see Appendix C)

- **Salary scales:** There is normally only one local salary scale per country. There are, however, a few cases where more than one salary scale is in effect in the same country, when UN offices are established in more than one duty station in the country. Local salary scales are expressed in local currency as gross, gross pension, total net, net pension and non-pensionable component (NPC) per grade and step. They are based on a seven-grade level structure, except some duty stations. Longevity steps may be included in the salary scales where local conditions so justify. At other locations, provision is made for one long-service step in addition to the regular steps for each grade. To qualify, staff must have been at the top of their grade for five years and have a minimum of 20 years' service.
Chapter Two

Literature Review

To Remunerate is to recompense, to reward or to pay for goods and services rendered. (Chambers 1983:1095)

Reward systems are an important aspect in the management process. Rewards are all forms of financial and non-financial returns to individuals and teams, which contribute as part of the employment relationship. (Lindsay and Patrick, 1997: 174). The challenge of Human resources manager is to design a reward system that takes advantage of the extrinsic and intrinsic motivational effects of rewards, satisfy norms of equity and complies with the appropriate laws and regulations. The extrinsic and intrinsic reward systems include the full range of financial and non-financial returns, direct and indirect compensation, benefits and recognition. Reward systems also need to exhibit vertical and horizontal equity (Number of pay grades in the hierarchy and ratio of executive to lower employee pay) (ibid: 175).

Reward systems are generally designed to induce people to join the organization, to work as its structure directs, and to work towards certain measured objectives. (Kotter et al, 1979:9)

The two main characteristics of reward systems are: Criteria used to allocate rewards and the nature of the rewards themselves. Theses systems are sometimes closely tied to measurement systems so the rewards are allocated primarily on the basis of measured results.
Possibly the most important aspect of organizational design people relationships, deals with the fit between reward systems and peoples’ needs and the perception of what they deserve from the organization (ibid:21). These rewards systems can create severe problems in terms of staff turnover if the company does not provide both the type and amount of reward that the employees perceive as appropriate, fair and equitable.

The type of rewards that an individual or group of people consider attractive are affected by many factors including; cultural background, level of education, career aspiration, off-the-job lifestyle and work experiences. Effective research systems take this into account and attempt to offer different individuals and groups different reward possibilities. Pay maybe stressed in some cases while in others, promotion possibilities, job security, challenging assignments or fringe benefits maybe emphasized. A second related group of factors affecting the amount of reward employees will perceive as fair include the general state of the economy, people’s perception of their performance on the job and rewards of employees in similar positions in other organizations. For a reward system to fit a set of subunit task, it must motivate the type of behaviour that is necessary and it must do so at a cost reasonable in light with the importance of the task. (Kotter et al 1979:21)

A research related to African compensation role revealed that the most important factor of a job to almost all the workers is Pay. (Blunt, 1987: 44) Formal compensation programme should be able to attract the skilled employees needed by the organization, it should be acceptable to the employees and be able to create positive motivation by giving financial rewards to the employees. (Chruden and Sherma 1980: 30). Compensation objectives must therefore be tailored to the needs of the organization and employees.
Much of the previous research on turnover simply indicate whether or not an individual leaves or stays within the employing organization (Wright and Bonett 1992:603)

Work satisfaction is a predicator to turnover. In general employees with low levels of work satisfaction have been found to turnover more than employees reporting high levels of work satisfaction.

2.1 Turnover

Turnover refers to the process of employees leaving the organization and having to be replaced by new ones. Labour turnover is a natural characteristic of employment as workers retire or leave for family or personal reasons, and replacements are recruited. Some employees leave for career development and such transfer of skills and experience benefit the organization they move to. However, high turnover is thought to indicate low morals or job dissatisfaction. The effect of high employee turnover can include disturbance of the working group, feeling or insecurity (creating more impetus for other to leave) resentment of new workers and a crisis for supervision with the influx of inexperienced workers as the case may be.

Turnover rates vary differently between different industries. Organizations requiring little skills amongst entry-level personnel are likely to have a high turnover rate among those employees than amongst managerial personnel. Among the reasons for leaving, pay is the most important, followed by the nature of the work and job insecurity.

The turnover of employees is positively viewed as management of retention, that is the maintenance of a work environment compatible with employee values, which reinforce their reason for staying. A good way to eliminate turnover is to
improve selection and marching of applicants to jobs. By hiring people who are likely to stay, managers can deduce the tendency for employees to leave the organization. (March and Simon 1958, quoted in Lee and Mitchel: 52) proposed that employee turnover results from the individuals perceptions about the desirability and ease of movement. However, over time the perceived desirability of movement has been equated essentially with job satisfaction and the availability of alternatives thus job satisfaction leads to (i) thinking about quitting, which may then lead to (ii) searching for another job and analysing the cost associated with quitting present job. This then leads to (iii) and intention to quit and eventual turnover. Thus showing a clear link between job satisfaction and employee turnover.

Good employee orientation will also help reduce turnover. Employees who are properly introduced into the company and are well trained and properly motivated are less likely to leave. This implies the motivation has a role to play in the rate of employee turnover in an organization.

Some Causes of Turnover

Many factors contribute to employee turnover. High turnover is usually a result of not just one, but a combination of these reasons:

1. Poor fit between the person and the job or with the organization itself.

2. Inadequate training for new hires and continuing education for current employees.

3. Non-competitive compensation and/or benefits.

4. Organizational practices (leave policy, vacation, etc...).
All of these factors can, and usually will, contribute to weakening your employee's morale. Once morale is low, higher turnover rates are inevitable.

2.2 Theoretical Framework

Plutology, a branch of economic theory, deals with the humans trying to satisfy their wants. (Wren 1994: 163) Professor Hearn of Melbourne put forth a theory that resembles more modern ideas:

Food, drink, air and warmth are the most urgent of (our) necessities (which) man shares with all other animals. The satisfaction, therefore, of his primary appetites is imperative upon man; first in the degree of their intensity and the first of which he attempts to satisfy. Man is able not to satisfy his primary wants, but also to device means for their better and more complete gratification. Thus the comparative range of human wants is rapidly increased ... as the attempts to satisfy the primary appetites thus gives rise to new desires (and) when they have acquired such conforms they are pained at their loss, but their acquisition does not prevent them from continuing to desire a future increase.¹

This anticipation of a hierarchy of need and the premise that once a need is satisfied further needs are pursued is further emphasized by Maslow's theory of the Hierarchy of needs.

There are various definitions of the term motivation. Blunt and Jones (1992:34) refers to the term as the driving force or need deficiency which inclines a person to (i) behave in a particular way, (ii) develop a capacity of certain types of behaviour.

According to Chester Barnard willingness to cooperate is an indispensable element in the employees contribution towards achieving the organizational goals (Wren, 1994: 268). People have to be willing to contribute to a system’s objectives, but the intensity and timing of this willingness fluctuate since it is based on a satisfactory or dissatisfaction experienced or anticipated by organizational members. The organization has to provide adequate inducements, both physical and social, to offset the sacrifices individuals make for foregoing alternative systems and participating in the present one. For the individual, willingness is the joint effect of “Personal desires and reluctance” to participate; for the organization, it is the joint effect of “objective inducements offered and burdens imposed.” Security willingness to cooperate therefore involves (1) offering objective incentives (Money, Prestige, Power etc); and (2) changing subjective attitudes through persuasion. (ibid :269)

Most contemporary theories of motivation are rooted partially in the principle of , which states that people are motivated to consciously seek pleasure and avoid pain (Kreitner & Kinicki, 1995:143).

Motivation theories present managers with a psychological puzzle composed of alternative explanations and recommendations. No single motivation theory is appropriate in all situations. A contingency framework is required to choose the motivation technique best suited to the people and situation involved as shown on the matrix below.
### Figure 1  Motivation Theories and Workplace Outcomes: A Contingency Approach

**Motivation Theories**

<table>
<thead>
<tr>
<th>Outcome of Interest</th>
<th>Need</th>
<th>Reinforcement</th>
<th>Equity</th>
<th>Expectancy</th>
<th>Goal Setting</th>
<th>Job Characteristics</th>
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<tr>
<td>Choice to Pursue a Course of action</td>
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<td>Efforts</td>
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<td>x</td>
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<td>Performance</td>
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<td></td>
<td>x</td>
<td>x</td>
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<tr>
<td>Satisfaction</td>
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<td>x</td>
<td></td>
<td></td>
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<tr>
<td>Absenteeism</td>
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<td></td>
<td></td>
<td>x</td>
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<tr>
<td>Turnover</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Adapted from FJ Landy and W.S Becker, “Motivation Theory Reconsidered,” in Kreither & Kinicki, “Organizational Behaviour” 3rd edition, p5

Managers face a variety of motivational problems that can be solved with different theories of Motivation, the matrix crossed outcomes of interest six major motivation theories. Entries in the
matrix indicate which theories are best suited for explaining each outcome. (icid:7)

For the purpose of this research, the most appropriate theories to apply are the; equity, motivation and need theories.

Among various behavioral theories generally believed and embraced by most business are those of Frederick Herzberg and Abraham Maslow. Herzberg, a psychologist, proposed a theory about job factors that motivate employees. Maslow, a behavioral scientist and contemporary of Herzberg’s, developed a theory about the rank and satisfaction of various human needs and how people pursue these needs. These theories are widely cited in business literature.

2.3 Herzberg’s Theory Of Motivators And Hygiene Factors

Herzberg (1959) constructed a two-dimensional paradigm of factors affecting people's attitudes about work. He concluded that such factors as company policy, supervision, interpersonal relations, working conditions, and salary are hygiene factors rather than motivators. According to the theory, the absence of hygiene factors can create job dissatisfaction, but their presence does not motivate or create satisfaction.

In contrast, he determined from the data that the motivators were elements that enriched a person's job; he found five factors in particular that were strong determiners of job satisfaction: achievement, recognition, the work itself, responsibility, and advancement. These motivators (satisfiers) were associated with long-term positive effects in job performance while the hygiene factors (dissatisfiers) consistently produced only short-term changes in job attitudes and performance, which quickly fell back to its previous level.
In summary, satisfiers describe a person's relationship with what she or he does, many related to the tasks being performed. Dissatisfiers, on the other hand, have to do with a person's relationship to the context or environment in which she or he performs the job. The satisfiers relate to what a person does while the dissatisfiers relate to the situation in which the person does what he or she does.

2.4 Maslow's Need Theory Of Motivation

Maslow suggested that there are five sets of goals which may be called basic needs.

These are:

1. Physiological,
2. Safety,
3. Social,
4. Esteem, and
5. Self-actualization or self-fulfilment.

He arranged these into a series of different levels or the order of importance of these basic needs.

Man's basic needs are physiological, for example, hunger, thirst, sleep, etc. When these are satisfied they are replaced by safety needs reflecting his desire for protection against danger or deprivation. These in turn, when satisfied, are replaced by the need for love or belonging to, which are functions of man's gregariousness and his desire to belong to a group, to give and receive friendship and to associate happily with people. When these needs have been satisfied, there is the esteem needs, i.e. the desire for self-esteem and self-
respect, which are affected by a person's standing reputation, and his need for recognition and appreciation. Finally, individuals have a need for self actualization or a desire for self-fulfillment, which is an urge by individuals for self-development, creativity and job satisfaction.

The human hierarchy of needs proposed by Maslow are illustrated below.

![Maslow's Hierarchy of Needs](image)

In the past, management reward systems have attempted to satisfy an individual's lower level needs for safety and physiological security, for protection against deprivation and the threat to a worker or his family.
However, management reward systems are now, or should be, endeavouring to satisfy the individual's higher level needs for esteem and self-fulfillment.

2.5 Equity Theory

Equity theory is a model of motivation that explains how people strive for fairness and justice in social exchange or give-and-take relationship. (Kreitner & Kinicki, 1995: 171).

J Stacy Adams, a psychologist, pioneered the application of equity principle in the workplace thus identifying key components of the individual-organizational exchange relationship. The relationship is central in the formation of the employees perception of equity and inequality. The two primary components in the relationship are input and outcomes.

Equity theory of motivation focuses on pay. The primary proponent of this theory is that pay is a matter of distribute justice and social comparison. (Wren, 1994:381).

A person’s perception of salary is based on at least two ratios, (1) A person’s pay relative to the pay of others, and (2) a person’s “Inputs” (that is, effort expended, education, skill level, training, experience) relative to the person’s “Outcomes” (salary).

On the job, feelings of equity will depend on the employees' evaluation of whether he/she is adequately compensated for the corresponding inputs. This can be done by comparing their rewards with those of others people tend to
compare themselves to similar others such as people performing the same job or with those of the same educational level (Ibid. 174).

Negative inequity is a comparison in which another person received greater outcome for similar inputs. Positive inequity on the other hand is one in which another person receives similar inputs positive inequity is more tolerable than negative inequity, which actually erodes job satisfaction and performance. The individual may put forth less effort or quit the job in an effort to escape the negative inequity.

Research on equity theory emphasizes the need for manager to pay attention to employees’ perception of what is fair and the equitable. No matter how fair management thinks the organization’s policies, procedures, and reward system are, each employee’s perception of the equity of those factors are what counts (Ibid: 179). Perception of fair treatment promotes job satisfaction and organizational commitment and help to reduce absenteeism and turnover.

2.6 Need Theory

Need theory are based on the premise that individuals are motivated by unsatisfied needs (Wren 1994:144).

High employees turnover can result from inappropriate organizational design and reward system (Kotter et al 1979:3). According to Henry Fayol’s (the father of Modern Management Theory). The theory of Administration, fair remuneration and salaries acts as incentives to employee (Schwartz 1995:47).

Bridges and Villemez (1994:165) in an effort to find out the employment relationships and earnings discovered that human capital ended up in
organizations with features that enhanced their earnings potential and thus reduce mobility. (Bridges & Villemex 1994:165)

Paying more, makes turnover less likely as there is less chance that some one will be able to increase his or her income by moving, perhaps most important, higher wages send a message that the organization values it’s people (Pfeffer 1994:35).

According to a study done by David Levine, he found out that workers whose wages are higher than might be predicted based on standard demographic and human capital, expressed higher level of job satisfaction, were less likely to quit and indicated that they would work harder (1bid, 1994:36).
Chapter Three

Methodology

This Chapter describes the research design including sources of data, sampling procedure, administration of questionnaires and problems encountered.

3.1 Sampling procedure and administration of Questionnaires.

Subjects for this study were drawn from the population of employees at the United Nations Environment programme headquarters in Gigiri Nairobi, Kenya. The questionnaires were distributed with the help of a research assistant. A sample size of 200 was obtained. This included employees at various levels of classification within the organization; General service staff (n = 100), National programme officers (n=40), professional officers (n=60). The sample size was selected at random from employees who were willing to participate in filling out the questionnaires.

The subjects were interviewed using structured questionnaires (Appendix A) in order to assess their need satisfaction, willingness to leave the organization and possible reasons for such movements.
This procedure generated a total study population as shown below.

<table>
<thead>
<tr>
<th>Category,</th>
<th>sample size</th>
<th>number of respondents</th>
<th>Spoiled</th>
</tr>
</thead>
<tbody>
<tr>
<td>General service</td>
<td>100</td>
<td>67</td>
<td>33</td>
</tr>
<tr>
<td>NPO</td>
<td>40</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td>Professionals</td>
<td>60</td>
<td>49</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td><strong>140</strong></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

3.2 Data Source

Basically, data was sourced from both secondary and primary sources as reported below.

(a) Secondary Data:

Secondary data was collected from the chief of staffing table control, personnel division of UNON in Gigiri and the United Nations Environment programme web page on the Internet. The data sources provided basic information on the salary scales of the different category of employees. This data was complemented by primary data.
(b) Primary Data:

Primary data was from various categories of employees collected using questionnaires. This method avoids the weaknesses in the Herzberg’s two-factor theory, which was based on employees with interesting jobs. Bringing this to the African Context, there are more boring and routine jobs within most organizations hence a flaw in the theory. In this situation, different factors will motivate workers according to their different needs and beliefs.

3.3 Instruments and measure.

Demographic data

Information was asked regarding the employee’s sex, job classification, tenure of contract and number of previous jobs held.

Job Satisfaction

This measures five facets of job satisfaction: basic pay, medical cover, rental subsidy, education grant, Dependency allowance, leave allowance.

Withdrawal intensions.

To measure withdrawal intensions we tried to identify the specific interest of group of interests that attracts the employees in other organizations such as the
likeliness to quit the present job for; better pay, better health coverage, better job title, better working conditions or career growth opportunities elsewhere.

Two items were used to measure withdrawal intentions. To identify the specific group of interest (those leaving the organization voluntary), the first question asked is “How likely are you to voluntarily leave this organization? (i.e. quit your present job for reasons like: better salary elsewhere, better health coverage, job title, Career growth opportunities. The second question was “How actively are you currently searching for other jobs opportunities for reasons like the one listed above?

3.4 Problems encountered

There were a number of problems encountered. It was difficult to persuade people to participate in the exercise; some employees were sceptical about the intentions of the research as they claim the matters of remuneration are usually very sensitive. Most of the participants approached complained of lack of time while others wanted assurance of confidentiality because they did not want to be seen as complaining about their pay. Some said despite being dissatisfied with their pay, half a loaf is better than none.
Chapter Four

Data Analysis

This chapter dwells on the findings of the survey on the needs of the employees at UNON, their satisfaction/dissatisfaction, remuneration equity/inequity and employee turnover.

Questions 7, 8, 9, 11, 13 of the questionnaire were based on Maslow’s hierarchy of needs. For the purpose of simplicity, the needs were grouped into three main questions:

(i) Physiological needs Q 7, 8
(ii) Safety and security needs Q 9, 11
(iii) Social needs Q 13 (iv)
(iv) Ego status Q 13 (iii)
(v) Self actualization Q 13 (vii)

The subjects were requested to respond to the questions, thus indicating their perception of satisfaction/dissatisfaction for a particular need. The more favorable response attributed to a particular question is an indication of the fact
that employees were generally satisfied by the need associated with the statement.

This further means that their behavior in terms of intentions to leave the organization maybe driven by the desire to satisfy those needs which they are not satisfied with and the availability of alternatives ways of doing so in terms of better opportunities in the organizations.

The percentage of dissatisfaction for a particular need leads to the hierarchy of needs for employees as illustrated below.

The data obtained was analysed using Microsoft Excel.
### 4.1 Summary of data

Table 1  
**Sex distribution of employees by job category**

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Service</td>
<td>27</td>
<td>40</td>
<td>67</td>
</tr>
<tr>
<td>National Program Officers</td>
<td>9</td>
<td>15</td>
<td>24</td>
</tr>
<tr>
<td>Professional</td>
<td>25</td>
<td>24</td>
<td>49</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>61</td>
<td>79</td>
<td>140</td>
</tr>
</tbody>
</table>

Of the 140 subjects who fully completed and returned their questionnaires, there were 61 males and 79 females. 67 respondents were general service staff, 24 were National Programme Officers while 49 were Professional staff.
Table 2  Duration of present contract

<table>
<thead>
<tr>
<th></th>
<th>Below 6 months</th>
<th>6 -12 Months</th>
<th>12 -24 months</th>
<th>Above 24 months</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Service</td>
<td>9</td>
<td>10</td>
<td>15</td>
<td>33</td>
<td>67</td>
</tr>
<tr>
<td>National Program Officers</td>
<td>0</td>
<td>8</td>
<td>9</td>
<td>7</td>
<td>24</td>
</tr>
<tr>
<td>Professional</td>
<td>0</td>
<td>0</td>
<td>15</td>
<td>34</td>
<td>49</td>
</tr>
<tr>
<td>Total</td>
<td>9</td>
<td>18</td>
<td>39</td>
<td>74</td>
<td>140</td>
</tr>
</tbody>
</table>

53% of respondents held contracts of over 24 months which are considered as long-term contracts 28% held contracts of between 13 and 24 months, while 13% held contracts of 6-12 months and only 6% held contracts of less than 6 months.
<table>
<thead>
<tr>
<th></th>
<th>None</th>
<th>1-2 jobs</th>
<th>3 jobs</th>
<th>4 jobs Plus</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Service</td>
<td>21</td>
<td>23</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>National Program Officers</td>
<td>9</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Professional</td>
<td>4</td>
<td>27</td>
<td>15</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>34</td>
<td>54</td>
<td>31</td>
<td>21</td>
</tr>
</tbody>
</table>

From the obtained, 24% of the respondents were on their first job while 40% had 1-2 provisions, jobs. 15% had held more than 4 jobs.

Looking at job mobility in terms of previous jobs held, one would conclude that most of the employees were pre-disposed to stay in their jobs. Individuals who have voluntarily left many jobs would likely experience and explain voluntary turnover differently than persons who have had fewer voluntary turnovers.
Table 4  Satisfaction with Present Remuneration Package

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>20</td>
<td>56</td>
<td>76</td>
</tr>
<tr>
<td>No</td>
<td>40</td>
<td>24</td>
<td>64</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>80</td>
<td>140</td>
</tr>
</tbody>
</table>

54% of the respondents were satisfied with their remuneration package; 77% of whom were female. This could be due to the fact that most men are considered the breadwinners of the family and therefore have greater responsibilities than women. Of the 64 respondents who were not satisfied with their remuneration package, 40 were men.
<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basic salary</td>
<td>12</td>
<td>15</td>
<td>27</td>
</tr>
<tr>
<td>Medical cover</td>
<td></td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Rental subsidy</td>
<td>9</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>Education grant</td>
<td>3</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Dependency allowance</td>
<td>6</td>
<td>9</td>
<td>15</td>
</tr>
<tr>
<td>Leave allowance</td>
<td>6</td>
<td></td>
<td>6</td>
</tr>
<tr>
<td>Not applicable</td>
<td>25</td>
<td>34</td>
<td>59</td>
</tr>
<tr>
<td>Total</td>
<td>61</td>
<td>79</td>
<td>140</td>
</tr>
</tbody>
</table>

27 feel that basic salary should be adjusted; these are 15 females and 12 males. No man wanted medical cover adjusted but we had 6 women who want this package adjusted. 25 employees did not respond to the issue of adjustments.
Out of 140 respondents, 109 are of the opinion that salary adjustment will motivate them. 73 women out of 79 women and 46 out of 61 males have similar opinion.
### Table 7  
Likeness to quit present job for various reasons

<table>
<thead>
<tr>
<th>Reason</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better Salary</td>
<td>30</td>
<td>34</td>
<td>64</td>
</tr>
<tr>
<td>Job Title</td>
<td>7</td>
<td>18</td>
<td>25</td>
</tr>
<tr>
<td>Working Conditions</td>
<td>3</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>Career Growth</td>
<td>21</td>
<td>18</td>
<td>39</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>61</strong></td>
<td><strong>79</strong></td>
<td><strong>140</strong></td>
</tr>
</tbody>
</table>

Most of the respondents stated that they would be willing to leave their present jobs for better salary elsewhere followed by better contract. This proofs that people prefer a more permanent job to term contracts.
Table 8  
Satisfy/dissatisfaction and likeness to leave

<table>
<thead>
<tr>
<th></th>
<th>Quit Job</th>
<th>Better salary</th>
<th>Better job</th>
<th>Working conditions</th>
<th>Career growth</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfy</td>
<td>Yes</td>
<td>15</td>
<td>13</td>
<td>9</td>
<td>21</td>
<td>58</td>
</tr>
<tr>
<td>No</td>
<td>49</td>
<td>12</td>
<td>3</td>
<td>18</td>
<td>82</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>64</td>
<td>25</td>
<td>12</td>
<td>39</td>
<td>140</td>
<td></td>
</tr>
</tbody>
</table>

Among those who claimed to be satisfied with the package 15 will leave for better salary, 13 for a better job, Nine for better working condition and 21 for career growth opportunity. In total 58 are likely to quit though satisfied.
4.2 Analysis of data
This deals with the findings of the Survey on the needs, satisfaction/dissatisfaction, and remuneration equity/inequity and motivation of the employees.

The percentage of dissatisfaction for a particular need leads to the hierarchy of needs for employees as illustrated below.

Figure 2  Need Satisfaction
The bar chart above is an illustration of how employees at UNEP perceive the most deficient needs that employees would want to satisfy. This implies that most of the needs for food, shelter and clothing unsatisfied.

Safety and Security needs were the next in line of unsatisfied needs followed by, ego/status, self-actualization, and social needs being the least desired needs.

The placing of social needs as the least important need as perceived by the employees at UNEP can be explained by several factors: -

Cultural differences and norms make it unimportant for Africans to consider social needs as a priority. Furthermore, most people have different life styles and ways of socializing outside the working environment which may imply that their inherent social needs are already satisfied. The African extended family system allows for people to socialize easily within the family structures and communities hence most people do not consider socializing as a need which should be satisfied. On the contrary, most western societies are built on the nuclear family structure, which are basically individualistic thus forcing people to feel the need to socialize both in and out of the working environment. People in these societies are usually too busy to interact with friends, colleagues and family hence the need to socialize.
<table>
<thead>
<tr>
<th>NO</th>
<th>Maslow’s</th>
<th>UNEP</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.</td>
<td>Self actualization</td>
<td>Social</td>
</tr>
<tr>
<td>4.</td>
<td>Ego Status</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>Social</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Safety/Security</td>
<td>Safety/Security</td>
</tr>
<tr>
<td>1.</td>
<td>Physiological (Basic)</td>
<td>Physiological</td>
</tr>
</tbody>
</table>
4.2.1 Further analysis of the hierarchy of needs as perceived by various categories of employees.

(a) Physiological needs.

Figure 3 Bar graph on physiological needs

Employees in the National programme offices category who have a comparative higher level of income as opposed to those in the general
serve category, showed the highest percentage of perceived deficiency of physiological need. Although employees in this category are better paid than those of the GS their high level of perceived deficiency could be attributed to the fact that they are comparing themselves to professional staff or their counterpart in other organizations or due to the fact demand placed on them by the extended family system is greater due to the fact that they are perceived to earn more money.

The results however are in line with Maslow's theory which states that physiological needs are the most basic needs and any individual whose basic needs are lacking will be demotivated.

(b) Safety and Security needs

For the purpose of this research, this aspect deals mainly with job security and is addressed by duration of contract held. 53% of respondents hold contracts 24 months and this is considered to be long-term contracts. Despite this 70% of the respondents were not satisfied with the duration of their contracts which can be translated as job insecurity. The high number of subjects showing dissatisfaction with the length of their contract is an indication of the fact that employees are concerned about job security and hence the desire to satisfy this need. This desire can be met with the intention to move to a more secured job. This supports Maslow's theory that security is of great importance in the hierarchy of needs.
The issue of safety is not covered in this research but security is addressed in terms of satisfaction and duration of contract.

Herzberg's two factor theory states that if Security/Safety needs are not satisfied, employees could be dissatisfied with both their jobs and the organization which may then lead to the desire to leave and eventual turnover.
(c) Ego/ Status

According to Maslow’s hierarchy of needs. This is classified as a higher level need. Satisfaction of this need leads to high levels of motivation of employee’s position of the hierarchy of need.

Employees whose lower level needs have been satisfied will be highly motivated by satisfactions of ego/status need where as those whose lower level needs have not been satisfied will not be motivated at all.

Figure 5 illustrates the level of deficiency of ego/status need as perceived by employees in UNEP during the survey.

The issues of ego/status needs are addressed in question 13 (iii) of the Questionnaire (Appendix A) in terms of willingness to leave for a better job in other organization.
The results obtained suggests that more professional staff are willing to leave the organization for a better job title with another organization as opposed to general service staff and National programme officers. This could be due to the fact that most professionals consider their remuneration package to be adequate enough to take care of their basic needs. They are therefore more motivated by
other issues seen as job satisfaction, better working environment as not being efficient enough to satisfy their basic needs.

There seem to be a relationship between the satisfactions of physiological needs (basic salary) and ego/status needs as far as Schultz and Schultz (1995: 40) who assert that the distinction between hygiene and motivator factors is not as rigid as Herzberg's two factor theory. Adequate pay which is considered a hygiene factor will provide the means to a higher standard of life thus resulting in a sense of high status and esteem.
(d) Social needs

Analysed from responses to question 13 (iv) (appendix A) figure v illustrates the deficiency of social needs as perceived by the subjects.

Figure 6
The results obtained indicate that the deficiency in satisfaction of this category of need was highest amongst the professional staff although very few respondents actually considered it to be of any importance to their level of satisfaction with their jobs and remuneration package.

According to Maslow, social needs are lower level needs and therefore satisfaction is not directly proportional to level of motivation, however, the results obtained indicate that the professionals who have higher pay had the highest percentage deficiency of this need.

(e) Self actualization

This is analysed from the responses to question 13 vi (Appendix A). According to Maslow's theory, self-actualization is the highest level need and almost unattainable as man's wants are virtually insatiable.
4.1 Remuneration Equity/inequity and employee motivation.

Questions 10 of the questionnaire was used to analyze the perception of equity/inequity of remuneration.

(i) Equity of salary

66% of the total sample population were not satisfied with their present remuneration package but only 25% agreed that they were likely to quite the organization for better salary meanwhile 86% stated that an increase in salary will motivate them to perform better on the job.
Chapter five

Conclusion

The most important aspect of the organization - design - people relationship deals with the fit between reward systems (remuneration) and people's needs and perceptions of what they deserve from the organization.

The type of remuneration that individuals find attractive is affected by their cultural backgrounds, education, age, gender, career, aspirations, off-the-job lifestyles and work experiences.

The prevailing economic situation, the nature of the job, seniority, people's perception of their performance on the job and the remuneration employees in other organizations receive, also affects the amount of pay that employees will perceive as fair.

On the other hand, employee turnover is a complex process whereby individuals assess their feelings, personal situation and work environment, and overtime make decisions about staying or leaving the organization. Some employees leave organizations without considering alternatives, their central choice is to stay or leave their present organization for other organizations.

The results of the research clearly suggested that voluntary turnover in this case will depend on the alternatives that are available and how equitable/inequitable the employees perceive their present remuneration package to be. Another
aspect of turnover which can be noticed here is involuntary turnover, though not measured for the purpose of this research, the tenure of contracts clearly shows that some employees are forced to leave the organization though they may want to stay. Contracts of below 6 months suggest high turnover rates for the organization.

Satisfaction with a reward is a function of both how much is received and how much the individual feels should be received. Most of theories of satisfaction stress that people's feelings of satisfaction are determined by a comparison between what they receive and what they feel they should receive or would like to receive (Locke, 1969: 25). When individuals receive less than they believe they should, they are dissatisfied; when they receive more than they believe they should, they tend to feel guilty and uncomfortable although most of the times feelings of over reward are easily reduced by changing their perception of the situation e.g. increase their perceived worth (Adams, 1965). Feelings of under reward are less easily reduced and often can be reduced only by an actual change in the objective situation - by higher pay or a new job.

People's feelings of satisfaction are influenced by comparisons with what happens to others. A great deal of research has shown that people's feelings are very much influenced by what happens to others like them-selves (Patchen, 1961).

People seem to compare what others do and what others receive with their own situations. These comparisons are made both inside and outside the organizations they work in but are usually made with similar people. As a result of these comparisons, people reach conclusions about what rewards they should receive. When the overall comparison between their situations and those of others is favorable, they are dissatisfied.
People consider such inputs as their education, training, seniority, job performance, and the nature of their jobs when they think about what their rewards should be. These are often substantial differences among people in which inputs they think be most important in determining their rewards. It is possible to influence how satisfied employees are by altering the total amount of rewards that they are given and altering how those rewards are distributed. Some distribution patterns clearly are seen as more equitable and satisfying, because they are more closely related to the inputs of individuals and therefore to what people feel they should receive.

It is because individuals make comparisons that people who receive less of a given reward they receive more (Lawler, 1971). For example, people who are highly paid in comparison to others doing the same job often are more satisfied than are individuals who receive more (for a different job) but are poorly paid in comparison to others doing the same kind of job.

Overall job satisfaction is influenced by how satisfied employees are with both the intrinsic and extrinsic rewards they receive from their jobs. A number of writers have debated the issue of whether extrinsic rewards are more important than intrinsic rewards in determining job satisfaction. It seems quite clear, also, that extrinsic and intrinsic rewards are not directly substitutable for each other, because they satisfy different needs. To have all their needs satisfied, most individuals must receive both the intrinsic and the extrinsic rewards they desire and feel they deserve. This means, for example, that money will not make up for a boring repetitive job, just as an interesting job will not make up for low pay.

People differ widely in the rewards they desire and how important the different rewards are to them. Probably the most frequently and hotly debated topic related to the quality of work life concerns how important different rewards are
to employees. One group of writers says money is the most important, while another group says interesting work is (work in America, 1971). For some people money is most important and for others job contents is most important. People differ substantially and in meaningful ways in what is important to them. Some groups, because of their backgrounds and present situations, value extrinsic rewards more than do others. The research on the importance of different rewards also quite clearly shows that the amount of reward a person has strongly influences the importance attached to it (Alderfer, 1969). In the case of extrinsic reward typically value it the most. It also appears that the importance individuals attach to rewards shifts as they acquire and lose quantities of different rewards. Some evidence suggests that minimal amounts of the rewards that are required to maintain a person’s physical well-being and security are needed before other rewards become very important (c.f Cofer and Appley, 1964).

Many extrinsic rewards are important and satisfying only because they lead to other rewards. There is nothing inherently valuable about many of the things that people seek in organizations. They are important only because they lead to other things or because of their symbolic value. A particular kind of desk of office, for example, often is seen as a reward because it is indicative of power and status. Money is important only because it leads to other things that are attractive, such as food, job security, and status. If money were to stop leading to some or all of these things, it would decrease in importance (Vroom, 1964). Because extrinsic rewards typically lead to other rewards, they can satisfy many needs and thus remain important even when conditions change.
Appendices

Appendix A: Questionnaire

1. At what grade are you employed?
   General service □ National program □ Professional □

2. SEX: Male □ Female □

3. What is the duration of your contract?
   (i) Below 6 months □
   (ii) 6 - 12 months □
   (iii) 12 - 24 months □
   (iv) Above 24 months □

   (a) Which would you prefer ...
      Permanent □ Short term □ Consultancy □

5. How long have you been in your present job?
   (i) Below 6 month □
   (ii) 6 - 12 months □
   (iii) 12 - 24 months □
   (iii) Above 24 months □
6. How many jobs have you helped prior to your present job?

(i) None □
(ii) 1 - 2 □
(iii) 3 - 4 □
(iv) >4 □

7. What Benefits does your remuneration package entail?

(i) Basic salary only □
(ii) Medical cover □
(iii) Rental subsidy □
(iv) Education grant □
(v) Dependency allowance □
(vi) Leave allowance □

8. Are you satisfied with the package?

YES □ NO □

9. What package would you like to see adjusted?

.................................................................

10. Do you consider the remuneration package to be equitable to those of employees of the same position in the private section?

Public Sector □
11. Would an increase in your salary motivate you?

YES ☐ NO ☐

If not, what would motivate you?

12. Do you think you can get better pay for the same job elsewhere?

YES ☐ NO ☐

13. How likely are you to leave this organization? (i.e. quit your present job)
for reasons like:

i) Better salary elsewhere ☐

ii) Better health coverage ☐

iii) Better job title ☐

iv) Better working conditions elsewhere ☐

v) Career growth opportunities ☐

vi) Lack of job satisfaction ☐

vii) More challenging job ☐

14 Are you actively searching for another job? Yes ☐ No ☐
Division of Communications and Public Information (DCPI)

Office of the Director
Director
T. Brevik

- Media Services
  N. Nuttall

- Audio Visual and Graphics
  S. Jackson

- Web Editing and Design
  C. Beltrandi

- Speechwriting
  Vacant: Acting V. Samnotra

(Coordination of Regional and Out-posted Information Officers)

- Regional Office for Africa (ROA)
- Regional Office for Europe (ROE)
- Regional Office for Asia and the Pacific (ROAP)
- Regional Office for West Asia (ROWA)
- Regional Office for Latin America and the Caribbean (ROLAC)
- Regional Office for North America (RONA)
- Division of Environmental Conventions (DEC)
- New York Office (NYO)
- Division of Technology, Industry and Economics (DTIE)

- Outreach and Special Events
  E. Guibaud-Cox

- Children and Youth/Sport and the Environment
  T. Oben

- Publishing
  N. Pouton

- Production Distribution
  M. Kebede

- Library
  Vacant
Division of Policy Development and Law (DPDL)

Office of the Division Director
B. Kante

Office of the Deputy Director
H. Drameh

Special Advisers on Water, to the Executive Director (administered by DPDL) P. Teniere-Buchot and D. Trimp

Policy Analysis, Development and Partnerships
- Policy Analysis and Development
  H. Gopalan
- Civil Society and NGOs Development
  H. Gopalan
- Civil Society and NGOs
  S. Ananthakrishnan
- Partnerships with Intergovernmental Groupings and Economic Integration Communities

Environmental Law
A. Timoshenko

International Legal, and Other Instruments
M. Ngaši

National Legal Instruments and Other Instruments
M. Ngaši

National Legal Instruments
M. Iqbal

Regional Instruments
L. Kurukulasuriya

Policy Coordination and Inter-Agency Affairs
A. Amin

International Environmental Governance
A. Amin

Inter-Agency Affairs and Policy Coordination, New York - W.

Inter-Agency Affairs and Policy Coordination, New York - W.

Inter-Agency Affairs and Intergovernmental Liaison
Division of Policy Implementation (DEPI)

Office of the Division Director
D. Kaniru

Office of the Deputy Director
V. Vandeweerd

Capacity Building
X. Kunbào

Global Programme of Action (GPA)
V. Vandeweerd

Disaster Management
Vacant - Acting: X. Kunbào

Implementation of Environmental Law
Vacant - Acting: D. Kaniru

Technical Cooperation
Vacant - Acting: X. Kunbào

Emergency Coordination
Vacant - Acting: X. Kunbào

Compliance and Enforcement
V. Sharma

Environmental Education
Vacant - Acting: C. Okidi

Joint
UNEP/OCHA
V. Sakharov (OCHA)
P. Charlebös

Pilot Projects
C. Okidi

Post Disaster and Post Conflict Assessment
Division of Environmental Conventions (DEC)

Office of the Division Director
J. E. Illueca

VI.B Office of the Deputy Director
R. Hepworth

Global Environmental Conventions
R. Hepworth

Interlinkages and Synergies
V. Sammutta

Biodiversity and Biosafety Agreements
P. Chabeda

Atmosphere and Desertification Conventions
M. Seki

Chemical and Hazardous Waste Conventions
J. Hilborn

Information Unit on Conventions
Location: Geneva, Switzerland
M. Williams (See VII.1.2 and V.2)

Regional Seas Conventions & Action Plans
E. Adler

Regional Seas Conventions
E. Adler

Regional Seas Action Plans
E. Adler

Coral Reefs Unit
A. Dahl
Appendix C: Salary scales

Salary scale for the Professional and higher categories showing annual gross salaries and net income (United States dollars)

Effective 1 March 2002

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D = Rate applicable to staff members with a dependent spouse or child.
S = Rate applicable to staff members with no dependent spouse or child.

* = The normal qualifying period for in-grade movement between consecutive steps is one year, except at those steps for which a two-year period at the preceding step is required.
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Appendix D: Bibliography and References


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