

IMPACT OF REWARDS ON JOB SATISFACTION EVIDENCES FROM TELECOM SECTOR OF PAKISTAN

¹ Raghieb Manzoor, ²Naveed Ahmad, ³ Alamdar Hussain, ⁴ Mehtab Hameed

^{1,4} Ph.D Scholar Preston University, Islamabad

²Department of Business Administration, Lahore Leads University, Pakistan

³ Mphil Scholar NCBA&E, Lahore

naveeddgk2010@gmail.com

Abstract

Organizations today need to create a set up at workplace that makes the employees motivated, loyal, satisfied and committed for a strategic competence. Effective organizational intervention leads to greater satisfaction of the employees if they are provided rewards and extrinsic compensation like pay increments, bonuses, allowances and grants along with job security and promotion opportunities. The employees feel satisfied and psychologically affiliated with their organizations if they found that their organizations value and reward their efforts which in turn serve as the competitive advantage in the long run. The present study is an effort to investigate the impact of extrinsic rewards on job satisfaction in a telecom sector. The study examined the effect of extrinsic rewards such as salary, bonuses and benefits to know the level of employee's job satisfaction. The study was conducted in a telecom sector in the region of Islamabad. Huawei International (Pvt.) Ltd is a well reputed organization in telecom sector. The data was collected from 125 employees of different organizational levels including executives like directors, senior managers, middle managers and low level staff through self administered questionnaires composed of 15 questions. 100 out of 125 employees belonging to different categories responded. Two hypothetical problems were taken into consideration and tested using SPSS software. Analysis of data received in the form of employee response, was also made using SPSS. Results nullified an initial or null hypothesis and then alternative hypothesis when tested, showed positive trends in all variables. Impact of rewards showed its importance at a higher level of relationship. The results of regression analysis show that job satisfaction is more dependent on extrinsic rewards. The managerial implications, limitation of the study, future guidelines and recommendations have also been given.

Keywords: Rewards, Job satisfaction, Telecom sector, Pakistan

INTRODUCTION:

This research is based on the determination of the impact of rewards on job satisfaction. The impact of rewards, attributes, biographic characteristics, and personality on job satisfaction is examined. Data from a 1977 national survey of 3288 adult Canadians revealed that personality and job

characteristics have strong, independent associations with a multidimensional job satisfaction index. Personal alienation and internal-external control had sizable correlations with the index when job characteristics and personal background were controlled. The reciprocal nature of cause and effect in the association between personality and job satisfaction is discussed in light of other recent analyses of panel data on response to work.

There are different factors that are used to motivate the employees one of these is to recognize their work by saying thank you. There are a wide variety of intrinsic rewards available which increase satisfaction and overall job related productivity of employees. Some of these rewards come in the form of job involvement, participate in decision making, job autonomy, task significance and recognition. These rewards have their merits in creating a highly satisfied workforce.

As mentioned earlier, our research is based on the relationship of rewards with job satisfaction, so a brief introduction of these factors is necessary to mention to have an understanding of the relationship.

Rewards are categorized in two groups, Intrinsic and Extrinsic Rewards.

Intrinsic rewards are the task significance, task autonomy and task involvement. Task significance is critical factor in today economy and in which employees doing work that is beneficial and helpful for others (Hackman & Oldham, 1976) and different other scholar's worked on this antecedent are (Brickson, 2005; Morgeson & Humphrey, 2006; Colby, Sippola, & Phelps, 2001) Task autonomy is the degree of independence and freedom in scheduling of work and determined procedures that employees carry out at work (Hackman, 1980) and different other scholar's worked on this antecedent are (Spreitzer, 1996; Evans & Fischer, 1992). Task involvement is degree of how much task is interesting and challenging (Rehman, Khan, & Lashari, 2010). These are different researchers that work on different intrinsic factors and suggested that these factors significant impact on job satisfaction of employees.

Extrinsic rewards are the social and organizational rewards. Social rewards refer those that can be derived from interaction with others on job. Luddy (2005) friendly relationships opportunities on place of work will increase satisfaction of employees and intention to leave the organization can be decreased through job involvement and organizational commitment. (Wharton & Baron, 1991), supervisor and co-workers relationship are key factors of job satisfaction, higher level of job satisfaction is associated with good supervisor and co-worker relationship. And on the other hand, organizational rewards are the tangible rewards that are visible in nature like pay, promotions, and other job related benefits. Different researchers findings show that extrinsic rewards are significantly more correlated with job satisfaction as compared to intrinsic rewards.

Reward and Recognition is also an important factor to consider in the sense that it is typically used either to reward an employee for a behavior or recognize and employee for results. Despite the existence of various programs in the corporate culture, the purpose or goal is not always clearly defined. There is also debate around the most effective means of using the two types [monetary and non monetary (NMR)]. Lastly, there are numerous pitfalls in using various forms of reward and recognition.

In the current employees' market, employee satisfaction is key to retaining your staff. Employee recognition translates to employee retention, as employees who feel that their company appreciates their work and contributions experience higher job satisfaction and are less likely to leave.

2.1. Significance of the study:

Employee satisfaction is always an important factor of a well run organization and considered imperative by all corporate managements. Rewards and incentives are important parameters that keep employee satisfaction to a higher level. Further, various characteristics of particular job have been playing a major role in providing job satisfaction to the worker. It has always been accepted that employee satisfaction leads to enhance the employee performance and company loyalty. Impact of reward on employee satisfaction is quite difficult to measure because it varies from person to person as every person has its own needs and thinking. Also there is no specific variable for job satisfaction. But the variables identified are those that commonly encountered by the employee at work place. Variables that work as input at work place to increase the job satisfaction have been identified.

The employee performance further directed to end result that is customer satisfaction. The customer satisfaction leads to high productivity and beneficial for the organization. The significance of this study would measure that positive attitude, rewards and recognition, decision making adds to job satisfaction. The study would discover that how all the variables are playing a role in job satisfaction and employee performance. The further studies and strategies are described as follows.

Research Objectives:

The main purpose of this study is to identify the relationship among the intrinsic and extrinsic rewards and job satisfaction. The classification of objectives is as under:

- i. Determine how much the employees are satisfied when they are awarded empowerment and autonomy.
- ii. Determine how much the employees are recognized and appreciated on their performance.
- iii. Determine how much the employees are motivated for challenging tasks.
- iv. Determine the effect of salary on employee job satisfaction.
- v. Determine the effect of bonuses on employee job satisfaction.
Determine the effect of fringe benefits on employee job satisfaction.

2.2. Research Question:

- This proposed research intends to answers the following research question:
- Do the intrinsic and extrinsic rewards increase the satisfaction of employee?

LITERATURE REVIEW

Impact of different extrinsic rewards such as salary, bonuses and benefits to learn new things and recognition on job satisfaction has been analyzed in the literature. (Locke, 1969) defines job satisfaction as a positive emotional feeling and it comes from by the comparison of expectation from his job and what he actually gets from it. Job satisfaction may also be come from the perception towards employee's job and working environment of the organization (Locke, 1976). Earlier research work done by (Kalleberg, 1977) on job satisfaction and he pointed out the question about the manner in which work values and job satisfaction. Basically (Kalleberg, 1977) distinguishes

between work values and job rewards in his research. Work values refer to the attitude and attachment of an individual towards work. Job rewards are the intrinsic and extrinsic values which an individual receives from the job (Kalleberg, 1977). Differences in occupation, social class and different rewards offered by the employers to different occupation and level of employees discussed by (Kalleberg, 1980). Differences in occupation and class have effect on both types of rewards (Kalleberg, 1980).

(Danish et al, 2010) conducted study in the different Pakistani organizations such as telecommunication, education, health and manufacturing sector etc and suggested, Reward and recognition have great impact on job satisfaction. There is a close relationship between several dimensions of work motivation and satisfaction but the relationship between recognition and Job satisfaction is low. Participation in decision making also increases the satisfaction of the employees. (James, 1991) had studied the predictor of job satisfaction of engineers. He found that task significance and interest in the work is a predictor of job satisfaction. According to (Janet, 1987) there is no difference between genders to prefer some specific types of rewards. Young Employees give more value to financial part of the rewards. He told that three factors of job satisfaction i.e. job values, rewards and work conditions. Job values related to intrinsic job rewards.

Intrinsic rewards motivate employees and have significant importance (John & Ron, 2009). There are different categories of rewards offered in hospital such as financial rewards, non financial rewards, and psychological rewards. Each type has its own sub types. Recognition is a subtype of psychological rewards. Researcher found that recognition has positive relationship with nurses' job satisfaction. If recognition increases then employee satisfaction will be increases. (Sara, Rein, Roland, Cindy & Marc, 2006).

More autonomy, variety, identity and significance increase the satisfaction of employees (Decarlo et al, 1999). According to (Corporate Leadership Council, 2006) autonomy increased the job satisfaction. With a high level of job autonomy, female workers have a significantly higher level of satisfaction than the male workers. (Nguyen et al, 2003) provided the evidence that job autonomy is highly correlated with the satisfaction of employees. Giving more autonomy at work place increases the satisfaction of the employees. (Rebecca, 2006) studied the teachers job satisfaction. He examined the relationship between recognition and teacher's job satisfaction. He found that there is a positive relationship between recognition and praise with job satisfaction. If recognition is offered from the higher level, the employee would be more satisfied with his work.

(Micheal, 2004) suggested that non cash rewards can be used for the high level of performance of employees. If organization keeps balance between extrinsic and intrinsic rewards, it leads to high satisfaction and performance. (Adeoti et al, 2006) found that non financial rewards such as recognition, achievement, responsibility and personal growth have positive effect on worker performance. Providing skill variety, task significance, autonomy and feedback makes employee's job more meaningful. The intrinsic rewards such as Sense of meaningfulness, choice, competence and progress enhance the employee engagement with his work (Thomas, 1999). (Magid, Saroj & Michael, 1994) provided evidence that Job involvement has the relationship with the job satisfaction, career Satisfaction and High commitment to the organization. (Ralph, 1978) suggested that task significance, autonomy, and feedback from job are highly linked with the job satisfaction. If there is task significance and autonomy present in work then the employees will be more satisfied with their work. (Sumita & Arvind, 2002) said that job satisfaction is the part of the organizational behaviour research. He examines the variables such as job autonomy, opportunity for growth and chances to learn new things. He suggested that these variables enhance the employee's satisfaction towards his job. He also related the job satisfaction with job delight. Basically, his study was based on beyond

job satisfaction when employees have greater satisfaction in job. Greater satisfaction through the freedom at work, opportunities for learn new things and growth leads the satisfaction and satisfied employee will be delightful from his job. (Endah & Carolyn, 2010) supported the idea that job autonomy, opportunity and supervisory support increases the satisfaction of the employees and is important for the work place relationships. (Karim & Roger et al, 2005) suggested that intrinsic factors such as autonomy and recognition increase the satisfaction with the job. (Huang et al, 2002) discussed about co determinants of job satisfaction i.e. interesting work and freedom at work. He also suggested that the employees of different countries do not prefer same type of intrinsic rewards. His study was based on employees of different countries who belong to different cultures. He collected data from 130,000 employees from 46 different countries and clearly identified that intrinsic rewards enhances the satisfaction of the employees.

Giving variety of task enhances the motivational level of employees. Motivated employee is more satisfied and loyal with his work (Hertzberg, 1950). (Society for Human Resource Management, 2009) conducted a survey and presented report regarding employee job satisfaction. Society for Human Resource Management found that autonomy, variety of work, independence and recognition enhances the employee job satisfaction. (Lather et al, 2005) found that there is a positive relationship among job autonomy, need for growth and job satisfaction. If there is freedom at work then employees are highly motivated and satisfied with their job. (Clifford, 1985) found that that different rewards like recognition, appreciation and work autonomy increases the satisfaction of the employees towards job. High involvement in a job, participation in decision making, feedback and sharing information with employees increase the job satisfaction. High involvement in a decision making has positive relationship with job satisfaction. If there is high involvement in job then there is high level of employee satisfaction towards job (Robert and Cindy, 2008). Intrinsic rewards followed by extrinsic social rewards, are powerful determinant of satisfaction across all occupational group. Rewards play an important role in attracting, motivating and retaining employees (Koala consulting and Training Co.). According to (Jenaibi, 2010) these are the instructions for supporting employee satisfaction in business, providing obvious opportunities, for information sharing and empowering employees work enhances the satisfaction of the employees. (Linz 2003), discussed about the job satisfaction among workers. He found that employees give importance to acquire new skills and opportunities to learn. Adopting these rewards raises the satisfaction level.

RESEARCH DESIGN AND METHODOLOGY

Research Design:

This research work is designed on quantitative research work containing independent and dependent variables. It is a non experimental research type based on a survey research that includes questionnaire for gathering of data and it is used to providing support to research work which can then be tested. The study we will conduct is to find out the impact of Independent variables on one dependent variable.

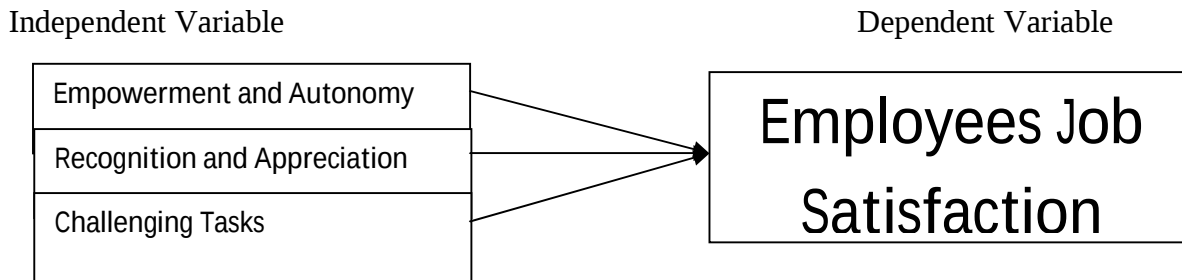
Theoretical framework:

Theoretical framework provides a relationship among different variables to build a hypothetical framework of situation or problem under discussion. For the problem under discussion in this project, theoretical framework suggests that independent variables are intrinsic rewards extrinsic rewards and dependent variable is job satisfaction. Job satisfaction is affected by intrinsic rewards

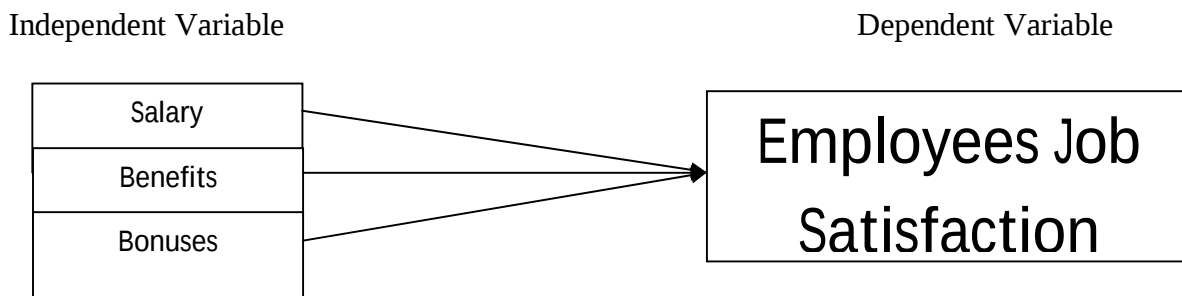
and extrinsic rewards. The relations of these variables are supported on the basis of review of literature.

3.1. Research Model

• Intrinsic Rewards



• Extrinsic Rewards



Sampling Techniques And Data Collection Method:

A self administered questionnaire of 10 questions was prepared to distribute in different departments of Huawei International (Pvt.) Ltd Islamabad.

3.2. Population:

Questionnaire was distributed among 125 employees of the organization.

3.3. Sample:

100 employees reported to the questionnaire.

3.4. Instruments:

Five Point Likert scale was used in this study for measurement purpose. Questionnaire contained four sections, job satisfaction, extrinsic rewards, extrinsic rewards, and demographic and length of questionnaire is two pages.

RESULTS AND DISCUSSION

Table 1: Correlation Analysis

		Q # 1- Are you satisfied with your job?	Q # 2- Benefits given by the company are according to your job status	Q # 3- Is promotion criteria fair and you are being promoted accordingly?
Q # 1- Are you satisfied with your job?	Pearson Correlation Sig. (2-tailed) N	1 100	.679** .000 100	.665** .000 100
Q # 2- Benefits given by the company are according to your job status	Pearson Correlation Sig. (2-tailed) N	.679** .000 100	1 .000 100	.662** .000 100
Q # 3- Is promotion criteria fair and you are being promoted accordingly?	Pearson Correlation Sig. (2-tailed) N	.665** .000 100	.662** .000 100	1 .000 100
Q # 4- Is bonus award equivalent to your efforts?	Pearson Correlation Sig. (2-tailed) N	.758** .000 100	.610** .000 100	.747** .000 100
Q # 5- Does empowerment make employees satisfied with their job?	Pearson Correlation Sig. (2-tailed) N	.678** .000 100	.593** .000 100	.780** .000 100
Q # 6- Do you get a high level of appreciation from your employer on performance?	Pearson Correlation Sig. (2-tailed) N	.748** .000 100	.663** .000 100	.748** .000 100
Q # 7- Do you think that challenging tasks enhance your abilities?	Pearson Correlation Sig. (2-tailed) N	.432** .000 100	.610** .000 100	.728** .000 100

Q # 8- Does the work load remain high or you get somewhat relaxed?	Pearson Correlation Sig. (2-tailed) N	.659** .000 100	.656** .000 100	.614** .000 100
Q # 9- Do you think that pay and performance are strogly correlated?	Pearson Correlation Sig. (2-tailed) N	.768** .000 100	.653** .000 100	.770** .000 100
Q # 10- Do you think that job security consistent?	Pearson Correlation Sig. (2-tailed) N	.432** .000 100	.529** .000 100	.800** .000 100

Table 2: Correlations Analysis

		Q # 4- Is bonus award equivalent to your efforts?	Q # 5- Does empowerment make employees satisfied with their job?	Q # 6- Do you get a high level of appreciation from your employer on performance?
Q # 1- Are you satisfied with your salary?	Pearson Correlation Sig. (2-tailed) N	.000 100	.678** .000 100	.748** .000 100
Q # 2- Benefits given by the company are according to your job status	Pearson Correlation Sig. (2-tailed) N	.610** .000 100	.593** .000 100	.663** .000 100
Q # 3- Is promotion criteria fair and you are being promoted accordingly?	Pearson Correlation Sig. (2-tailed) N	.747** .000 100	.780** .000 100	.748** .000 100
Q # 4- Is bonus award equivalent to your efforts?	Pearson Correlation Sig. (2-tailed) N	1 100	.775** .000 100	.796** .000 100
Q # 5- Does empowerment	Pearson Correlation	.775**	1	.829**

make employees satisfied with their job?	Sig. (2-tailed) N	.000 100	100	.000 100
Q # 6- Do you get a high level of appreciation from your employer on performance?	Pearson Correlation Sig. (2-tailed) N	.796** .000 100	.829** .000 100	1 100
Q # 7- Do you think that challenging tasks enhance your abilities?	Pearson Correlation Sig. (2-tailed) N	.565** .000 100	.756** .000 100	.661** .000 100
Q # 8- Does the work load remain high or you get somewhat relaxed?	Pearson Correlation Sig. (2-tailed) N	.627** .000 100	.733** .000 100	.813** .000 100
Q # 9- Do you think that pay and performance are strogly correlated?	Pearson Correlation Sig. (2-tailed) N	.763** .000 100	.813** .000 100	.823** .000 100
Q # 10- Do you think that job security consistent?	Pearson Correlation Sig. (2-tailed) N	.568** .000 100	.718** .000 100	.670** .000 100

Table 3: Correlation Analysis

		Q # 7- Do you think that challenging tasks enhance your abilities?	Q # 8- Does the work load remain high or you get somewhat relaxed?
Q # 1- Are you satisfied with your salary?	Pearson Correlation Sig. (2-tailed) N	.432** .000 100	.659** .000 100
Q # 2- Benefits given by the company are according to your job status	Pearson Correlation Sig. (2-tailed) N	.610** .000 100	.656** .000 100
Q # 3- Is promotion criteria fair and you	Pearson Correlation Sig. (2-tailed)	.728** .000	.614** .000

are being promoted accordingly?	N	100	100
Q # 4- Is bonus award equivalent to your efforts?	Pearson Correlation Sig. (2-tailed) N	.565** .000 100	.627** .000 100
Q # 5- Does empowerment make employees satisfied with their job?	Pearson Correlation Sig. (2-tailed) N	.756** .000 100	.733** .000 100
Q # 6- Do you get a high level of appreciation from your employer on performance?	Pearson Correlation Sig. (2-tailed) N	.661** .000 100	.813** .000 100
Q # 7- Do you think that challenging tasks enhance your abilities?	Pearson Correlation Sig. (2-tailed) N	1 100	.618** .000 100
Q # 8- Does the work load remain high or you get somewhat relaxed?	Pearson Correlation Sig. (2-tailed) N	.618** .000 100	1 100
Q # 9- Do you think that pay and performance are strongly correlated?	Pearson Correlation Sig. (2-tailed) N	.680** .000 100	.716** .000 100
Q # 10- Do you think that job security consistent?	Pearson Correlation Sig. (2-tailed) N	.704** .000 100	.478** .000 100

4: Correlations Analysis

		Q # 9- Do you think that pay and performance are strogly correlated?	Q # 10- Do you think that job security consistent?
Q # 1- Are you satisfied with your salary?	Pearson Correlation Sig. (2-tailed) N	.768** .000 100	.432** .000 100
Q # 2- Benefits given by the	Pearson Correlation Sig. (2-tailed)	.653** .000	.529** .000

company are according to your job status	N	100	100
Q # 3- Is promotion criteria fair and you are being promoted accordingly?	Pearson Correlation Sig. (2-tailed) N	.770** .000 100	.800** .000 100
Q # 4- Is bonus award equivalent to your efforts?	Pearson Correlation Sig. (2-tailed) N	.763** .000 100	.568** .000 100
Q # 5- Does empowerment make employees satisfied with their job?	Pearson Correlation Sig. (2-tailed) N	.813** .000 100	.718** .000 100
Q # 6- Do you get a high level of appreciation from your employer on performance?	Pearson Correlation Sig. (2-tailed) N	.823** .000 100	.670** .000 100
Q # 7- Do you think that challenging tasks enhance your abilities?	Pearson Correlation Sig. (2-tailed) N	.680** .000 100	.704** .000 100
Q # 8- Does the work load remain high or you get somewhat relaxed?	Pearson Correlation Sig. (2-tailed) N	.716** .000 100	.478** .000 100
Q # 9- Do you think that pay and performance are strogly correlated?	Pearson Correlation Sig. (2-tailed) N	1 100	.654** .000 100
Q # 10- Do you think that job security consistent?	Pearson Correlation Sig. (2-tailed) N	.654** .000 100	1 100

correlation is significant at the 0.01 level (2-tailed).

e 5: Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Error of Estimate
	.878 ^a	.771	.748	.64745

Table 6: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	127.272	9	14.141	33.734	.002
Residual	37.728	90	.419		
	165.000	99			

4.3. Discussion on Results:

Results received on the basis of data analyzed using SPSS software showed different statistics results. Percentage and cumulative percentage of demographic variables give the exact ratio of respondents.

Analysis of employee response on questionnaire as percentage and cumulative percentage determines clearly that employee satisfaction is high on job when rewards are quite frequently awarded.

T-test was carried out using SPSS software. Test value was taken 3.0. Results showed that the mean value obtained was 3.5 which were higher than the selected t-value showing justification with the alternate hypothesis.

Some more tests like Correlation test and Regression test give more accuracy of the results.

Considering Correlation test shows that Correlation is significant at the 0.01 level (2-tailed).

Considering Regression test, we find two parameters i.e. R and R² values.

R-value is the simple correlation and it indicates a high degree of correlation.

R²-value showing 0.771 or 77.1%, which is the dependency of dependent variable on independent variable.

Another test is Anova, conducted for alternate hypothesis. Result of this test indicates that the regression model predicts the outcome variables significantly well. The significance level 'p' as mentioned in regression test is less than .0005 which is less than .005 < .05 indicating that model is significantly good enough to predict the outcome variable model.

4.4. Conclusions:

This project work has been carried out to determine the impact of rewards on job satisfaction of employees. Statistical results obtained through T-test of Hypothesis testing indicate that the Null Hypothesis, "Intrinsic rewards are significantly and positively related with job satisfaction" is

nullified and the Alternate Hypothesis, “Extrinsic rewards are significantly and positively related with job satisfaction” is justified.

Although the sample size, in this project, is very low but the results obtained are quite satisfactory to verify our model. The variables, used to know the impact of rewards on job satisfaction, found showing positive attitude, predictive decision-making and rewards and recognition? It was assumed that when these variables are applied as input to job satisfaction, the level of job satisfaction increases, as a result the employee job performance increases and with this increase the customer satisfaction increases.

4.5. Limitations:

The limitations of study are as follows

The first limitation of the study is that main emphasis of the study was largely on research surveys. Whereas a more in-depth approach can be used such as blend of both quantitative (survey Questionnaire) and qualitative (Interviews, focused group discussion etc) to get more reliable data.

The second limitation of the study is that the comparison is not made with other telecom organizations working within the country to make the picture more true and fair to conclude the result.

The third limitation of the study is that upper level of management has taken part in responding to questionnaire so their level of responses about the perception of the organization may be biased.

The last major limitation of the study is that job satisfaction level differ between the women and men, may be that rewards and recognition are not more important for women or for men, so that the study was supposed to clear the difference.

4.6. Future Direction:

Future research should be considering a more in-depth approach. It would be beneficial to augment the quantitative data with an ethnographic approach. Additional research should be conducted by looking at the individual departments within an organization, because terms of satisfaction may widely appear changing in department to department of telecom sector. More study can be made between the comparisons of telecom organizations working in Pakistan and others operating in foreign countries to make more clear vision about the job satisfaction level.

REFERENCES

- Kaldenberg DO, Regrut BA. Do satisfied patients depend on satisfied employees? Or do satisfied employees depend on satisfied patients? The Satisfaction Report newsletter. Volume 3. South Bend, Ind: Press, Ganey Associates Inc; 1999.
- Tutor, F. D. (1986). The Relationship between Perceived Need Deficiencies and Factors Influencing Teacher Participation in the Tennessee Career Ladder. Doctoral dissertation, Memphis State University, Memphis, TN.
- Bittel, Lester R. and John W. Newstrom. What Every Supervisor Should Know. St. Louis: McGraw-Hill, Inc., 1990.
- Catt, Stephen E. and Donald S. Miller. Human Relations: A Contemporary Approach. Homewood, Illinois: Richard D. Irwin, Inc., 1989.
- Frunzi, George L. and Patrick E. Savini. Supervision: The Art of Management. Upper Saddle River, New Jersey: Prentice-Hall, Inc., 1997.
- Heller, Robert. Communicate Clearly. New York: DK Publishing, 1998.

Hill, Norman C. Increasing Managerial Effectiveness: Keys to Management and Motivation. Menlo Park, Calif.: Addison-Wesley Publishing, 1979.

Hunt, James G. and Richard N. Osborn and John R. Schermerhorn, Jr. Organizational Behavior. New York: John Wiley & Sons, Inc., 2000.

McCoy, Thomas J. Compensation and Motivation. New York: American Management Association, 1992.

Motivation in Organizations, <http://www.ee.edu.au/~ccroft/em333/lecl.html>

Locke, 1976 cited in Brief, A. P., & Weiss, H. M. (2001). Organizational behavior: affect in the workplace. Annual Review of Psychology, 53, 279-307, p. 282

<http://www.employer-employee.com/howtomot.htm>

http://www.microsoft.com/smallbusiness/resources/management/pay_benefits/4_ways_to_reward_motivate_employees.mspx

<http://www.microsoft.com/smallbusiness/resources/expert/strauss110305.mspx>

<http://www.managementhelp.org/guiding/motivate/basics.htm>

<http://humanresources.about.com/od/rewardrecognition/tp/recognition.htm>