

**THE ROLE OF WORK MOTIVATION ON EMPLOYEE
PERFORMANCE**

**A thesis submitted to the graduate university in partial fulfillment of the requirements
for the Master Degree of Human Resource Management, University Utara Malaysia
The January semester 2008/2009**

BY

ILHAM DAHIR SHEIKH MOHAMOUD

Supervised By

Associate Professor Dr.Mohamed Yazam Sharif

@ ILHAM DAHIR SHEIKH May 2009

Universiti Utara Malaysia,

All rights reserved.

PERMISSION TO USE

In presenting this thesis as a partial fulfillment of the requirement for master degree from the Northern University of Malaysia, Sintok, and Kedah. I agree that the library of this University may make it freely available for inspection. I also agree that permission to copy this thesis in any manner, in whole or in parts, for scholarly purposes may be granted by the lecturer or lecturers who had supervised this thesis, or in their absence, by the Dean of faculty of Human and Social Development to which this thesis is submitted. It is understood that any copying or publication or use of this thesis or parts thereof for financial gains shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Northern University of Malaysia for any scholarly use which may be made on any of the material presented in this thesis.

Request for permission to copy or make use of materials in this thesis in whole or parts should be addressed to:

Dean

College of Business

University Utara Malaysia

06010 Sintok,

Kedah Darulaman, Malaysia

DISCLAIMER

The author is responsible for the accuracy of all opinion, technical comment, factual report, data, figures and illustrations in this dissertation. The author bears full responsibility for the checking whether material submitted is subject to copy right or ownership right. UUM does not accept any liability for the accuracy of such comment, report and other technical and factual information and the copyright or ownership right claims.

Date:_____

Student Signature:_____

Dedication

*I dedicated this book for my lovely and sweetly husband
DR.ABDULKHALIQ OSMAN SHEIKH, and my heart and
beloved children such as my Son Abdullah Abdulkhaliq
Osman Sheikh and my Daughter Amiira Abdulkhaliq Osman
Sheikh*

ABSTRACT

The main purpose of this study was to” the role of work motivation on employee Performance”. This study in an assessment of this purpose used deductive approach in which a qualitative research was carried out among students at of MUGDISHO UNIVERSITY (MU) who are assumed to be future employees .The research was intended to get their responses on what they feel is (are) the best factors that could motivate them as future employees among a list of ten motivational factors. In this light the study sets to identify the most ranked factors among the ten motivational factors. The analysis from the empirical findings showed that Job satisfaction” was the most ranked factor for both sub groups that made up the sample research. However a study from previous researches used in this study showed that different results could be obtained from different groups of already working employees. This study therefore can be seen as an introduction to a more detailed study to be carried by future researchers on the field of employee’s motivation

ACKNOWLEDGEMENT

First, I would like to express my deepest gratitude to my Allah who facilitated me to complete my graduate thesis successfully and easily.

After my almighty Allah who endowed me the completeness of this research, I would like to express deepest thanks to my supervisor Associate Professor Dr. Mohmad Yazam Sharif, for the help guides, encouragement, constant support ,tireless guidelines, instructions and suitable corrections that he provided me. Without his guidance, this thesis wouldn't have been published.

I like to express my deepest and special thanks to my lovely Husband Dr Abdulkhaliq Osman Sheikh who encouraged me to continue in my Master Degree and also for giving me endless caring and support, thanks for being in my side always and motivating me to be tolerance for faced challenges and making scarifies to achieve my objectives, thanks for being the source of my intuition & creativeness, overall he supported me morally and financially and without him I didn't achieve any success in my education and my life .

I would like to thank my Uncle Mr. Abdulqadir Khalif Mo'alim who helped me to give feedbacks and appropriate comments also harmonizing my chain of thoughts and giving me a directions and effective guides to handle my project paper.

Last but not least, I wish to thank all my dearest family members, especially, my beloved Mother Hakima C.Raxman Mohamed and my Father Prof. Dahir Sheikh Mohamoud and my great brothers Mr. Mohamed Dahir Sheikh, Mr. Isma'il Dahir Sheikh, and Prof. Omar Dahir Sheikh for being my side since I left home. Also I would like to thank my beloved sisters Miss Amal Dahir Sheikh, Mrs. Idil Dahir Sheikh, Mrs Ayan Dahir Sheikh, Miss. Mariam Dahir Sheikh, and Miss Badria Osman Sheikh, and particular thanks goes to my beloved young sisters Miss. Asma Dahir Sheikh and Miss. Rahma Adam Sheikh Nur who helped me in caring my children during my studies.

Finally, I would like to thank my special dear friends Miss. Su'ad Ibrahim Haj Habibullah & Miss. Ikram Abdi Mohamud that give me a lot of efforts and endless supports to get my data and to make it suitable arrangement and also formulate scarified to finish my thesis and helping the study as whole, and also Mrs. Hani Abdurrahman Mohamed and all my friends.

TABLE OF CONTENTS

PERMISSION TO USE.....	I
DISCLAIMER.....	II
DEDICATION.....	III
ABSTRACT	IV
ACKNOWLEDGEMENT	V
TABLE OF CONTENTS.....	VI

CHAPTER ONE

1.1-Introduction.....	1
1.2 Problem statement	4
1.3Research questions	7
1.4 Objectives of study	8
1.5 Theoretical frameworks.....	9
1.6 significance of study	10
1.7. Limitations of the Study.....	10
1.8 Definitions.....	11
1.8.1. Motivation.....	11
18.2. Role of financial motivation.....	11
1.8.3. Employee satisfaction.....	12
1.8.4. Organizational Goals.....	12
1.8.5. Organizing.....	12
18.6. Employee attitudes.....	12
1.8.7. Performance.....	13
1.8.8. Efficiency.....	13
1.10 Summary of Subsequent Chapters	14

CHAPTER TWO

Literature Review

2.1 Introduction	15
2.2 .What is motivation	15
2.3. Motivational theories.....	17
2.4. History and explanation of Maslow's Hierarchy of needs	24
2.5 .Organizational/managerial applications of Maslow need theory	27
2.6 .Criticisms of Maslow's need theory.....	29
2.7 .Empirical studies on employees motivation using Maslow's model.....	31
2.8. Conclusions.....	34

CHAPTER THREE

RESEARCH METHOD AND DESIGN

3.1 Introduction	36
3.2 Sample.....	36
3.3 Choice of investigating factors	37
3.4 Data analysis	39
3.5 Quality of the research design.....	39
3.5.1 Validity	39
3.5.2 Reliability	41
3.6 Degree of Generalization.....	41

CHAPTER FOUR

EMPIRICAL FINDINGS

4.1 Introduction.....	43
4.2 Findings	43
4.2.1 Gender (male/female).....	48
4.2.2 Age Group.....	49
4.3 Conclusion	50

CHAPTER FIVE

DICUSSIONS OF FINDINGS

5.1 Introduction.....	51
5.2 Analysis of empirical findings	51
5.3 Comparison of the ranking of primary factors	53
5.4 Gender.....	58
5.5 Age Group	59
5.6 Conclusions	60

CHAPTER SIX

CONCLUSIONS

6.1 Introduction	61
6.2 Summary of the results	61
6.3 Recommendations to the future researchers.....	66
References	67

CHAPTER I

INTRODUCTION

1.1 INTRODUCTION

This chapter starts by presenting a background and discussion of the selected topic of this research. At the end of this discussion the research question is formulated and the main purpose of this research is established. Hopes this research to contribute and get more reliable data about employee performance. When looking at factors that affect job satisfaction, I find that Agency theory might be helpful as it explains the extent to which organization needs to think of their human resource responsible in producing the output needed by organizations to meet shareholders value.

Agency theory is concerned with issues related to the ownership of the firm when that ownership is separated from the day-to-day running of the organization. It assumes that in all but owner- managed organizations the owner or owners (known in agency theory as the “principal”) of an organization must vest authority to an “agent”-corporate management- to act on their behalf. Harrison R and Kessels J. (2004, Pp 25-26) The principal recognizes the risk, here and act on the assumption that any agent will look to serve its own as well as the principal interests as it fulfils it contract with that principal. However, this is not the situation in real life situation. All agents are perceived to be opportunistic (Williamson, 1985; Seth and Thomas, 1994).

These approaches to examining the problems of human exchange derived from the field of finance and economics but they are often applied to the study of shareholders Risk

The contents of
the thesis is for
internal user
only

References

Adams, J. (1963) 'Toward an Understanding of Inequity', Journal of Social Psychology, Vol. 67: 422-43

Aldermen, C. (1972) 'An Organizational Syndrome', Administrative Science Quarterly, Vol. 12: 440-460

Antonioni, D. (1999), "What motivates middle managers"? Industrial Management, Nov,- Dec, Vol. 41, No 6, pp. 27-30.

Argyris, C (1964) Integrating the individual and the organization, John Wiley & Sons, New York.

Argyris, C. (1957) Personality and Organization New York: Harper & Row.

Arnold, H. (1976) 'Effects of performance feedback and extrinsic reward upon high intrinsic Motivation', Organizational Behavior and Human Performance, Vol. 17: 275-288.

Arnold, V., Krapels, R. (1996) 'Motivation: A Reincarnation of Ideas', Human Resources, May/June: 8-10.

Basset-Jones, N. & Lloyd, G.C. (2005), "Does Herzbergs Motivational Theory have staying power"? Journal of Management Development, Vol.24, No.10, pp. 57-56

Baker, D., Randall, D., Ravichandran, R. (1989) 'Exploring Contrasting Formulations of Expectancy Theory', Decision Sciences, Vol. 20: 1-12.

Baker, D., Randall, D., Ravichandran, R., (1989) 'Linear and Nonlinear Valence Functions: A Behavioural Decision-Making Assessment', Decision Sciences, Vol. 20: 685-699.

Baker, G., Gibbs, M., Holmstorm, B. (1994) 'The Internal Economics of the Firm: Evidence from Personal Data', The Quarterly Journal of Economics, Nov 1994: 881-917.

Bartol, K. (1976) 'Expectancy Theory as a predictor of female occupational choice and Attitude toward business', Academy of Management Journal, Vol. 19: 669-675.

Beckman, M. (1982) 'A Production Function for Organizations Doing Case Work', Management Science, Vol. 28 No. 10: 1159-1165.

Beckmann, M., (1977) 'Management Production Functions and the Theory of the Firm', Journal of Economic Theory, Vol. 14: 1-18.

Behling, O., Starke, F. (1973) 'The postulates of expectancy theory', Academy of Management Journal, Vol. 16: 373-388.

Ben-ner, A., Jones, D., (1995) 'Employee Participation, Ownership and Productivity: A Theoretical Framework', Industrial Relations, Vol. 34, No. 4: 532-553.

Bennis, W. (1966) Changing Organizations New York: McGraw-Hill

Blauner, R. (1964) Alienation and freedom: The factory worker and his industry, Chicago: Chicago University Press.

Boal, K., Cummings, L. (1981) 'Cognitive Evaluation Theory: An Experimental Test of Processes and Outcomes', Organizational Behavior and Human Performance, Vol. 28: 289- 310.

Boal, K., Cummings, L. (1981) 'Cognitive Evaluation Theory: An Experimental Test of Processes and Outcomes', Organizational Behavior and Human Performance, Vol. 28: 289- 310.

Boissoneau, R., (1989) 'New approaches to managing people at work', The Health Care Supervisor, July 1989 7(4), 67-76.

Bong, M. (1996) 'Problems in Academic Motivation Research and Advantages and Disadvantages of Their Solutions', *Contemporary Educational Psychology*, Vol. 21, No.2: 149-165.

Boucher, T. (1988) 'Adam Smith and the Humanists: An Enquiry into the Productivity of Labour Controversy', *IIE Transactions*, Vol. 20, No. 1: 73-82.

Boxeman, D., Kacmar, M. (1997) 'A cybernetic Model of Impression Management Processes in Organizations', *Organizational Behavior and Human Decision Processes*, Vol. 69, No. 1: 9-30.

Brass, D. (1981) 'Structural relationships, job characteristics and worker satisfaction and performance', *Administrative Science Quarterly*, Vol. 26: 331-348.

Brass, D., (1981) 'Structural Relationships, Job Characteristics and Worker Satisfaction and Performance', *Administrative Science Quarterly*, Vol. 26: 331-348.

Brayfield, A., Rothe, H. (1951) 'An Index of Job Satisfaction', *Journal of Applied Psychology*, Vol. 35, No. 5: 307-311.

Brehmer, B (1974) 'Hypotheses about relations between scaled variables in the learning of probabilistic inference tasks', *Organizational Behavior and Human Performance*, Vol. 11:

Brown, S., Peterson, R., (1994) 'The Effect of Effort on Sales Performance and Job Satisfaction', *Journal of Marketing*, Vol. 58: 70-80.

Butler, J., Womer, K. (1985) 'Hierarchical vs. non-nested tests for contrasting expectancy valence. Models', *Multivariate Behavioral Research*, Vol. 20: 335-352.

Calder, B., Straw, B. (1975) 'The self-perception of intrinsic and extrinsic motivation', *Journal of Personality and Social Psychology*, Vol. 35: 599-605.

Chen, MS., Chung, J., (1989) 'Note on the Production Function for Organizations doing Case Work', Mathematical Social Sciences, 19: 135-141.

Child, J. (1984) 'Organization structure, environment and performance: The role of strategic choice', Sociology, Vol. 6: 1-22.

Chinoy, E. (1955) American Workers and the American Dream, New York: Doubleday

Chitester, D. (1992) 'A model for Analyzing Jobsite Productivity', AACE Transactions, C.3.1-C.3.5.

Clarkson, P., Shaw, P., (1992) 'Human Relationships at Work in Organizations', Management Education and Development, Vol. 23: 18-29.

Clegg, S. (1990) Modern Organizations, Sage, p. 10

Cohen, J., Cohen, P (1975) Applied multiple regression/correlation analysis for the behavioral sciences, New York: Wiley

Conlon, E. (1980) 'Feedback about personal and organizational outcomes and its effect on Persistence of planned behavioral changes', Academy of Management Journal, Vol. 23: 267-286.

Corbo, A., Kleiner, B. (1991) 'How to Effectively Link Compensation with Performance', IM, May/June 1991: 21-22.

Dalton, G. (1971) Motivation and Control in Organizations, Ill.: R.D. Irwin

Davis, J. (1969) Group Performance, Reading, MA: Addison-Wesley.

Davis, L. (1958) 'Job design and productivity: A new approach', Personnel, Vol. 33: 418-430

DeBacker, T., Nelson, R. (1999) 'Variations on an Expectancy-Value Model of Motivation in

Science', Contemporary Educational Psychology, Vol. 24: 71-94.

DeCarlo, T., Teas, R., McElroy, J. (1997) 'Salesperson Performance Attribution Processes and the Formation of Expectancy Estimates', *Journal of Personal Selling and Sales Management*, Vol. XVII No.3: 1-17.

Deci, E. (1972) 'The effects of contingent and non-contingent rewards and controls on intrinsic motivation', *Organizational Behavior and Human Performance*, Vol. 8

Deci, E. (1975) 'Notes on the Theory and Metatheory of Intrinsic Motivation', *Organizational Behaviour and Human Performance*, Vol. 15: 130-145.

DeNisi, A., Randolph, W., Blencoe, A. (1982) 'Level and source of feedback as determinants of feedback effectiveness', *Proceedings, Academy of Management*, 175-179.

Diener, E & Diener, M. (1995), "cross-cultural correlates of life satisfaction and self-esteem", *Journal of personality and Social Psychology*, April, Vol. 68, issue 4, pp 161-163.

Doucouliafos, C. (1995) 'Worker Participations and Productivity in Labour-managed and Participatory Capitalist Firms: A Meta-Analysis', *Industrial and Labour Relations Review*, Vol. 49, No. 1: 58-75.

Dow, G. (1988) 'Configuration and Coactivational Views of Organisational Structure', *Academy of Management Review*, Vol. 13, No. 1: 53-64.

Drago, R. (1988) 'Quality Circle Survival: An Exploratory Analysis', *Industrial Relations*, Fall: 336-351.

Dweck, C. (1996) 'Capturing the dynamic Nature of Personality', *Journal of Research in Personality*, 30: 348-362.

Eaton, A., Voos, P. (1992) 'Unions and contemporary innovations in work organization, compensation, and employee participation', in *Unions and Economic Competitiveness*,

Mishel, L. and Voos, P., eds, Sharpe, M., Armonk: 173-215.

Eaton, N., Thomas, P., (1997) 'Job Diagnostic Surveys of Pediatric Nursing: An Evaluative Tool', Journal of Nursing Management, Vol. 5: 167-173

Edwards, A (1954) Statistical Methods for the Behavioral Sciences, New York: Rinehart

Evans, P. (1975) Motivation, London: Methuen.

Farr, J., (1976) 'Task Characteristics, Reward Contingency and Intrinsic Motivation', Organizational Behavior and Human Performance, Vol. 16: 294-307.

Farr, J., Vance, R., McIntyre, R. (1977) 'Further Examinations of the Relationship between Reward Contingency and Intrinsic Motivation', Organizational Behavior and Human Performance, Vol. 20: 31-53.

Fayol, H. (1914) General and Industrial Management, London: Pitman Publishing

Friedlander, F. (1964), "Job characteristics as satisfiers and dissatisfies", Journal of applied Psychology, Vol.48, No.6, pp. 388-399..

Friedlander, F. (1966) "Motivation to work and Organizational Performance", Journal of Applied Psychology, Vol. 50, No. 2, pp. 143-152.

Friedlander, F. (1966b) "importances of work versus none work among social occupationally Stratified groups." Journal of Applied Psychology, Vol. 50, No. 6, pp. 437-443.

Fisher, C. (1978) 'The effects of personal control, competence, and extrinsic reward systems on intrinsic motivation', Organizational Behavior and Human Performance, Vol. 21: 273-

Ford, R. (1976) Motivation through the work itself, New York: American Management Association.

Gannon, M., Paine, F. (1974) 'Unity of Command and Job Attitudes of Managers in a Bureaucratic Organization', Journal of Applied Psychology, Vol. 59, No. 3: 392- 394.

Ghobadian, A., Husband, T. (1990) 'Measuring total productivity using production functions', International Journal of Production Research, Vol. 28 No. 8: 1435-1446.

Goldthorpe, J. (1968) The Affluent Worker: Industrial attitudes and behavior, London: Cambridge at the University Press.

Grellor, M., Herold, D. (1975) 'Sources of feedback: A preliminary investigation', Organizational Behavior of Human Performance, Vol. 13: 224-256.

Gordon, G. (1965), "The relationship of Satisfies and Dissatisfies to Productivity, Turnover and Morale", American Psychologist, Vol. 20, pp.499.

Graham, M.W & Messner, P.E (1998), "Principals and job satisfaction", International Journal of Education Management, Vol. 12, No. 5, pp196-204.

Gulick, L. (1937) 'Notes on the theory of organization', Institute of Administration: 3-35
Guzzo, R. (1979) 'Types of rewards, cognitions, and work motivation', Academy of Management Review, Vol. 4: 75-86.

Hackman, J., Oldham, G. (1980) Work redesign, Mass.: Addison-Wesley.

Hackman, R., Oldham, G., (1976) 'Motivation through the Design of Work: Test of a Theory', Organizational Behaviors and Human Performance, Vol. 16: 250-279.

Harrell, A., Stahl, M. (1981) 'A behavioral decision theory approach for measuring McClelland's trichotomy of needs', Journal of Applied Psychology, Vol. 66: 242-247.

Harrell, A., Stahl, M. (1986) 'Additive information processing and the relationship between expectancy of success and motivational force', Academy of Management Journal, Vol. 29: 424-433.

Hassen, A. (1996) 'Opel Eisenach GMBH – Creating a High-Productivity Workplace', *Organizational Dynamics*, Spring 1996: 80-85.

Helepota, H.A. (2005) "Motivational Theories and their application in construction", *Cost Engineering*, Vol. 47, No. 3 pp. 14-35.

Harpaz, I. (1990), "The importance of work goals: An international perspective", *Journal of International Business Studies*, Vol. 21, issue 1, pp.75-100.

Hersey, P. & Blanchard, K. (1996) "Management of Organizational behavior", Prentice- Hall, Inc, Englewood Cliffs, N.J, pp.34-35.

Herberg, F. (1987), "One More Time: How Do You Motivate Employees"? *Harvard Business Review*, January, Vol.81, Issue 1-8, pp. 86-96.

Hersberg, F. (1988) "Workers Needs: the same around the world", *Industry week*, 21 September, pp. 29-32, 34.

Herzberg, F. (1959) *The Motivation to Work*, London: J. Wiley

Herzberg, F., Mausner, B., Snyderman, B. (1959) *The motivation to work*, New York: John Wiley & Sons.

Holloway, K. (1996) 'Goal Setting for Self-Improvement', *Scholastic Coach*, Vol. 61, No.

5: Hopwood, T. (1974) *Accounting and human behaviour*, London: Haymarket Publishing

Hulin, C., Blood, M. (1968) 'Job Enlargement, Individual Differences and Worker Responses', *Psychological Bulletin*, Vol. 69: 41-55.

Ilgen, D., Fisher, C., Taylor, M. (1979) 'Consequences of individual feedback on behavior in organisations', *Journal of Applied Psychology*, Vol. 7: 359-371.

Ilgen, D., Mitchell, T., Fredrickson, J. (1981) 'Poor performance: Supervisors' and

subordinates' response', Organisational Behaviour and Human Performance, Vol. 27: 386- 410.

James, L., Jones, A. (1976) 'Organizational Structure: A Review of Structural Dimensions and their Conceptual Relationships with Individual Attitudes and Behaviour', Organisational Behaviour and Human Performance, Vol. 16: 74-113.

Johnson, P., Gill, J. (1993) Management Control and Organisational Behaviour, London: Paul Chapman Publishing.

Kanter, R. (1968) 'Commitment and social organization: A study of commitment mechanisms in utopian communities', American Sociological Review, Vol. 33: 499-517

Katz, R. (1978) 'Job longevity as a situational factor in job satisfaction', Administrative Science Quarterly, Vol. 23: 204-223.

Kelman, H. (1961) 'Process of opinion change', Public Opinion Quarterly, Vol. 25: 58 78

Kennish, J. (1994) 'Motivating with a Positive, Participatory Policy', Security Management, August 1994: 22-23.

Keren, M., Levhari, D. (1979) 'The Internal Organisation of the Firm and the Shape of Average Costs', The Bell Journal of Economics, 1979 474-486.

Kim, J., Schuler, R. (1979) 'The nature of the task as a moderator of the relationship between extrinsic feedback and employee responses', Academy of Management Journal, Vol. 22: 157-

Kochen, M., Deutsch, K., (1974) 'A note on Hierarchy and coordination: An Aspect of Decentralisation', Management Science, Vol. 21, No.1: 106-114.

Katz, R. (2005) "Motivating Technical Professionals Today", Journal of Research Technology Management, Nov-Dec, vol. 48, Issue 8, pp. 21-30.

Kovach, K.A. (1987) "What motivates Employees? Workers and Supervisors give different answers", *Business Horizons*, Sept/Oct, Vol. 30, No. 6, pp. 58-65.

Kohn, M. (1971) 'Bureaucratic Man: A Portrait and an Interpretation', *American Sociological Review*, Vol. 36: 461-474.

Komaki, J., Heinzmann, A., Lawson, L. (1980) 'Effect of training and feedback: Component analysis of a behavioural safety program', *Journal of Applied Psychology*, Vol. 65: 261-270

Kruglanski, A., Alon, W., Lewis, T. (1972) 'Retrospective misattribution and task enjoyment', *Journal of Experimental Social Psychology*, Vol. 8: 493-501.

Land, K. (1969) 'Principles of path analysis', *Sociological Methodology*, San Francisco: Jossey-Bass.

Landy, F., Becker, W. (1987) 'Motivational theory reconsidered', *Research in Organizational Behaviors*, Vol. 9: 1-38.

Lawler et al (1992) *Employee Involvement and Total Quality Management*, San Francisco: Jossey-Bass

Lawler, E. (1973) *Motivation in work organizations*, Monterey, CA: Brooks/Cole

Lawler, E. (1974) 'The individualized organization: Problems and promise', *California Management Review*, Vol. 17: 31-39.

Lawrence, P., Lorsch, J. (1967) *Organization and environment: Managing differentiation and integration*, Boston: Harvard University.

Leavitt, H. (1951) 'Some effects of certain communication patterns on group performance', *Journal of Abnormal and Social Psychology*, Vol. 46: 38-50.

Levine, D., Tyson, L. (1990) 'Participation, Productivity, and the Firm's Environment', in *Paying for Productivity*, Blinder, A ed., Washington: Brookings 183-243.

Liddell, W., Soloman, R. (1977) 'A Total and Stochastic Test of the Transitivity Postulate Underlying Expectancy Theory', Organizational Behaviors and Human Performance, Vol. 19: 311-324.

Liddell, W., Solomon, R. (1977) 'A Total and Stochastic Test of the Transitivity Postulate Underlying Expectancy Theory', Organizational Behaviors and Human Performance, Vol. 19: 311-324.

Locke, E. (1968) 'Toward a theory of task motivation and incentives', Organisational Behaviors and Human Performance, Vol. 31: 157-189

Maloney, W., McFillen, J. (1985) 'Valence of and Satisfaction with Job Outcomes', Journal of Construction Engineering and Management, Vol. 111, No. 1: 53-73

Maranto, C. (1994) 'Employee Participation: An Elevation of Labor Policy Alternatives', Contemporary Economic Policy, Vol. XII: 57-65

Marshall, M., (1998) 'Scottish Economic Thought and the High Wage Economy: Hume, Smith and McCulloch on Wages and Work Motivation', Scottish Journal of Political Economy, Vol. 45, No. 3: 309-328

Maslow, A (1943) 'A theory of human motivation', Psychological Review, Vol. 1: 370-396.

Mayes, B. (1978) 'Some boundary considerations in the application of motivation models', Academy of Management Review, Vol. 3: 51-58

Mayo, E. (1945) Social Problems of an Industrial Organisation, Boston, Harvard University

McGregor, D. (1960) The Human Side of Enterprise New York: McGraw-Hill

McInnes, J., Carleton, W. (1982) 'Theory, Models and Implementations in Financial

Management', *Management Science*, September 1982.

Meece, Judith L., Wigfield, A., Eccles, J. (1990) 'Predictors of Math Anxiety and Its Influence on Young Adolescents' Course Enrollment Intentions and Performance in Mathematics', *Journal of Educational Psychology*, Vol. 82, No. 1: 60

Miller, G (1956) 'The magical number seven plus or minus two: Some limits on our capacity for information processing', *Psychological Review*, Vol. 64: 81-97.

Mintzberg, H. (1979) *the Structuring of Organizations: A Synthesis of the Research*,

London: Prentice-Hall
Mischel, W. (1976) *Introduction to personality*, New York: Holt, Rinehart and Winston.

Mitchell, D. et al (1990) 'Alternative Pay Systems, Firm Performance and Productivity', in *Paying for Productivity*, Blinder, A ed., Washington: Bookings 15-94.

Mitchell, T (1982) 'Expectancy-value models in organizational psychology', In N. T. Feather (Ed.), *Expectations and actions: Expectancy-value models in psychology*, Hillsdale, NJ: Erlbaum.

Mooney, J., Reiley, A. (1939) *The Principles of Organization*, New York: Harper

Moorhead, G., Griffin, R. (1995) *Organizational Behaviors: Managing people and*

organizations, Boston: Houghton Mifflin
Morgan, G. (1986) *Images of Organisation*, London: Sage

Muramatsu, R., Miyazaki, H., Ishii, K. (1987) 'A Successful Application of Job Enlargement/Enrichment at Toyota', *IIE Transactions*, Vol. 19, No. 4: 451-459.

Nadler, D., Lawler, E. (1983) 'Motivation: A diagnostic approach', In J.R. Hackman, E.E.

Lawler III, and L.W. Porter (Eds.), *Perspectives on Behaviour in Organizations*, 2nd ed. New York: McGraw-Hill, 67-78.

Naylor, J., Pritchard, R. & Ilgen, D. (1980) *A theory of behaviour in organisations*, New York: Academic Press.

- Newsom, W., (1990) 'Motivate, Now!', Personnel Journal, Feb 1990: 51-55*
- Offe, C. (1976) Industry and inequality: the achievement principle in work and social status, London: Edward Arnold.*
- Ogunlana, S., Chang, WP. (1998) 'Worker motivation on selected construction sites in Bangkok, Thailand', Engineering, Construction and Architectural Management, Vol. 5: 68-81*
- Oldham, G., (1976) 'Job Characteristics and Internal Motivation: The Moderating Effect of Interpersonal and Individual Variables', Human Relations, Vol. 29, No. 6: 559-569.*
- Oldham, G., (1976) 'The Motivational Strategies used by Supervisors: Relationships to Effectiveness Indicators', Organisational Behaviour and Human Performance, Vol. 15: 66 86.*
- Oldham, G., Hackman, R., (1981) 'Relationships Between Organisational Structure and Employee Reactions: Comparing Alternative Frameworks', Administrative Science Quarterly, Vol. 26: 66-81.*
- Parker, D., Dyer, L. (1976) 'Expectancy theory as a within-person behavioural choice model: An empirical test of some conceptual and methodological refinements', Organisational Behaviour and Human Performance, Vol. 27: 213-226.*
- Parker, S. (1972) The Sociology of Industry, London: Allen and Unwin Pavett, C., (1983) 'Evaluation of the Impact of Feedback on Performance and Motivation', Human Relations, Vol. 36, No. 7: 641-654.*
- Payne, R., Fineman, S., Wall, T. (1976) 'Organisational Climate and Job Satisfaction: A Conceptual Synthesis', Organisational Behaviour and Human Performance, Vol. 16: 45-62*
- Peck, W., (1993) 'Motivating Technical Employees', Civil Engineering, April 1993: 68-69*
- Perrow, C (1967) 'A framework for comparative organisational analysis', American*

Sociological Review, Vol. 32: 354-372.

Peters, L. (1977) 'Cognitive Models of Motivation, Expectancy Theory and Effort: An Analysis and Empirical Test', Organisational Behaviour and Human Performance, Vol. 20: 129-148.

Peters, L. (1977) 'Cognitive Models of Motivation, Expectancy Theory and Effort: An Analysis and Empirical Test', Organisational Behaviour and Human Performance, Vol. 20: 129-148.

Pierce, J., Dunham, R. (1978) 'The measurement of perceived job characteristics: The Job Diagnostic Survey versus the Job Characteristics Inventory', Academy of Management Journal, Vol. 21: 123-128.

Pinder, C. (1976) Work Motivation: Theory, Issues, and Applications, Glenview, IL: Scott, Foresman and Company.

Porac, J., Salancik, G. (1981) 'Generic Over justification: The Interaction of Extrinsic Rewards', Organisational Behaviour and Human Performance, Vol. 27: 197-212

Porter, L., Lawler, E. (1968) Managerial attitudes and performance, Homewood, Ill: Irwin Dorsey.

Pritchard, R., DeLeo, P., Von Bergen, C., (1976) 'A Field Experimental Test of Expectancy-Valence Incentive Motivation Techniques', Organisational Behaviour and Human Performance, Vol. 15: 355-406.

Quick, T. (1989) 'The Best Kept Secret for Increasing Productivity', Sales and Marketing Management, July 1989: 34-38.

Rarick, C. (1987) 'Self-Determination: The New Management Paradigm', Advanced

Management Journal, Summer 1990: 47-51

Reinhardt, L., Wahba, M. (1976) 'A Test of Alternative Methods of Expectancy Theory', Human Relations, Vol. 29, No. 3: 257-272

Ritter, J., Taylor, L. (1997) 'Economic Models of Employee Motivation', Review, Sept/Oct 1997: 3-21

Robey, D., Sales, C. (1994) Designing Organisations, Illinois: Irwin

Romei, L., (1995) 'Secrets of Productivity: I'll Tell Everybody I Know', Managing Office Technology, April 1995: 13

Rousseau, D. (1978) 'Issues of level in organisational research: Multi-level and cross-level perspectives', Research in Organisational Behaviour, Vol. 7: 1-37

Rousseau, D., (1977) 'Technological Differences in Job Characteristics, Employee Satisfaction and Motivation: A Synthesis of Job Design Research and Sociotechnical Systems Theory', Organisational Behaviour and Human Performance, Vol. 19: 18-42

Rynes, S., Lawler, J. (1983) 'A policy-capturing investigation of the role of expectancies in decisions to pursue job alternatives', Journal of Applied Psychology, Vol. 68: 620-631

Schein, E (1980) Organisational culture and leadership, San Francisco: Jossey-Bass

Schunk, D. (1990) 'Introduction to the Special Section on Motivation and Efficacy', Journal of Educational Psychology, Vol. 82, No. 1: 3

Schwartz, H. (1983) 'Maslow and the Hierarchical Enactment of Organisational Reality', Human Relations, Vol. 36, No. 10: 933-956.

Scott, W. (1975) 'The Effects of Extrinsic Rewards on "Intrinsic Motivation"', Organisational Behaviour and Human Performance, Vol. 15: 117-129

Sedeck, S (1977) 'An information processing model and approach to the study of motivation', Organisational Behaviour and Human Performance, Vol. 15: 47-77

Sheridan, J., Richards, M., Slocum, J. (1974) 'Expectancy theory as a lead indicator of job behaviour', Decision Sciences, Vol. 5: 507-522.

Sheridan, J., Richards, M., Slocum, J. (1975) 'Comparative analysis of expectancy and heuristic models of decision behaviour', Journal of Applied Psychology, Vol. 60: 361-368.

Shiflett, S., Cohen, S. (1982) 'The shifting salience of valence and instrumentality in the prediction of perceived effort, satisfaction and turnover', Motivation and Emotion, Vol. 6: 65- 78.

.Shenkel, R. & Gardner, C.(2004), "Five ways to retain good staff", Family Practice Management, Nov-Dec, pp. 57-59.

Shipley, D. & Kiely, J (1998) "Motivation and Dissatisfaction of Industrial workers-How relevant is Maslows Theory" European Journal of Marketing, Vol. 22, Issue 1, pp.17-24.

Steers, R.M., Mowday, R.T.& Shapiro, D.L (2004), "The future of work motivation Theory", Academy of Management Review, Vol.29, No.3 pp.379-387).

Slovic, P., Fischhoff, B., Lichtenstein, S. (1977) 'Behavioural decision theory', Annual Review of Psychology, Vol. 28: 1-39.

Stahl, M., Harrell, A., (1981) 'Modelling Effort Decisions with Behavioural Decision Theory: Toward an Individual Differences Model of Expectancy Theory', Organisational Behaviour and Human Performance, Vol. 27: 303-325.

Stanworth, M. (1977) Behavioural sciences for managers, London: Edward Arnold

Staw, B (1977) 'Motivation in Organisations: Toward synthesis and redirection', New Directions in Organisational Behaviour, Chicago: St. Clair Press.

- Steers, R. (1987) Motivation and Work Behaviour, London: McGraw Hill*
- Stone, E. (1976) 'The Moderating Effect of Work-Related Values on the Job Scope – Job Satisfaction Relationship', Organisational Behaviour and Human Performance, Vol. 15: 147-*
- Stone, E. (1976) 'The Moderating Effect of Work-Related Values on the Job-Scope Satisfaction Relationship', Organizational Behaviour and Human Performance, Vol. 15: 147- 167*
- Taylor, F. (1911) The Principles of Scientific Management, New York: Harper*
- Taylor, M., (1981) 'The Motivational Effects of Task Challenge: A Laboratory Investigation', Organisational Behaviour and Human Performance, Vol. 27: 255-278*
- Terborg, J. (1977) 'Women in management: A research review', Journal of Applied Psychology, Vol. 62: 647-664*
- Thompson, J. (1967) Organisations in action, New York: McGraw-Hill*
- Urwick, L. (1943) The Elements of Administration New York: Harper*
- Vancouver, J., (1996) 'For Organisations Behaviour: Understanding Humans, Organisations, and Social Processes', Behavioural Science, Vol. 41: 165-203.*
- Verespej, M. (1988) 'Bluecollar Incentives', Industry Week, July 4: 41-46*
- Vroom, V. (1964) Work and Motivation, New York: Wiley.*
- Vroom, V. (1966) 'Organisational Choice: A Study of pre- and post-decision processes' Organisational Behaviour and Human Performance, Vol. 1: 212-225.*
- Wahba, M., House, R. (1974) 'Expectancy theory in work and motivation: Some logical and methodological issues', Human Relations, Vol. 27: 21-147.*

Wall, T., Clegg, C., Jackson, P., (1978) 'An Evaluation of the Job Characteristics Model', Journal of Occupational Psychology, Vol. 51: 183-196.

Warr, P., Cook, J., Wall, T. (1979) 'Scales for the measurement of some work attitudes and aspects of psychological well-being', Journal of Occupational Psychology, Vol. 52: 129-148.

Warr, P., Cook, J., Wall, T. (1979) Overall Job Satisfaction, In: Cook, J., Hepworth, S., Wall, T., Warr, P. (1981) Experience of work: A compendium and review of 249 measures and their use, New York: Academic Press.

Warrick, D., Zawacki, R. (1984) Supervisory Management, Harper and Row