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ÇALIŞAN MOTİVASYONUN İŞ TATMİNİ ÜZERİNDEKİ ETKİSİ: CARPHONE WAREHOUSE ÜZERİNDE BİR ARAŞTIRMA¹

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Öz

Bu çalışmada vaka analizi yöntemi uygulanmış olup, vaka olarak araştırılmak için Carphone Warehouse şirketi seçilmiştir. Bu şirket bazında çalışan motivasyonu ve çalışan tatmini konuları hem çalışan gözüyle hem de yöneticiler gözüyle incelenmiş olup, aradaki farklar ortaya konmuştur. Bu anlamda bu araştırmanın evreni Carphone Warehouse'da çalışan tüm işgörenlerdir. Evrenin büyüklüğü sebebiyle örneklem hesaplamasına gidilmiş ve zaman kısıtlamasından ötürü kolayda örneklem metodu uygulanmıştır. Araştırmanın amacına ulaşmak için birincil veri toplama aracı olarak, hem anket yöntemi hem de görüşme yöntemi kullanılmıştır. Anketler Carphone Warehouse çalışanları ile yapılmış olup, araştırmanın kantitatif tarafını temsil etmektedir. Görüşmeler ise Carphone Warehouse yöneticileri ile yapılmış olup, araştırmanın kalitatif tarafını oluşturmaktadır. Bu anlamda iki metod birlikte kullanılarak araştırmanın sonuçları güçlendirilmiştir. Araştırma sonuçları göstermiştir ki, yöneticilere göre çalışanların motivasyonu önemlidir; ancak çalışanların motivasyon seviyeleri düşüktür. Yine yöneticiler firma için çalışan tatmininin önemli olduğunu belirtmiş olsalar da, anket sonuçlarına göre bu konuda da geliştirilmesi gereken oldukça fazla alan bulunmaktadır.

Anahtar kelimeler: *Çalışan motivasyonu, Çalışan tatmini, Carphone warehouse*

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HOW MOTIVATION OF EMPLOYEES AFFECT THEIR JOB SATISFACTION?: A CASE STUDY ON CARPHONE WAREHOUSE

Abstract

This study utilised case study tactic since the crucial point of this study was to categorise the allusions of individuals' motivation and satisfaction at work in the particular conditions of Carphone Warehouse. This research based on Carphone Warehouse; therefore, the population includes all the workers of the firm. Since analysing the complete population is not feasible due to time limitations, the requirement of sampling has come out. When the sampling method is chosen, limitation of time is considered and consequently with non-probability sampling fundamentals integrated into this study were chosen according to their expediency and convenience. Consequently, this research required gathering both primary and secondary data. In collecting primary data both questionnaire and interview techniques were used. The formed questionnaire was presented with the Carphone Warehouse's staffs, who give an effort in daily tasks of the firm, which characterised the quantitative approach in data gathering while the interviews were conducted with the managers of the company which the characterised the qualitative approach to data collection. According to findings, it is observed from the interview results that the company regards employee enthusiasm important for improving the quality. However, the rate of satisfaction by the employees suggests that there is a space to be improved by the managers to increase the motivation levels of the employees. Considering that creating satisfied employees at work make them more confident it can be said that satisfaction level of the employees need to be improved.

Key words: *Employee motivation, Employee satisfaction, Carphone warehouse*

INTRODUCTION

A framework of the managing performance achievement which staff motivation is extensively deliberated in theory. Thus, motivation is also connected with retaining workers and peak issue of personnel replacement. According to Pinder's theory of employment (1998), motivation is combined with domestic and foreign forces. First of all, domestic forces refer to personal needs and incentives. Secondly, foreign forces refer to surrounding factors. Thus, two major forces begin with job-oriented reactions and establish with route, length, strength, and shape. On the other hand, administrators should be established that workers continue to reach their organisational aims. Regarding this issue, three most important hypotheses, which are Herzberg's Dual Factor Theory (Fitz-enz, 1978), Hackman-Oldham's Job Characteristic Theory (Hackman and Oldham, 1980), and Maslow's Hierarchy of Needs Theory (Maslow, 1987), define the content in the same way that the remarkable tool is covering of employee's requirements in order to boost employee's belonging sense of job community; hence, motivation must be looked at internally and externally.

It is quite credible that the internal factors such as public appreciation, development, safety measure etc. and also the external factors which are brought are by the association please the person. Either internal motivators or external motivators defend their own factors and frequently considered like conniving and contain laudatory, communication, profit or funds (Mak and Sockel, 2001: 267). Long since, three issues, satisfaction at work, performance, and

motivation are being analysed for academic or non-academic purposes. Regarding two subjects, which are successful management or individuals and motivation of employees, have been studied to a large deal; therefore, managers and academics generally agree on these built up theories, which increase employee motivation personally and also enhance satisfaction at work for satisfactory performance. This research has been designed to discover satisfaction and motivation at work for Carphone Warehouse's employees. In achieving this objective following research questions will be answered in this study:

- How Carphone Warehouse is motivating its employees?
- How job satisfaction can be determined in Carphone Warehouse?
- Are employees of Carphone Warehouse motivated?
- Are employees of Carphone Warehouse satisfied with their jobs?
- What is the role of employee motivation and job satisfaction in the success of Carphone Warehouse?
- What can be done to improve the motivation and the satisfaction level of Carphone Warehouse' employees?

LITERATURE

Motivation

Motivation is concerned with “the factors that influence people to behave in certain ways” (Arnold et al., 1991: 12). The three components of motivation as listed by Arnold et al. (1991: 15) are;

- Direction (what person is trying to do)
- Effort (how hard a person is trying)
- Persistence (how long a person keeps on trying)

Motivation is also defined as the main influencing factor for individuals' conducts. Bartol and Martin (1998: 23) suggest that motivation shapes individuals' deeds, stimulates and boost actions, manages behaviour, encourage the desire for continuing. Likewise, Greenberg and Baron (1997: 88) suggest that motivation is a blend of processes that incite, manage and maintain people's activities in order to accomplish a goal. According to this definition, there are three principal elements constituting motivation. These elements are defined as enticement, plan and exercise of the activity. Enticement can be explained as the initial arouse of interest of an individual for obtaining a determined target. On the other hand, plan can be defined as the organisation of activities that people conduct, while exercise of the activity is their persistence in order to reach the goal. If these aspects are to exercise on the staff, it can be suggested that they are more likely to sustain a level of performance when they are stimulated by a probability of a promotion.

Benefits of Employee Motivation

Gram (2001: 71) underlines the importance of employee's motivation for achieving outstanding consumer care. He mentions that stimulation is important for the reliability of individuals. If employees believe that they are a part of the organisation, they attempt to present their best performance regardless of their being on any conditional status.

For the organization, motivation of employees provides huge benefits such as superior financial profits which involve that satisfied employee's consequence in perfect service as well as higher monetary income. Gram (2001: 89) also mentions that satisfied employees are looking for enhanced ways to establish ultimate customer satisfaction by means of better service. On the other hand, establishments and organisations must keep in mind that individual's work activities need to be carefully managed in order to establish a durable partnership between both parties. Therefore, individuals must complete their training on the job to define permanent job opportunities and always be assisted to keep their interest alive to the organizations. Likewise, O'Malley et al. (1999: 24) advise that the success of an organization depends upon the skills of managing manpower provided by motivation. Ed Sykes, with their website www.thesykesgrp.com, point up major six elements of customer care department to keep their workforces motivated. These major six motivation elements of customer care employees are as below;

- Ongoing job training programs: O'Malley et al. (1999: 26) recommends proficiency of manpower is essential for building up new strategies for clients. Thus, ongoing job training programs must be enrolled by individuals for personal achievements and also frequently monitored by supervisors.
- Controlling behaviours: If the employee is frustrated by any negative circumstance and review with the manager and manager has unresponsive feelings then the employee will have similar behaviour. Therefore, the supervisor should always behave result oriented.
- Maintaining support: Superior must share fully supports with the colleagues.
- Warm and sincere response: The customer care team has to deal with several situations continuously. Thus, they should be responded warmly and sincerely by the management in order to keep their motivation.
- Stimulating Customer Care Service: Firms should support and encourage their employees to give an immediate customer response by means of several instruments.
- Improving service quality: Firms must improve their service quality with high level of customer service standards. Thus, customer care team can be motivated separately by the company.

Importance of motivation at work from the managers' point of view is defined above and all above strategies are designed for employees regarding best motivation values. In the point of fact, motivation is a premier tool of management that should be always given best effort in all tasks in order to guarantee excellent customer service. Chris (2007: 10) defines all necessities of motivation for employees:

Workouts: Chris (2007: 11) points that exercise keeps the motivation of the employees strong. The basics of workout and candidates who require workouts must be carefully evaluated by the company management (Chris, 2007: 11).

Considering team member as a decision maker: That kind of action makes individual think as valuable and develops their motivation. In the same way, encouraging taking responsibilities can improve employee's motivation, too (John et al., 2006: 35). This is because; it gives them more space in the association.

Creating satisfied employees at work: If each teammate thinks himself as an equal initiative taker, then he feels as a part of team and feels more confident (Charles, 2006: 28; Gareth and Adam, 2005: 29).

Reliance: If the employees feel trusted by company's management, then they take more responsibilities and perform best effort for customer satisfaction (John et al., 2004: 993).

Wages: The most crucial tool of employee's motivation is the paid wages. However, main issue is establishing wage levels in the fair level. Otherwise, major differences make individuals unenthusiastic and effect to negative results for the firm (Stephen and Sarah, 1994: 4).

At the conclusion, motivation can be expressed as advanced performance in the company environment. Regarding Smith's theory (1997), assembling and keeping on individual's motivation that has need of time and energy due to reality that its effect must be observed in the undertakings. Moreover, the writer advises that when the manpower of a company observes accomplishment, they will be more motivated.

Satisfaction

Satisfaction at work is frequently supposed to be a pleasant or positive excited status consequential from the estimation of work incident (Liu et al., 2008: 685; Locke, 1976). According to the definition of satisfaction at work is a pleasant or optimistic feeling state ensuing from evaluation of individual's duty and work practice and as related to the thoughts and emotions individual have about their job (Beardwell et al., 2004: 271). However, researches have established that a lot of features influence satisfaction at work and among these the most notable are inherent job attributes (Saari and Judge, 2004: 396). Research has demonstrated employees consider the job itself that integrate competition of work, self-sufficiency, capacity and diversity as the most essential when they were demanded to appraise their jobs (Saari and Judge, 2004: 396). Although, relationship occasionally emerges more fragile than supposed, a meta-analysis has established a drastically positive relationship among performance and satisfaction at work (George and Jones, 1997; Liu et al., 2008: 685).

Although, a number of methods calculate the whole intuition of the work, some other methods of satisfaction at work consider definite measurements of the work (Saari and Judge, 2004: 398). Qualitative attitude advise that study about satisfaction at work should be on the basis of assessment of requests, probabilities, motivations and work circumstances at work (Bussing et al., 1999: 1000; Liu et al., 2008: 686).

According to Organisational / Industrial Psychology, background of satisfaction are separated into two different groups, that integrate environmental groups such as features of work, changeability of position, dispute between job-relatives, reimburse; and private qualifications such as behavioural patterns, sexual characteristics, age, differences of cultural and racial and appropriateness to work. Furthermore, there are a huge number of studies regarding job contentment and alternative approaches to work including the ones of Cranny et al. (1992: 101), Locke (1976), Miller (1980) and Spector (1997). Previous job gratifications are the base for current studies and they can be divided into two main classes (Douthit, 1999: 71):

- The ones which deal with job ambiance or job qualifications.
- The ones which deal with personal elements such as previous experiences and individualistic features.

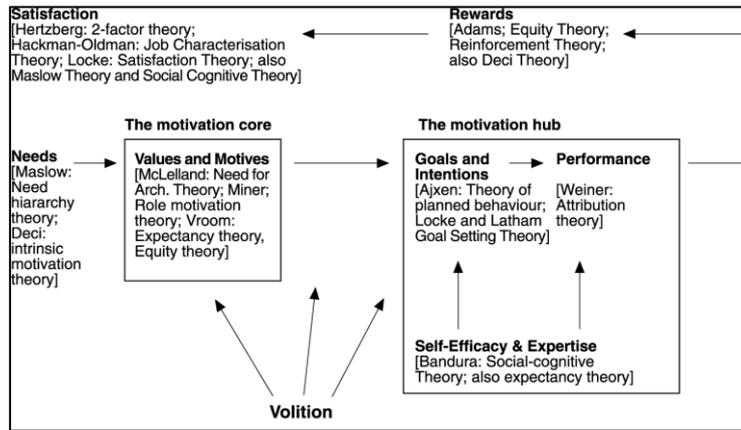
In order to comprehend the nature of job contentment Pfeffer (1991) and Salancik and Pfeffer (1977) have examined the human psychology. Their claim is that human beings as singulars

have the right to choose or have necessities and whether their environment fulfilling enough or not relying on the equality between job conditions and employee expectations.

Hackman and Lawler (1971: 260) and Kalleberg (1977: 126) investigated the correspondence between people and their jobs and it is introduced as a really big significance on worker gratification such as Edwards (1991), Kristof (1996) and Tsang et al. (1991). Studies like Hackman and Lawler (1971: 260), Gruenberg (1980: 248) and Rose (1994: 245) suggest us that motivation is a key factor in combining job features to contentment by claiming motivators being put into duties and operations. The study by Douthit (1999: 69) sees motivation as a big factor in combining people's gratification from their jobs and people's potential and social capital.

The Relationship between Job Satisfaction and Motivation

Regarding concerns of motivation and satisfaction at work, there is an extensive selection of academic approaches. Locke (1991: 290) has undertaken to illustrate several visions into a more holistic through the following chart (Bent et al., 1999: 255).



Source: Locke (1991: 290)

Every single element of the factor has an important function in the process of incentive. Both satisfaction at work and motivation of individuals are essential parts of personnel administration. Motivation is a multifaceted and wide factor; however, researchers of management study define the main features of it as a group of procedures, which arouse guide and sustain individual's attitudes directed to achieving a goal. Locke (1991: 291) defines motivation of employee as the results of motivational tasks. On the other hand, a variety of hypothetical analyses exists regarding the creation of motivation and guidance through an emotion of satisfaction or acceptable result of the employee (Locke, 1991: 292). He also suggests that these complexities affect from the reality that several theories are quantity parts of a broader motivational progression. Furthermore, Pascoe et al.'s case (2002: 1240) defines the connection among motivation and satisfaction at work. They also define seven basics of satisfaction at work and self-confidence in line with parts of the Job Characteristic Model (Hackman and Oldman, 1980) that is stated to be required for motivation and satisfaction at work. The seven fundamentals are integrated with incentive and acknowledgment; circumstances of service; loyalty in organisation towards employees; design of workplace; performance management; importance of work and fidelity to the organisation.

METHODOLOGY

This research required gathering both primary, new data for evaluation and secondary, previously gathered data existing in the literature (Saunders et al., 2012: 102). The formed questionnaire is presented with the Carphone Warehouse's staffs, who give an effort in daily tasks of the firm, which characterizes the quantitative approach in data gathering. Among the qualitative research methods, unstructured interview method is certain in comprehending administration's perception. This research based on Carphone Warehouse; therefore, the population includes all the workers of the firm. Since analysing the complete population is not feasible due to time limitations, the requirement of sampling has come out. Sampling techniques are categorised into two groups, which are probabilistic and non-probabilistic sampling. When probabilistic sampling is employed, every unit has a determined, non-zero probability of being chosen in the sample (Ghauri and Gronhaug, 2010: 43). On the other hand, in non-probabilistic sampling, the units in the population do not possess any determined prospects to being chosen as samples (Sekaran, 2013: 21).

When the sampling method is chosen, limitation of time is considered and consequently with non-probability sampling fundamentals integrated into this study are chosen according to their expediency and convenience. When the data is analysed, methods are divided into two groups depending on the particular research approach. The data collected throughout surveys are computed in statistical study by dealing out data regarding their frequency. According to Veal (2011: 86), data analysis is the simplest figure of descriptive analysis and generates figures and percentages for separate variables. The results of computing are displayed in the form of frequency graphics. Data collected through interviews with the respondent approach is chosen because the collected data is handled depending on its importance. Thus, important data is highlighted and the rest is deleted.

FINDINGS

Questionnaire Analysis

It is observed according to the responses to the questionnaire that the majority of the participants are males, which may represent the overall allocation of the gender in the company to be male-intensive. Moreover, the ages of the employees range from under 18 to over 35, where the majority of the participants are observed to be at the ages between 31 and 35. When the status of employment is considered, it can be stated that a full-time status of employment is dominant in the company with a 50% proportion.

In addition, when the terms for employment is taken into consideration, it is noted that the period for serving the company is mostly between 6 and 12 months with 35.10%, which is a short term, and is followed by 1 to 5 years of employment with a 25.50% proportion. The employment rates indicate that the company should focus more in ensuring the retention of its employees in order to enhance quality and decrease costs of training. Taking the educational levels into consideration, it can be stated that most of the employees have undergraduate levels with 36.20%, followed by high school and college degrees with 28.70% and post-graduate levels with 27.7%. After a brief summary regarding the participating Carphone Warehouse employees' demographic characteristics, their thoughts regarding the statements in the questionnaire will be reviewed.

According to the responses of the participating Carphone Warehouse employees, the employees mostly believe that their salary levels are competitive when compared to the other companies in the industry. When the 14.90%, which represents the people who strongly agree with the statement, is added to this percentage, the rate reaches up to 52.13% that can be regarded satisfactory for the company. It is also observed that a large proportion of the participants expressed their thoughts as uncertain, which indicates a gap for the company to fill without too much effort. As far as the employees' perception towards their liability to their roles and responsibilities is concerned, it is observed that the largest concentration is in uncertainty, suggesting that the company should focus on this area to modify these 'uncertain' responses to at least 'agree'. Moreover, it can be suggested that the company should also concentrate on improving and emphasising the training programmes in order to change the thoughts of the majority of the employees from 'uncertain' to 'agree' and 'strongly agree', since the majority of the participants appear to be uncertain on this issue.

Other areas that most of the participating employees appear to be uncertain are whether their manager have discussed with them about their progress at work within the six months, whether they receive feedback from their managers, whether they are being informed about the happenings in the company as well as the environment, whether they have had the chance to improve their skills in the past year and whether the company is willing to encourage employees for taking initiatives. This suggests that the company requires improving its practices in terms of encouraging the employee participation and involvement in the company related issues, by keeping them updated and providing them enough feedback on their performances as well as satisfying trainings. Moreover, the majority of the participating employees are uncertain regarding the issues such as whether they are allowed to take initiatives when required, whether their jobs are routine in nature, whether the scopes of their roles and responsibilities are definite and whether their enthusiasm for increasing the corporate performance is high. On the other hand, the majority of the participating employees are observed to be happy with the flexible working hours in the company and find the working environment quite pleasant. Moreover, most of the participants also believe that their colleagues care about them as an individual. Furthermore, it is observed from the responses of the participants that most of the employees strongly agree that they feel comfortable discussing any kinds of concerns with their managers. These factors are important in building employee loyalty, therefore it can be suggested that the company is successful ensuring these factors.

As a result, it is observed that the responses of the participating employees for the statement whether they are satisfied with working for Carphone Warehouse is concentrated in 'uncertain', which indicates that the company should focus on ensuring employee motivation, satisfaction and loyalty by means of improving its practices, especially in the areas where the participants mostly expressed uncertainty.

Interviews

Qualitative research method is utilised in this research as the second kind of methodology. For this purpose, unstructured interview technique is used. In this section, a number of interviews are conducted with the Carphone Warehouse's managers. As the location of the interviews with the administrators, the sites of Carphone Warehouse are used. Two interviews are performed

with the administrators, whereas owing to their demanding timetables; the times of the interviews are preserved restricted.

The interviewees state that the firm is aware of the role of employee motivation in effective implementation of the strategy as well as establishing better customer relations. Therefore, the employee relationship in the firm is preserved in a welcoming as well as courteous manner. According to the results of the interviews, it is noted that the company management attempts to acquire relevant feedback from the employees in order to establish favourable relationship and interactions with them and organises employee meetings every two weeks or more frequently. On the other hand, the interviewees argue that the employees are reluctant to share their opinions frankly, leading to insufficient feedback. They argue that they try hard to provide a satisfying environment for the employees, which may be difficult. They also state that a group of employees are likely to complain under every condition; however, 95% of the employees are content with their jobs.

According to the interviewees, Carphone Warehouse has a proper awarding and penalising policy, where as punishment, cautions are expressed either orally or in print; and as awards, wages are improved. Moreover, it is noted that the employees are provided with trainings continuously, which is considered critical for accomplishing superior outcomes and enhancing the service excellence. Furthermore, the interviewees argue that all of the employees are welcome to express their opinions and the management attempts to handle them relying on the conditions.

The interviewees state that in spite of the above factors, the employee turnover in the company is high. They consider that this occurs because the employees lose their interest, become dissatisfied and annoyed quickly. Moreover, they argue that young employees utilise Carphone Warehouse as a moving step for their career since it is a reputable company. It is also stated by the interviewees that the majority of their workforce comprise of well-educated students having proper historical experiences regarding their professions. This is also a driver for them to get employment in the company while they are students and abandon the company after they graduate to work someplace else.

According to the interviewees, the above explained situations make the company to have difficulties in establishing effective strategies such as customer relationship management (CRM). Because of the high turnover, the company has to replace the qualified employees with new untrained ones, increasing the costs of the company.

The interviewees argue that the company identified the significance of motivation tools in gaining employee enthusiasm and executed quite effective tools, particularly in specific circumstances. As an example, the company offers journey opportunities during Christmas occasions to the successful sales employees. According to the interviewees, these kinds of applications enhance the achievements of employees and the customers' satisfaction levels.

CONCLUSION

This study utilised case study tactic since the crucial point of this study was to categorise the allusions of individuals' motivation and satisfaction at work in the particular conditions of Carphone Warehouse. This research based on Carphone Warehouse; therefore, the population includes all the workers of the firm. Since analysing the complete population is not feasible due

to time limitations, the requirement of sampling has come out. When the sampling method is chosen, limitation of time is considered and consequently with non-probability sampling fundamentals integrated into this study were chosen according to their expediency and convenience. Consequently, this research required gathering both primary and secondary data. In collecting primary data both questionnaire and interview techniques were used. The formed questionnaire was presented with the Carphone Warehouse's staffs, who give an effort in daily tasks of the firm, which characterised the quantitative approach in data gathering while the interviews were conducted with the managers of the company which characterised the qualitative approach to data collection.

According to findings, it is observed from the interview results that the company regards employee enthusiasm important for improving the quality. However, the rate of satisfaction by the employees suggests that there is a space to be improved by the managers to increase the motivation levels of the employees. Considering that creating satisfied employees at work make them more confident (Charles, 2006: 28; Gareth and Adam, 2005: 29) it can be said that satisfaction level of the employees need to be improved.

The interviewees argue that they spend full effort to provide a pleasant and welcoming atmosphere in the company. This actually coincides with the questionnaire responses, where most of the employees are content with the flexible and appropriate working schedule that the company offers as well as the pleasant working environment.

On the other hand, although the interviewees express thoughts that they provide sufficient feedback to the employees, the participating employees mostly feel that they do not receive enough feedback regarding their performances or the changes in the company or the environment. In this sense, company managers, should focus on communicating their feedback more effectively. Moreover, the interviewees argue that they provide an environment to the employees to express their thoughts and feelings freely in the company. In the questionnaire results, it is observed that most of the participating employees strongly agree that they feel comfortable in approaching their managers in every concern. This suggests that the company managers manage to establish open communication channels for their employees. Nonetheless, as mentioned earlier, the feedbacks of the managers towards employees should be more effectively communicated (O'Malley et al., 1999). In terms of provided trainings, the interviewees argue that they offer trainings continuously as a part of improving quality, while the questionnaire participants are not fully convinced that they receive enough proper training. Considering that proficiency of manpower is essential for building up new strategies for clients therefore ongoing job training programs must be enrolled by individuals for personal achievements and also frequently monitored by supervisors (O'Malley et al., 1999).

The interviewees express that the 95% of their employees are satisfied with their jobs. However, it is observed from the questionnaire results that most of the participating employees are not certain whether they are content or not. It is noted that only 36.17% of the participating employees appear to be satisfied with their jobs. Therefore, a strong divergence in the thoughts of the employees and the managers occur in this area, which may cause high level of turnovers in the company, which is expressed by the interviewees (Charles, 2006: 28; Gareth and Adam, 2005: 30).

Consequently, it is believed that the company managers should utilise the outcomes of the questionnaires as a beneficial tool for improving the level of employee motivation, satisfaction and thus, loyalty to the company. They should attempt to fill the observed gaps for superior CRM and longer employee retention to the company, which in turn leads to higher proceeds and lower costs.

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