



A research in bolu establishments regarding the effects of global crisis on workers' motivation

Mustafa Zincirkiran¹, Hidayet Tiftik^{2,*} and Mehmet Mete¹

¹Dicle University, Diyarbakır, Turkey.

²Turgut Ozal University, Ankara, Turkey.

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ABSTRACT

Globalization brings some negative results in addition to its number of positive aspects. One of the biggest results is the global crisis which affects the world and our country to a large extent. Virtually the global crisis which has been assumed to be appeared as the result of Mortgage crisis in USA has been affecting all establishments active in all kinds of sectors. The research has been implemented for the workers employed in white meat sector in Bolu where the effects of global crisis were widespread in 2009. The scale used in the research has been prepared in order to measure the general affects of the crisis on the workers and their motivations. As a result of the research, the meaningful statistical relations were determined regarding the motivation position of the workers and the demographic variables such as their ages, education status and work experiences. According to the research, it is understood that the workers did not know how to think during the crisis period and they were got into panic and they experienced a felling of losing their trust to the administration and also their jobs. This result is parallel to the prior studies performed regarding this subject.

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Introduction

It is beneficial to draw a general framework regarding the basic crisis concept before the explanation of approaches and evaluations about global crisis. From the point of establishments literature, the crisis is defined as a stressed situation which appears suddenly and threatens the strategic targets, the existence of the establishment, its profitability and goals (Shrivastava and Mitroff, 1987, Reilly, 1987, Dinçer, 1992, Can; 1997).

As a conceptual meaning the crisis is evaluated as the developments which threaten the existence of an establishment. Whatever the reason, crisis or crises put the establishments themselves and their administrations in a difficult position. The establishments which are not prepared for this situation experience difficulties (Özdevecioğlu 2002: 93-114).

According to Brewton, if a situation results in a severe failure in the activities, increase in the arrangements of government in corporate field, negative perception of public regarding the establishment, financial constraint, inefficient use of time of management, decrease in the moral and support of the workers, this can be named as a crisis (Brewton, 1987: 12).

Due to Keown-McMullan, in order for a situation to be qualified as a crisis, it must threaten one or more of the important targets of an organization, before undergoing a change to a great extent, it must allow a short time to decide and must emerge suddenly (Keown-McMullan, 1997: 5).

In a wider extent, the global crisis starting from the Mortgage market in summer period of 2007 in USA first of all affected all the financial organizations and afterwards all economies which were depending upon dollar and transformed into a global crisis. Then in September 2008, the operations in the market were stopped, security markets were collapsed and insolvency of a company started to threaten all international financial markets (Erdönmez, 2009: 85).

Organization Problems During Crisis Periods

It is possible to say that as the whole establishment is affected to a limited extent, the employees are affected both psychologically and economically. When the studies concerning the subject are examined, the researchers emphasize that the employees are particularly affected psychologically.

The workers focus all their attention and working energies on crisis and when the crisis disappears, their concern for the future regarding losing their jobs come to the forefront. One of the negative results of crisis period is psychological depression. Although the crisis ends, the organization members may not recover the affects of the crisis. Although the crisis ends, the problems such as to be uncertain about the result, timidity to introduce new ideas, to perceive even a small problem as a crisis are considerably determinant in post crisis period (Tack, 1987).

In an establishment, when the increase in the disputes between the employees, decrease in the activities of the establishment, tarnish of the image of the establishment and reaching the targets of the establishment to become gradually impossible, this means the crisis period starts (Fink, 1986). According to Ancona and Caldwell, the crisis results in psychological depression of the employees (Ancona and Caldwell, 1992: 327).

Crises are the situations which surprise the decisions makers of an establishment, for that reason they cause high stresses. Another important aspect which differs crises from ordinary situations is the obligation to intervene immediately in emergency case. In crisis period, fast movement is required (Puchan, 2002: 44).

Literature about motivation concept

Here, in addition to the meaning of motivation in literature, rather its effects on the employees are emphasized. Motivation is the thoughts, dreams, beliefs, briefly employee's desires, requirements and fears which affect and encourage and

determine the direction of his/her behaviors, in order to create a working environment that will result in the satisfaction of the needs of the establishment and individual (Can, 1994, Vromm, 1964).

The success of the establishment mostly depends on the understanding of the sophisticated and complex structure of human beings and the creation of a working environment suitable to this structure. Motivation is particularly is utmost important to employ the capable, informed employees who can take initiatives, and to develop their knowledge and abilities (Karakaya and Ay, 2007: 55).

Employees need a good management approach which will supply their physiological, psychological and social needs in the organization. The more effective this function is rendered by the managers, the more the employees identified with the organization and connected to the organization. This kind of commitment is the basic necessity for the organization to reach its aims and to continue its existence (Ergül, 2005: 68).

Motivation is a very important concept which explains how the individuals act in the organization and concerning the organizational behavior and performance. The motivation environment in the organization is managed by three issues; interpersonal relationships, intra-organizational and external factors and basic psychological needs (Raghuvanshi, 2002:119).

Even though there are skilled employees in an establishment, if the working will of the employees is not motivated, they cannot be beneficial enough for the organization. The working will of an individual originated from himself/herself but at the same time it is equally dependent how the individual is managed in the working environment (Akçakaya, 2004: 188, Kaliprasad, 2006: 24, Liebler v.d, 1992).

Tool and method

Purpose and importance of the Research

The purpose of the research is to determine via surveys how the motivation of the employees were effected during the global crisis periods and develop the recommended solutions for possible difficulties. Moreover, to help the employees and managers for taking the different cautions during the global crisis periods by sharing the obtained results. The importance of the research arise from its application time, since it was conducted in 2009, in which the effects of the global crisis were terrible.

Limitations

The research include only the employees which work factories that operate on white meat in Bolu, and therefore the obtained results don't represent the whole employee's ideas. On the other hand, since the research carried out in a very busy time of the employees and face to face, the answers given by the employees to the survey could be insufficient.

The Data Collection Tool

The research carried out on 224 employees working factories that operate on white meat in Bolu in 2009, in which the effects of the global crisis were terrible. The scale used in the research is prepared for the present research and used for the first time to measure the general effects of the crisis on the employees and their motivations. In analyzing of the datas, "validity and reliability analysis, regresyon ve korelasyon analizleri, t-testi ve One-Way ANOVA ile frekans analizleri" were used.

For each proposition used in the scale a 5'li Likert-typed list of choice including the expressions "strongly agree", "agree", "undecided", "disagree" and "strongly disagree" is recommended. The answers given to the propositions were arranged from

"strongly agree" to "strongly disagree" and marked as 5-4-3-2-1.

Data Analyzing

The datas obtained by applying the survey of the research are transferred to the computers and analyzed by the SPSS 16.0 program. The analyzing methods used in the research are t test and one way ANOVA. In these tests, the error estimate was accepted as $\alpha=0,05$. Since in the test of reliability applied to determine the reliability and validity the value of Cronbach Alpha is 0,623, the reliability of the datas are sufficient. The validity of a surveys depends on mainly its reliability. Therefore, the maximum value of the validity is square of the reliability coefficient, and hence the validity value is $\sqrt{0,623}= 0,78$. Even though the reliability determines the maximum value for the validity, it never totally ensure the validity. (Karagöz v.d, 2010: 10)

Findings and discussion

The Defining Findings

Employees participating in the study are featured as follows: 96 of them are women (42,9%), 128 of them are men (57,1%), 72 of them are age of 20-30 (32,1%), 98 of them are age of 31-40 (43,8%), 46 of them are age of 41-50 (20,5%), 8 of them are age of 51-60 (3,6%), 120 of them have primary school degree (53,6%), 36 of them have secondary school degree (16,1%), 48 of them have high school degree (21,4%), 20 of them have bachelor degree (8,9%), 108 of them have 1-5 years experience (48,2%), 94 of them have 6-10 years experience (42%), 12 of them have 11-15 years experience (5,4%), 8 of them have 16-20 years experience (3,6%), 2 of them have 20 and more than 20 years experience (0,9%)

The Findings Related To The Motivation Of Employees During The Crisis

White meat sector employees participating in the study, describing the demographic variables in the analysis on motivation during the crisis period, with a statistically significant difference and informations related with gender, age, educational background, and professional experience given in Table 1. The numbers showed on the table are those considered as meaningful.

The expressions "The crisis affects our country as do the whole world. The crisis and its negative impacts effects my performance negatively", which shows the motivation and crisis period of the employees differs statistically according to gender ($p<0,05$).

The average response of the women to the propositions "The crisis affects our country as do the whole world" and "The positive approach of the management during the crisis affects my motivation in favorably" is higher than the men's. The average response of the men to the propositions "The crisis and its negative impacts effects my performance negatively" is higher than the women's.

The expressions "The crisis affects our country as do the whole world. The crisis affects my factory, in which I work, too. The crisis drags the employees into a future worry in working life. The crisis and its negative impacts prevent me from focusing on work. To make cooperation for work and goals during the crisis effects the motivation of the employees positively. The crisis does not allow the employees to act as described in mission and vision of the factory. Talking about the crisis frequently effects the motivation negatively. The support of the administration to the employees about all issues during the crisis is the best motivation method.

Table 1: Comparing The Crisis and Motivation Variables with Demographic Factors

	P				t	P
	Gender	n	Average	Std.Dev.		
The crisis affects our country deeply as do the whole world	Woman	12 8	4,4062	1,03054	21,67 8	0,000
	Man	96	3,6458	1,41406		
The crisis and its negative impacts effects my performance negatively	Woman	12 8	2,9531	1,29724	5,327	0,022
	Man	96	3,3542	1,27303		
The positive approach of the management during the crisis affects my motivation in favorably	Woman	12 8	2,8125	1,39600	3,944	0,048
	Man	96	2,4583	1,21323		
	Age	n	Average	Std.Dev.	F	P
The crisis affects our country deeply as do the whole world	20-30	72	4,1389	1,16650	10,26 5	0,000
	31-40	98	4,3265	1,04315		
	41-50	46	3,8261	1,51003		
	50 and over	8	2,0000	1,06904		
The crisis affects my factory, in which I work, too	20-30	72	3,4722	1,17452	7,659	0,000
	31-40	98	3,5102	1,16871		
	41-50	46	4,1304	1,04581		
	50 and over	8	5,0000	0,00000		
The crisis drags the employees into a future worry in working life	15-29	72	3,3611	1,23682	3,183	0,025
	30-39	98	3,6122	1,23215		
	40-49	46	3,7826	1,07317		
	50 and over	8	2,5000	1,60357		
The crisis and its negative impacts prevent me from focusing on my work	15-29	72	3,1111	1,28157	6,363	0,000
	30-39	98	3,0816	1,19011		
	40-49	46	3,2609	1,22297		
	50 and over	8	3,0000	0,53452		
To make cooperation for work and goals during the crisis effects the motivation of the employees positively	15-29	72	2,8611	1,30336	7,951	0,000
	30-39	98	3,1633	1,10008		
	40-49	46	3,5652	1,02905		
	50 and over	8	4,5000	0,53452		
The crisis does not allow the employees to act as described in mission and vision of the factory	15-29	72	3,1389	1,21384	5,584	0,001
	30-39	98	3,8367	1,19751		
	40-49	46	3,9130	1,11381		
	50 and over	8	4,5000	,53452		
Talking about the crisis frequently affects my motivation negatively	15-29	72	3,1389	1,19336	6,176	0,000
	30-39	98	3,2653	1,35075		
	40-49	46	3,7826	1,36059		
	50 and over	8	4,5000	0,53452		
The support of the administration to the employees about all issues during the crisis is the best motivation method	15-29	72	3,3889	1,19336	6,176	0,000
	30-39	98	2,8980	1,35075		
	40-49	46	3,5652	1,36059		
	50 and over	8	4,5000	,53452		
The positive approach of the management during the crisis affects my motivation in favorably	15-29	72	2,5556	1,30965	7,478	0,000
	30-39	98	2,9796	1,36962		
	40-49	46	2,0000	1,07497		
	50 and over	8	3,5000	0,53452		
	Education Degree	n	Average	Std.Dev.	F	P
The crisis drags the employees into a future worry in working life	Primary school	12 0	3,7167	1,27506	10,58 5	0,000
	Secondary school	36	4,0556	1,47358		
	High school	48	3,0417	1,19618		
	Bachelor	20	2,6000	0,71818		
The crisis and its negative impacts prevent me from focusing on my work	Primary school	12 0	3,5333	1,27506	11,77 2	0,000
	Secondary school	36	3,2222	1,47358		
	High school	48	2,8333	1,19618		
	Bachelor	20	2,0000	0,71818		

The crisis does not allow the employees to act as described in mission and vision of the factory	Primary school	120	3,6000	1,27506	3,178	0,025
	Secondary school	36	3,1111	1,47358		
	High school	48	3,1667	1,19618		
	Bachelor	20	3,0000	0,71818		
The positive approach of the management during the crisis affects my motivation in favorably	Primary school	120	2,6667	1,27506	5,523	0,001
	Secondary school	36	2,9444	1,47358		
	High school	48	2,8750	1,19618		
	Bachelor	20	1,6000	0,71818		
Although the crisis, the approach of the management as if there was not crisis affects the motivation of the employees positively	Primary school	120	2,5667	1,27506	8,961	0,000
	Secondary school	36	3,3333	1,47358		
	High school	48	3,3750	1,19618		
	Bachelor	20	2,1000	0,71818		
	Work Experience (year)	n	Average	Std.Dev.	F	P
The crisis and its negative impacts prevent me from focusing on my work	1-5	108	3,1111	1,33489	3,880	0,005
	6 - 10	94	3,1064	1,17746		
	11 - 15	12	3,5000	0,79772		
	16 - 20	8	4,7500	0,46291		
	20 and over	2	4,0000	0,00000		
The crisis does not allow the employees to act as described in mission and vision of the factory	1-5	108	3,3889	1,31727	4,565	0,001
	6 - 10	94	3,3830	1,06868		
	11 - 15	12	2,8333	0,71774		
	16 - 20	8	4,5000	0,53452		
	20 and over	2	1,0000	0,00000		
The positive approach of the management during the crisis affects my motivation in favorably	1-5	108	2,6481	1,36932	2,646	0,034
	6 - 10	94	2,7872	1,32691		
	11 - 15	12	2,8333	0,71774		
	16 - 20	8	1,5000	0,92582		
	20 and over	2	1,0000	0,00000		

Table 2. The Statistics of Employees Motivation in the Period of Crisis (One-Sample Statistics)

Variables	n	Median	Std.Dev	Sig. (2-tailed)
The crisis affects our country deeply as do the whole world	224	4,0804	1,26447	,000
The crisis affects my factory, in which I work, too	224	3,6786	1,17686	,000
The crisis drags the employees into a future worry in working life	224	3,5268	1,23448	,000
The crisis and its negative impacts effects my performance negatively	224	3,1250	1,29936	,000
The crisis and its negative impacts prevent me from focusing on my work	224	3,1964	1,25523	,000
To make cooperation for work and goals during the crisis effects the motivation of the employees positively	224	3,6518	1,19573	,000
The crisis does not allow the employees to act as described in mission and vision of the factory	224	3,3750	1,20630	,000
Talking about the crisis frequently affects my motivation negatively	224	3,2500	1,32922	,000
The support of the administration to the employees about all issues during the crisis is the best motivation method	224	3,2500	1,32922	,000
The motivation methods used previously by the administration lose its effects during the crisis	224	2,8929	1,44469	,000
The positive approach of the management during the crisis affects my motivation in favorably	224	2,6607	1,32958	,000
Although the crisis, the approach of the management as if there was not crisis affects the motivation of the employees positively	224	2,8214	1,32051	,000
The crisis does not affect my motivation in any way	224	3,0625	1,55198	,000

The positive approach of the management during the crisis affects my motivation in favorably", which shows the motivation and crisis period of the employees differs statistically according to age ($p < 0,05$).

The expressions "The crisis drags the employees into a future worry in working life. The crisis and its negative impacts prevent me from focusing on my work. The crisis does not allow the employees to act as described in mission and vision of the factory. The positive approach of the management during the crisis affects my motivation in favorably. Although the crisis, the approach of the management as if there was not crisis affects the motivation of the employees positively.", which shows the motivation and crisis period of the employees differs statistically according to education degree ($p < 0,05$).

The expressions "The crisis and its negative impacts prevent me from focusing on my work. The crisis does not allow the employees to act as described in mission and vision of the factory. The positive approach of the management during the crisis affects my motivation in favorably." which shows the motivation and crisis period of the employees differs statistically according to work experience ($p < 0,05$).

The answers given by the employees related to the their motivation situations during the crisis are showed in Table 2. According to the findings, the average of the proposition "The crisis affects our country deeply as do the whole world" is 4,0804; the average of the proposition "The crisis affects my factory, in which I work, too" is 3,6786; the average of the proposition "The crisis drags the employees into a future worry in working life" is 3,5268; the average of the proposition "The crisis and its negative impacts effects my performance negatively" is 3,1250; the average of the proposition "The crisis and its negative impacts prevent me from focusing on my work" is 3,1964; the average of the proposition "To make cooperation for work and goals during the crisis effects the motivation of the employees positively" is 3,6518; the average of the proposition "The crisis does not allow the employees to act as described in mission and vision of the factory" is 3,3750; the average of the proposition "Talking about the crisis frequently affects my motivation negatively" is 3,2500; the average of the proposition "The support of the administration to the employees about all issues during the crisis is the best motivation method" is 3,2500; the average of the proposition "The motivation methods used previously by the administration lose its effects during the crisis" is 2,8929; the average of the proposition "The positive approach of the management during the crisis affects my motivation in favorably" is 2,6607; the average of the proposition "Although the crisis, the approach of the management as if there was not crisis affects the motivation of the employees positively" is 2,8214; the average of the proposition "The crisis does not affect my motivation in any way" is 3,0625.

According to the datas, the employees participating in the study answered the propositions related to motivation situations described as "individual level" during the crisis as avaregely 3 (undecided). To mention about a certain positive or negative effect of the motivation the desired value must be 5 (strongly agree) or 4 (agree). Moreover, they clearly marked 2 (disagree) about the activities related to the attitude and motivation of the administration during the crisis. The average of the answers given for the proposition "The crisis does not affect my motivation in any way" which was asked to control the all answers of the survey is 3 (undecided). The obtained result verifies the consistency of the previous answers. The

consideration has 95 percent of confidence interval. The value of Sig.(2 tailed) is smaller than 0.05 ($p = 0.000$).

The conclucions and suggestions

According to the answers of the survey given by the workers participating in the survey, the participants are convinced with the fact that the crisis has affected the world and Turkey as well. This situation makes it clear that in the case of a global crisis an avarage worker is affected any way.

The hesitancy which appears in the answers of the employees measuring the level of individual motivation may arise from the different reasons, such as lacking of reasonable thinking in the crisis period, feeling panic, being more fruitful in the work due to fear of losing his job or psychological situation when answering the survey. This result is paralel to the previous one related to the search topic (Tack, 1994, Özdevecioğlu, 2002). Moreover, the answer of being undecided to the expression "crisis has not affected their motivation" may also arise from the same reasons.

The answer of the workers "I am not agree with the approach of the management and its motivation activities in the crisis period" can be considered a lack of confidence to the management in the crisis period.

The meaningful differences were determined when comparing demograpic variables and motivation situation of the employees participated to the survey in the crisis period. In the view of gender, the women are more confident than the men about the crisis affected Turkey as well. This result can be considered as the women are more sensitive about the crisis than the men because of their socio-psychological situations. However, when it comes to affect of the crisis to individual motivation, the women were stated that they were not affected from the crisis deeply, while the men were undecided. In the other hand, they are both almost agree about the approach of management.

According to the survey results, statistically, the main difference appears in the age groups. The difference mainly occurs at the age of 50 and over. According to the results, the age of 50 and over are convinced but inconsistent about the view even though the crisis has not affected our country it has affected the firms. This result may arise from the lack of understanding of the related expressions by the older workers. The same age group was noted their discomfort about talking of the crisis in the firm, and they are agree with the cooperation about work and aim. Moreover, this difference emerged at the age of 50 and over may arise from the lower number of sample.

In the view of education, there is a inverse propotion between the education level and job loss fear. When the level of education increases, the affect of the crisis and its affects to the level of job focusing decreases. This may arise from high self-confidence of the educated workers. Further, the improper view about the approach of management in the crisis period increases when the level of education increases. This result can be considered as lack of confidence of the educated workers to the management in the crisis period.

In the view of work experience, the workers had work-focusing problems related to work time. This may result from the age which is another variable. Moreover, arising from the work experience, the improper ideas about the approaches of the management increases in the crisis periods.

As a consequence, the workers are affected by the crisis from different aspects anyway. The managers should arrange some activities fort the workers to increase the motivation of the workers and to remove the prioraffects, current affects and

posteffects of the crisis. Taking certain precautions related to administrative and organizational point of view may contribute to the firms in the crisis periods.

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