

Employee Satisfaction with CRM Practices and Its Impact on Employee Motivation By

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ABSTRACT

Companies are facing many challenges and among those challenges acquiring right workforce and retaining it, is of utmost importance. Human asset is considered to be the most important asset of any organization. In order to get the efficient and effective result from human resource, employee motivation is necessary. Organizations spent most of their revenues on employee compensation and reward. They play such a key role because it is at the heart of the employment relationship, being of critical importance to both employees and employers. The objectives of the study are to assess employee satisfaction with CRM practices, factor analysis with different components of compensation and reward management and finding impact of employee satisfaction with compensation and reward management practices on employee motivation. Descriptive study is done and data is collected from 150 employees of TCS and Infosys by using questionnaire. Factor analysis, Chi-square, correlation, regression, means and standard deviations are used to analyze the data. Findings of the study say that overall satisfaction level of employees towards CRM practices is 82%. It is clear that the rank of seven major factors of compensation and reward management practices contributing to employee satisfaction are; Incentives, Career growth opportunities, Cafeteria approach to choose rewards, Empowerment, Salary hikes, Benefit plans and Equal remuneration for equal work. There is a strong positive correlation between employee satisfaction with compensation and reward management practices and their motivation. Incentive plans motivates employees more towards the work compared to remaining compensation parameters hence organizations has to concentrate more on this.

Key words: compensation, rewards, satisfaction, motivation.

INTRODUCTION

Companies are facing many challenges and among those challenges acquiring right workforce and retaining it, is of utmost importance. Human asset is considered to be the most important asset of any organization. In order to get the efficient and effective result from human resource, employee motivation is necessary. Employee will give their maximum when they have a feeling or trust that their efforts will be

rewarded by the management. There are many factors that affect employee performance like working conditions, worker and employer relationship, training and development opportunities, job security, and company's overall policies and procedures for rewarding employees, etc. Among all those factors which affect employee performance, motivation that comes with sound compensation and rewards is of utmost importance.

Compensation is a systematic approach to providing monetary value to employees in exchange for work performed. Compensation is the methods and practices of maintaining balance between interests of operating the company within the fiscal budget and attracting, developing, retaining, and rewarding high quality staff through wages and salaries which are competitive with the prevailing rates for similar employment in the labor markets.

Employee expectations of a compensation plan are that it must be fair and equitable, that it provides them with tangible rewards commensurate with their skills and, further, that it provides recognition and a livelihood. For employers, the compensation usually represents a sizeable proportion of operating costs. Many employers view this only as a cost, while failing to consider the strategic benefits of a well considered remuneration and benefits plan.

Motivation is nothing but an effort by the managers to help people focus their minds and capabilities on doing their work as effectively and efficiently as possible. Trust is another key to motivate people to perform at their best. Effective interpersonal communication also helps to develop an environment. A truly motivating environment is one where employees feel that their opinions are valued and where they can experience a sense of belongingness.

In today's complex business climate employees not only want appreciation for their work but also want to be recognized as people and not just workers. Today companies are adopting a variety of programs to achieve goals together with their employee's satisfaction. These employee incentive programs are not just limited to sales people but involve all employees to help meet corporate objectives. These employees include everyone in the chain from line workers to office personnel etc. These programs are framed to employee morale and empower them so that they take more personal responsibility

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and achieve their self actualization goals. These employee incentive programs are often conducted

REVIEW OF LITERATURE

Beer et al (1984) advocates that in order for an organization to meet its obligations to shareholders, employees and society, its top management must develop a relationship between the organization and employees that will fulfill the continually changing needs of both parties. At a minimum the organization expects employees to perform reliably the tasks assigned to them and at the standards set for them, and to follow the rules that have been established to govern the workplace. Management often expects more: that employees take initiative, supervise themselves, continue to learn new skills, and be responsive to business needs. At a minimum, employees expect their organization to provide fair pay, safe working conditions, and fair treatment.

Spector, P. E. (1985) Stated that tangible incentives are effective in increasing performance for task not done before, to encourage "thinking smarter" and to support both quality and quantity to achieve goals. Incentives, rewards and recognitions are the prime factors that impact on employee motivation. As the employees engage in their working activities purposely for own's sake then they will feel intrinsic motivation in their behaviors as their activities will essentially be enjoyable and satisfactory.

Cooper and McKenna (1987) found that the equity theory would predict that a major influence on pay level satisfaction is comparisons of one's pay relative to that of referent others. Since these comparisons probably most often involve the individual's level of pay relative to others, external comparisons should most strongly influence pay level satisfaction.

Folger and Konovsky (1989) stated that psychologically one would expect attitudes about the performance appraisal process to be influential in forming judgments of pay raise satisfaction because employees perceive inadequate performance appraisals to be procedurally unfair with respect to the process of obtaining pay increases.

Deeprose (1994) argued that the motivation of employees and their productivity can be enhanced through providing them effective recognition which ultimately results in improved performance of organizations. The entire success of an organization is based on how an organization keeps its employees motivated and in what way they evaluate the performance of employees for job compensation.

Gaynor and Gertler (1995) concluded that compensation arrangements with greater degrees of revenue sharing (capitation) dramatically reduce the agent's effort; this result is supportive of theory arguing that firms adopt second-best incentive structures in order to spread risk.

Steven H. Appelbaum, Loring Mackenzie (1996) notes the attempts by many companies today to identify innovative compensation strategies that are directly linked to improving organizational performance observes that there are many

approaches to incentive compensation such as cash bonuses, stock purchase and profit sharing. The study examines the individual and group incentive concepts that reward performance based on predetermined organizational goals and metrics, several behavioral theories that can be associated with reward and compensation, and convergent and divergent views and conclusions from the business community.

Goodrich Jeanne, Paula M. Singer(2004) stated that pay, benefits, perquisites, the work environment and the intrinsic rewards that it offers, all need to be used to attract the executive a library needs and wants. Both library executives and libraries hiring new executives need to be aware of the variety of compensation approaches available to them.

Tuzovic, Sven, Bruhn, Manfred (2005) found that compensation systems are an essential tool to link corporate goals such as customer orientation with individual and organizational performance. While some authors demonstrate the positive effects of incorporating nonfinancial measures into the compensation system empirically, companies have encountered problems after linking pay to customer satisfaction. The researchers argued that reasons for this can be attributed to the measurement of customer satisfaction as well as to the missing link between customer satisfaction and customer retention and profitability in these cases. Hence, there is a strong need for the development of a holistic reward and performance measurement model enabling an organization to identify cause and effect relationships when linking rewards to nonfinancial performance measures.

Barber, Dunham, Formisano (2006) examined the attitudes of 110 employees of a financial service organization before and after the introduction of a flexible benefit plan. A large, statistically significant increase in benefit satisfaction was observed following implementation, as was a smaller significant increase in overall satisfaction. Employee understanding of the benefit package also increased significantly.

Carraher et al (2006) advocates that there should be an effective reward system to retain the high performers in the organization and reward should be related to their productivity. A lot of work has been done on evaluating the relationship between rewards and employee motivation and there exist a large number of studies in the literature describing impact of reward on employee motivation. In order to maximize the performance of the employees organization must make such policies and procedures and formulate such reward system under those policies and procedures which increase employee satisfaction and motivation.

Bergman & Jenter (2007) stated that the use of equity-based compensation for rank-and-file employees is a puzzle. They analyzed whether the popularity of option compensation may be driven by employee optimism, and show that optimism by itself is insufficient to make option compensation optimal. They provided empirical evidence that firms use broad-based

option compensation when bloodedly rational employees are likely to be excessively optimistic about company stock, and when employees are likely to strictly prefer options over stock.

Ram and Prabhakar (2010) done a study followed by a survey for pay satisfaction was done for 369 respondents from the hotel industry. Results showed that all factor loadings for the four dimensions of pay satisfaction are relatively strong, with the highest for Pay-raise, followed by Benefits, Structure/Administration and then Pay-level

RESEARCH METHODOLOGY

Objectives

- Factor analysis for satisfaction levels of different components of compensation and reward management.
- To assess employee satisfaction with compensation and reward management.
- To find impact of employee satisfaction with compensation and reward management practices on employee motivation.

Research Design: Descriptive study describes data and characteristics about the population or phenomenon being studied.

Research Instrument : Two sets of questionnaires were designed one was used to measure the employee satisfaction with compensation and reward management practices and second was used to measure employee motivation with compensation and reward management practices .

Scale: A five point likert scale was used on a scale of 1-5 where 1=strongly agree and 5=strongly disagree.

DATA COLLECTION

The primary data was collected from employees of TCS (Tata Consultancy Services) and Infosys through designed questionnaire.

Secondary Sources

The theoretical foundation of the study is based on various secondary sources such as

- Company manual
- Company sites
- Journals and
- Books.

EMPLOYEE SATISFACTION RELIABILITY STATISTICS

Table 4.1: Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	0
	Total	150	100.0

a. List wise deletion based on all variables in the procedure

Table 4.2: Reliability Statistics

Cronbach's Alpha	N of Items
.198	25

From the above table 4.2 Cronbach's Alpha value for present questionnaire is found to be 0.918. As the value is more than 0.6 we can say that questionnaire is standardized and we can proceed for further study

Employee motivation Reliability Statistics

Table 4.3:Case Processing Summary

	N	%
Cases	Valid	150
	Excluded ^a	0
	Total	150

a. List wise deletion based on all variables in the procedure

Table 4.4:Reliability Statistics

Cronbach's Alpha	N of Items
.998	25

From the above table 4.4 Cronbach's Alpha value for present questionnaire is found to be 0.989. As the value is more than 0.6 we can say that questionnaire is standardized and we can proceed for further study.

Major Factors Contributing to Employee Satisfaction

Data Reduction/Factor:

The KMO:

Table 4.5:

KMO Result for Employee Satisfaction Factors

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.845
Bartlett's Test of Sphericity	Approx. Chi-Square
	Df
	Sig.

The Value of KMO is .845 which means that the degree of commonality among the variables is good. If factor analysis is conducted the factors extracted will amount to substantial amount of variance. Hence Factor Analysis can be applied.

Table 4.6: Total Variance Explained

Component		Initial Eigenvalues			Extraction Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
	1	8.965	35.862	35.862	8.965	35.862	35.862
	2	2.336	9.344	45.206	2.336	9.344	45.206
	3	2.204	8.814	54.020	2.204	8.814	54.020
	4	1.848	7.392	61.412	1.848	7.392	61.412
	5	1.555	6.219	67.632	1.555	6.219	67.632
	6	1.249	4.995	72.626	1.249	4.995	72.626
	7	1.139	4.557	77.184	1.139	4.557	77.184
	8	.982	3.927	81.111			
	9	.831	3.322	84.434			
	10	.661	2.643	87.077			
	11	.584	2.336	89.413			
	12	.528	2.113	91.526			
	13	.504	2.016	93.541			
	14	.428	1.713	95.255			
	15	.342	1.366	96.621			
	16	.317	1.269	97.890			
	17	.279	1.117	99.007			
	18	.248	.993	100.000			
	19	1.015E-16	4.058E-16	100.000			
	20	5.607E-17	2.243E-16	100.000			
	21	2.700E-17	1.080E-16	100.000			
	22	-3.275E-18	-1.310E-17	100.000			
	23	-4.084E-17	-1.634E-16	100.000			
	24	-6.584E-17	-2.634E-16	100.000			
	25	-1.639E-16	-6.558E-16	100.000			

Extraction Method: Principal Component Analysis.

The Value of cumulative percentage is 77.184 which mean that the adequacy of factors is good. Hence Factor Analysis can be applied.

Table 4.7: Component Matrixa

	Component						
	1	2	3	4	5	6	7
Q1.	.763	-.132	-.037	.368	-.320	-.112	-.080
Q2.	.484	-.676	.409	-.102	-.098	-.041	.029
Q3.	.613	-.203	.355	-.304	.442	-.122	-.157
Q4.	.461	.577	.501	.140	-.081	-.268	-.074
Q5.	.625	.221	.166	-.338	-.168	.598	-.075
Q6.	.757	.101	-.322	.003	.139	-.068	-.395
Q7.	.701	.065	-.399	-.151	.304	-.039	.298
Q8.	.687	.188	-.174	-.123	.035	.058	.253
Q9.	.415	.054	.396	.048	-.213	-.052	.540
Q10.	.580	.211	-.020	.032	-.187	.095	.237
Q11.	.643	.105	-.280	-.166	-.226	-.122	-.098
Q12.	.725	-.179	-.040	-.101	-.199	-.081	-.091
Q13.	.626	-.138	-.360	.102	-.112	-.208	.141
Q14.	.756	-.015	-.079	-.030	-.064	-.086	.184
Q15.	.760	-.132	-.037	.368	-.320	-.112	-.080
Q16.	.484	-.676	.409	-.102	-.098	-.041	.029
Q17.	.613	-.203	.355	-.304	.442	-.122	-.157
Q18.	.461	.577	.501	.140	-.081	-.268	-.074
Q19.	.625	.221	.166	-.338	-.168	.597	-.075
Q20.	.757	.101	-.322	.003	.139	-.068	-.395
Q21.	.701	.065	-.399	-.151	.304	-.039	.298
Q22.	.414	-.062	-.021	.654	-.020	.342	-.213
Q23.	.263	-.382	.065	.550	.314	.299	.093
Q24.	.352	.123	.118	.494	.520	.160	.166
Q25.	.043	.448	.332	.132	.298	-.031	.010

Extraction Method: Principal Component Analysis.

a. 7 components extracted.

By these extractions from the above table 4.7, it is clear that following seven are the major factors of compensation and reward management practices contributing to employee satisfaction:

1. Benefit plans
2. Salary hikes
3. Cafeteria approach to choose rewards
4. Equal remuneration for equal work
5. Career growth opportunities
6. Incentives
7. Empowerment

Ranking of factors based on descriptive statistics

Table 4.8: Ranking of factors

Factors	Statements	Mean	Standard deviation	Standard deviation /Mean	Ranking
Factors 1	Benefit plans	2.0533	.73079	35.58	6
Factors 2	Salary hikes	2.0067	.59637	29.72	5
Factors 3	Cafeteria approach to choose rewards	2.0533	.58833	28.65	3
Factors 4	Equal remuneration for equal work	1.8400	.65620	35.66	7
Factors 5	Empowerment	2.0067	.59637	29.71	4
Factors 6	Incentives	2.3533	.64648	27.46	1
Factors 7	Career growth opportunities	2.1333	.59828	28.04	2

From the above Table 4.8, it is clear that incentives are the prime factor contributing to employee satisfaction followed by career growth opportunities, cafeteria approach to choose rewards, empowerment, salary hikes, benefit plans and equal remuneration to equal work.

Employee satisfaction with compensation and reward management practices

Table 4.9: Consolidate correlation

		Compensation and reward management (CRM) practices	Employee Satisfaction
CRM Practices Pearson	Correlation	1	.826 ^{**}
	Sig. (2-tailed)		.000
	N		150
employee satisfaction	Pearson Correlation	.826 ^{**}	1
	Sig. (2-tailed)	.000	
	N	150	150

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

The analysis of correlation of job satisfaction and compensation management practices in table 4.9 (0.826) reveals that there is a positive and strong correlation between the two variables. Hence we can say that employee satisfaction levels will be improved by improving compensation and reward management practices and employees are highly satisfied with the compensation and reward management practices.

Impact of employee satis

Table 4.10: Consolidate correlation

		Employee satisfaction with CRM	
Employee satisfaction with CRM	Pearson Correlation	.750**	1
	Sig. (2-tailed)		.000
	N	150	150
Employee Motivation	Pearson Correlation	1	.750**
	Sig. (2-tailed)	.000	
	N	150	150

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

The analysis of correlation of satisfaction with compensation and reward management practices and work motivation in table 4.10 (0.754) reveals that there is positive and strong correlation between the two variables. Hence from the above table 4.10 we can conclude that employees who are satisfied with the compensation and rewards will be motivated towards the work.

Table 4.11: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.20	.006		5.637	.000
	satisfaction	.781	.002	.793	3.726	.000

Dependent Variable: Employee motivation

$$Y = a + bX$$

$$Y = 0.20 + .781X$$

X = Satisfaction with Compensation (independent variable)

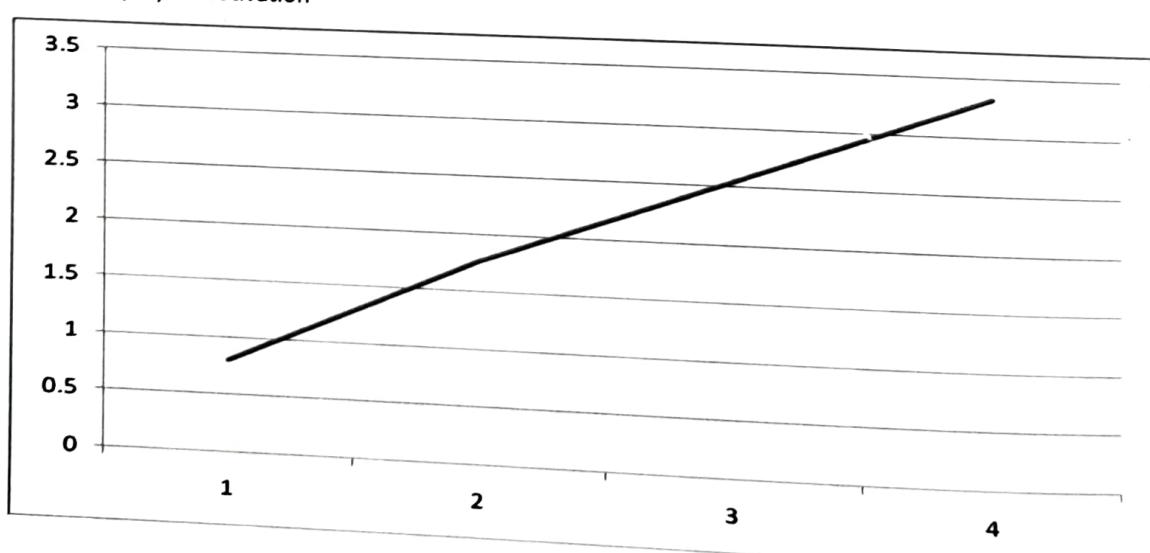
Y = Employee motivation (dependent variable)

From the above table 4.11, beta value (.793) indicates significant positive relationship between the satisfaction with compensation and reward management practices and employee motivation. That means both these variable are correlated with the highly significant positive relationship.

Results of the regression clearly show that the satisfaction with compensation and reward management practices shows a positive effect on employee motivation.

Graphical representation of impact of employee satisfaction with compensation and reward management practices and employee motivation:

Figure 1: Employee Motivation



X-Axis – Employee satisfaction with compensation and reward management practices

Y-Axis – Employee Motivation

From the above figure 1, it can be concluded that as the employee satisfaction with compensation and reward management practices are increasing employee motivation levels are also increasing in a positive direction.

Hypothesis testing:

The hypothesis was tested by using Chi Square. The reason for using Chi Square was the categorical nature of the data for which Chi Square is an appropriate test. Another justification for using Chi Square is based on the premise that it is most frequently used to test the statistical significance of results reported in bivariate tables, Connor-Linton (2001).

Table 4.12:Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.176	1	.000
Likelihood Ratio	3.299	1	.005
Linear-by-Linear Association	4.104	1	.000
N of Valid Cases	150		

Since the asymptotic significance (2 - sided) is $0.000 < 0.05$, there is a significant reason to reject null hypothesis. The chi square value 4.176 with 2 degrees of freedom and significance level of .000 calculated in tables 4.19 is greater than the tabulated value which is 4.02 with level of significance 0.05 we have enough evidence to reject our null hypothesis. So we conclude the alternative hypothesis, which is “there is a significant impact of employee satisfaction with compensation and reward management practices on employee motivation”.

Although on the basis of chi square statistical relationship between both variables can be tested but the chi square test does not provide information about the strength of the association between the variables. The chi square test shows only, whether on the basis of sample data, alternative hypothesis could be concluded or not. In order to determine the degree to which dependent and independent variables are related to each other Gamma test was applied to the data.

GAMMA TEST

Gamma is an appropriate measure of association for ordinal arrangements of values Babbie, (2004). The value of the gamma ranges from -1 to +1. It is a systematic measure that gives same results of relationship irrespective of the fact which variable taken as dependent.

		Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Ordinal by Ordinal	Gamma	.779	.065	5.773	.000
N of Valid Cases		150			

a. Not assuming the null hypothesis.

Gamma test shows that significance value is .000 that is below $.05(P<.05)$. This indicates that there are approximately 0 percent chances that the true value will fall in the critical region.

The value of the test .779 indicates that there is a strong relationship between satisfaction with compensation and reward management practices and employee motivation.

RECOMMENDATIONS

Recommendations to the organization are as follows:

- Incentive plans motivates employees more towards the work compared to remaining compensation parameters hence organizations has to concentrate more on this.
- Instead of measuring overall satisfaction levels it should be measured for individual variable so that areas of concern

will be known, because the overall satisfaction level towards compensation and reward management practices is 82% but when observed for individual factors it is not up to the mark for factors like benefit plans and services provided by the organizations.

- There are only 80% of chances that employee who is satisfied through compensation will be motivated towards work, hence remaining parameters for employee motivation should also be taken care.
- Employee satisfaction levels are least towards the benefit plans and services provided by the organization, hence improvements are required in these two areas.

LIMITATIONS

- The major limitation of the study is respondents under study are heterogeneous with respect to demography, job classifications of its employees, and geographical region. This raises the possibility that the findings are confined to be very specific.
- Since the survey was conducted during office hours, there is some chance of variation in responses. All these factors may have affected the accuracy and exhaustiveness of the study.

CONCLUSION

From the findings of the project it can be concluded that:

- Compensation and reward management practices are highly positive correlated with employee satisfaction.
- The analysis of the data pertaining to the satisfaction with compensation and rewards shows that incentives had a positive and strong relationship with the employee satisfaction.
- Employee motivation in the organizations is influenced by the satisfaction of the employee with their compensation and rewards, which are offered by the organization.
- The further analysis of the data related to employee motivation says that there are 80% of chances that if an employee is satisfied with the compensation and rewards will be motivated.

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