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## The Place of Employee Appraisal and Rewarding in Organizational Change Management: Lessons from Telkom Kenya

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**Abstract:** This paper postulates that due to the competitive environment within which most organizations have to operate in, there has been a rapid and, arguably, haphazard implementation of organizational change. The need to conform to the changing dynamics of the competition-driven market has resulted in many organizations implementing changes aimed towards reaming relevant. However, most of these changes have not translated to visible merits. The paper argues that this outcome could be attributed to the minimal, if any, involvement of the human resource department as an integral stakeholder in the process. Premising the discussion on selected tenets of the force-field analysis model of change, the author contends that employee appraisal and rewarding, core functions of the human resource department, play a vital role in organizational change management. The discussion in this paper is anchored on empirical data from a study carried out among staff of Telkom Kenya. The study sample was 66 respondents. Data was collected using questionnaire and interview schedule. Descriptive and inferential statistics methods were used for data analysis and interpretation. An analysis of the data demonstrates that the involvement of the HRD throughout the entire process is paramount if the desired results are to be achieved.

**Keywords:** Employee Appraisal, Employee Rewarding, Organizational Change, Human Resource Department, Telkom Kenya

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### INTRODUCTION

Change management is an approach to shifting/transitioning individuals, teams, and organizations from a current state to a desired future state. It is an organizational process aimed at helping change stakeholders to accept and embrace changes in their business environment or individuals in their personal lives [1]. Change management uses basic structures and tools to control any organizational change effort. The goal is to maximize benefits and minimize the change impacts on workers and avoid distractions. Change management is necessary because organizational change - moving from an organizational current state to an organizational future state - ultimately impacts how people do their jobs [2]. While change is about moving to a future state, change management is about supporting individual employees impacted by the change through their own transitions from their own current state to their own future state that has been created by the project or initiative. Some employees will rapidly embrace change while others will be reluctant. Some will be happy with the change and others will be upset by it. Some employees will change quickly, others may take some time, and there may be a group that will not embrace the change. Change management provides the process, tools and principles to support the individual transitions precipitated from an organizational future state.

There are an incredible number of pressures on today's organizations. To name a few: environmental pressures such as increasing globalization, rapid technological change, and tougher competition; organizational changes such as new organizational alliances, new structures and hierarchies, new ways of assigning work, and a very high rate of change; changes in the workforce, including employees' priorities, capabilities, and demographic characteristics [3; 4]. Within these pressured organizations, there is a need for (and opportunity for) the human resource function to play a critical contribution in helping organizations navigate through these transitions. The contribution of human resources has been evolving for some time. The shift from personnel to human resources, for example, is part of the movement to acknowledge the value of employees as an organizational resource, and also an attempt to remove some of the stigma that has been associated with slow, bureaucratic personnel departments. This shift in label is accompanied by a call for HR to become a strategic partner with the leaders of the business - to contribute to significant business decisions, advice on critical transitions, and develop the value of the employees - in short, to have a seat at the table [3]. Passmore [5] has stated that a closer relationship with managers at all levels in the company makes easier for the HR department to take part in other aspects of business operations, including aiding in the implementation of many of the policies they once only

created. There are initiatives also to spread the knowledge within the organization, down to the most ordinary members.

People are willing to change if they understand and accept the reasons, and have a say in the way their jobs are restructured. Behavioural change is most likely to occur when organisations connect with human nature rather than oppose it [5]. A growing body of evidence suggests that much of the mechanistic organisational model antagonizes human nature. At best, people comply reluctantly and, at worst, actively resist management initiatives, covertly and overtly. Either outcome amounts to wasted time and resources, because a management that is misaligned with human nature requires expensive controls to police its employees' behaviour.

Improving organisational culture involves improving organisational culture. The HR is thus tasked with finding out what makes up or what the company's culture is like. HR should also be very intense on the organisational needs [6]. Here, HR should realise that personal fulfilment works better and therefore should try to ensure that the change is relevant to every staff member. In this stage, HR should try to explain to all staff members or stakeholder the advantage of transforming the culture in the organisation. This should be made clear so that all can see the advantages at the individual level and not simply at the organizational level [7]. Then HR should try to eliminate all inhibitions in staff member's minds. It is possible that some may claim that they tried one or two strategies before and it did not succeed. This are what are called 'cries of despair' and HR should try its best to explain to staff members the need of changing the culture of the organisation.

The HR department should also be involved in the analysis of various aspects which includes collection of data needed in making certain that culture changes. This involves checking out the success features or the factors that can facilitate its success. There should be calibration of data collected. Staff members should be made to understand that there are no perfect situations for implementation of changes [8]. The analysis should involve assessing whether the information is sensible or not, whether data gathered will be helpful or not and if it is too little or too much. Staff members should be requested for data that will help change the culture. Of course when trying to bring in change HR department should have perceived benefits, a deadline for execution and also the realised gains in relation to the change in culture. Here, there should be reality checks which should be done often. There should also be continuous integration. This way,

the HR department stands at a better position towards managing organizational change [9].

#### **ORGANIZATIONAL CHANGE MANAGEMENT - EMPLOYEE APPRAISAL AND REWARDING**

Research has shown that only one third of all change initiatives achieve any success. These initiatives involve many different types of change such as reengineering, downsizing, implementing of total quality management, introduction of new technology or change of corporate culture [10, 11, 12, 13]. Moreover, many failed change attempts result in a sharp loss of motivation, job satisfaction and organizational commitments and arise in the level of cynicism [14]. A key element in many of these types of change is the openness of employees towards the change. Although organizations change is often about change in structures, hierarchy, reward systems and technology, it is mediated through individual change. Many change efforts can fail because they underestimate the importance of this individual cognitive-effect nature of organizational change [10, 13, 14].

Performance appraisal is the process of assessing an employee's job performance and productivity. The assessment is conducted based on some pre-established criteria that align with the goals of the organization [7]. Some other aspects are also considered to assess the performance of the employee, for example, organizational citizenship behavior, accomplishments, potential for future improvement, strengths and weaknesses, etc. The management of performance plays a vital role to the success or failure of the organization. An ineffective performance evaluation system creates high turnover and reduces employee productivity. This is why performance evaluation is very important for every organization.

Methods of performance appraisal include objective production, personnel, peer and self assessments and judgmental evaluation [15]. Under objective production, direct data is used to evaluate the performance of an employee, such as sales figures, production numbers, the electronic performance monitoring of data entry workers, etc. However, one drawback of this process is that the variability in performance can be due to factors outside the employees' control. Also, the quantity of production does not necessarily indicate the quality of the products. Still, this data reflects performance to some extent. The personnel method of appraisal records the withdrawal behaviour of employees such as being absent, being in an accident at work, etc. This personnel data usually is not a comprehensive reflection of an employee's performance. Judgmental evaluation is a collection of methods to evaluate an employee. Some of the methods are graphic rating scale which is the most commonly

used performance evaluation system. Typically, the raters use a 5 to 7 point scale to rate employees' productivity. Employee-comparison method is where rather than subordinates being judged against pre-established criteria, they are compared with one another [16]. This method eliminates central tendency and leniency errors but still allows for halo effect errors to occur and behavioural checklists and scales as behaviours are more definite than traits. Supervisors record behaviours of what they judge to be job performance relevant, and they keep a running tally of good and bad behaviours and evaluate the performance of employees based on their judgement. Peer and self assessments appraisal method involves peer assessments where members of a group evaluate and appraise the performance of their fellow group members. Self-assessments is where individuals assess and evaluate their own behaviour and job performance while 360-Degree Feedback is multiple evaluations of employees which often include assessments from superior(s), peers, and themselves [7].

The Human Resource Department is placed with the responsibility of ensuring that it plans adequately for all the organisation's future engagements that will involve people [17]. One important aspect of this is planning for employees in the organisation. It is important that the organisation ensures that all the employees under its wing are just enough to increase value to the organisation. The Department must ensure that staff members are not too many because if they exceed this amount, then the organisation stands to lose. It must plan adequately to ensure that staff members are not too few either, otherwise they will be overworking those who are already in place. Consequently, there will be poor motivation resulting from fatigue.

The HR department is also bestowed with the responsibility of planning future organisational goal in relation to people or clarifying these same goals to staff members. This function of the department ensures that people in the organisation have a general direction which they are working towards. Organisations that have a clear direction are always more effective; those members of staff will be more result oriented rather than just working for the sake of it. The department is also responsible for setting day to day objectives necessary for streamlining activities within the organisation and thus ensuring that work is not just done haphazardly [17].

Commenting on the role of employee rewarding on change management, Handy [15] identifies improvement of compensation packages as one of the major functions of the HR department aimed towards motivating employees. This can be done through rewards especially for those who have done

well. The HR department needs to evaluate performance of employees and those who have exceeded expectations should be compensated for their actions. Research has shown that rewarding employees for good performance is the number one incentive for keeping up this trend [18, 19, 20, 21]. These compensation packages can come in the following ways: holiday offers, end of year bonuses, equities, awards, salary increments, provision of flexible working hours, straight forward promotion schemes and career developments. If the HR department includes these incentives, then it will ensure that employees are satisfied with the organization. It will also contribute towards good staff retention rates. This is especially crucial in increasing stability within the organisation. It also makes employees identify with the firm and instils a sense of loyalty [15, 19].

### THE PROBLEM

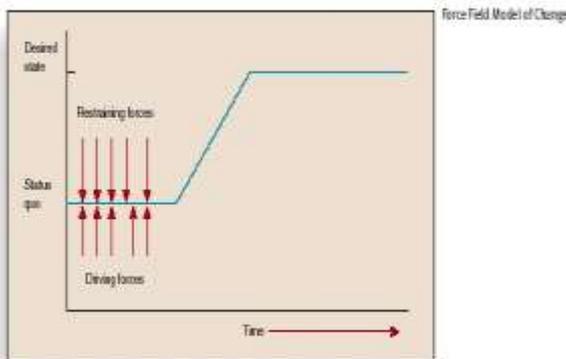
This paper postulates that due to the competitive environment within which most organizations have to operate in, there has been a rapid and, arguably, haphazard implementation of organizational change. The need to conform to the changing dynamics of the competition-driven market has resulted in many organizations implementing changes aimed towards reaming relevant. However, most of these changes have not translated to visible merits. The paper argues that this outcome could be attributed to the minimal, if any, involvement of the human resource department as an integral stakeholder in the process.

The appraisal contribution, a component of HR function, includes ascertaining the level of performance of employees and correlating the rewarding system to establish their appropriateness and suitability as correct appraisal of employees will contribute towards minimal resistance to change viz-a-viz effective implementation of change. The rewarding contribution a component of HR function involves provision of rewards to labour as a factor of production. It includes basic pay, house allowance, entainment, transport allowance, medical; allowance, insurance among others. Appropriate rewarding systems lead to effective implementation of change in organizations. The paper thus anchors the discussion on this debate on empirical findings from a study that sought to investigate the HRD's role in managing organizational change at Telkom Kenya. Specifically, the paper assesses the place of employee appraisal and rewarding towards organizational change management.

**RESEARCH APPROACH**

**Theoretical Framework - Force-Field Analysis Model**

The paper is premised on the force-field analysis model of change as developed by Kurt Lewin. The theory states that two sets of opposing forces are at equilibrium before a change takes place. The forces consist of driving forces, which are pushing for change, and restraining forces, which are opposed to change [22, 23]. A model of organizational change that states that two sets of opposing forces are at equilibrium before a change takes place and put at disequilibrium to make change come about (See Figure 1).



**Fig-1: Force-Field Analysis Model**

Driving forces are those forces affecting a situation that are pushing in a particular direction; they tend to initiate a change and keep it going. In terms of improving productivity in a work group, pressure from a supervisor, incentive earnings, and competition may be examples of driving forces. Restraining forces are forces acting to restrain or decrease the driving forces. Apathy, hostility, and poor maintenance of equipment may be examples of restraining forces against increased production [24]. Equilibrium is reached when the sum of the driving forces equals the sum of the restraining forces. This equilibrium, or present level of productivity, can be raised or lowered by changes in the relationship between the driving and the restraining forces.

Managers are often in a position in which they must consider not only output but also intervening variables and not only short-term but also long-term goals. It can be seen that force field analysis provides a framework that is useful in diagnosing these interrelationships. To implement change, the force-field model of change suggests that management can choose from one of three change strategies. Management can increase the driving forces that drive the change, relative to the restraining forces; reduce the restraining forces that oppose the change, relative to the driving forces, or do both. Therefore human resources department should be the catalyst of change in any

organizations apart from other key factors that play to make change successful. HR has to become a force to bring all restraining factors together and make managing change successful [25].

**MATERIALS AND METHODS**

The study employed a case study design. The use of case study allowed a lot of detail to be collected that would not normally be easily obtained by other research designs. The data collected was also a lot richer and of greater depth. The study targeted the entire management and staff of HRD of Telkom Kenya in North Rift Valley Region who were 66 in total. To enable gather data that is comprehensive and representative, the study used the entire population. This was deemed necessary because most of them are based at Eldoret town and sampling this population would not have provided detailed information that could be generalized for the entire organization.

Questionnaires and interview schedule were used to collect data pertinent to the study. The questionnaire was used to collect data from different cadre of staff working in HRD based in Telkom North Rift Region. Open and close-ended questions were used as they were most suitable in providing detailed information. Likert questions were also used. This type of questions provided a list of responses, which the respondents chose one, that is right according to her. This allowed all possible responses by the respondents. To ensure reliability and validity, the instruments were given to two experts in strategic management and two professionals in research and methodology of the Catholic University of Eastern Africa and their suggestions implemented. The research instrument were also subjected to thorough examination by specialists in research and methodology in the Faculty of Commerce to ensure they met both content and construct validity.

A pilot study was conducted using 10 employees on Telkom Nakuru who were not part of the study sample. Cronbach alpha test was used to test reliability of questions. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. However, there is actually no lower limit to the coefficient. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. Based upon the formula  $\alpha = \frac{rk}{1 + (k-1)r}$  where k is the number of items considered and r is the mean of the inter-item correlations the size of alpha is determined by both the number of items in the scale and the mean inter-item correlations. George and Mallery [10] provide the following rules of thumb: " $\alpha > .9$  – Excellent,  $\alpha > .8$  – Good,  $\alpha > .7$  – Acceptable,  $\alpha > .6$  – Questionable,  $\alpha > .5$  – Poor, and  $\alpha < .5$  – Unacceptable" (p. 231). While increasing the value of alpha is partially dependent upon the number of items in the scale, it

should be noted that this has diminishing returns. It should also be noted that an alpha of .8 was obtained and deemed a reasonable goal.

The data collected for the purpose of the study was adopted and coded for completeness and accuracy. Descriptive statistics method was used for data analysis and interpretation. SPSS version 17.0 was used to analyze data using multi-regression analysis. The collected data was analyzed quantitatively. Inferential statistics (Spearman Rank Correlation) was used to analyze the relationships between the variables. Descriptive statistics (mean, weighted averages and frequency) was used where measures of relationships

did not apply. The level of significance for statistical analysis was 0.05. This level of significance is most commonly used in behavioural science, hence its adoption for the study.

**RESULTS AND DISCUSSION**  
**Experience of Change Management in the Organization**

The researcher sought to establish if the respondents were involved in change in the organization to be able to know whether employees have experienced change dynamics. 80% of the respondents were in agreement while 20% have not experienced change. This is shown in Table 1 below.

**Table 1: Experience of Change Management in the Organization**

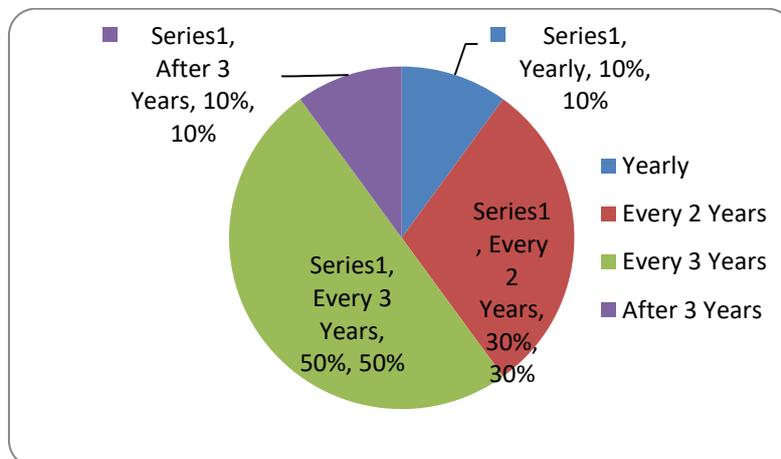
Experience	Frequency	Percentage (%)
Yes	48	80
No	12	20
Total	60	100

This shows that majority of respondents have experienced change in the organization more frequently. Hence they have experienced on what change pertains and how to manage it.

establish the permanency of the change structures and management policies. From the study 10% identified yearly, 30% every two years, 50% every 3 years and 10% after 3 years. This is shown in Figure 2.

**Frequency of Change in the Organization**

The researcher sought to establish the frequency of change in an organization to be able to



**Fig-2: Frequency of Change in the Organization**

As shown in Figure 2, change in Telkom Kenya happens every 3 years. This is a period long enough to enable the business to reinforce change management strategies.

**Activities Played by HRD when Introducing and Implementing Change at Telkom Kenya**

The researcher sought to establish the activities played by HRD when introducing and implementing change at Telkom so as to underscore its significance in

enhancing management of change. On understanding change management 60% strongly agreed, 20% agreed, 6% neutral, 10% disagreed 4% strongly disagreed. On obtaining resources and information, 50% strongly agreed, 30% agreed, 10% neutral, 6% disagreed 4% strongly disagreed. On managing resistance to change 10% strongly agreed, 20% agreed, 20% neutral, 30% disagreed 20% strongly disagreed. On assessing the situation, 35% strongly agreed, 50% agreed, 5% neutral, 7% disagreed 3% strongly disagreed. On

diagnosing the problems, 10% strongly agreed, 10% agreed, 30% neutral, 40% disagreed 20% strongly disagreed. On implementing change, 80% strongly agreed, 10% agreed, 6% neutral, 4% disagreed 0% strongly disagreed. On helping employees to embrace change, 70% strongly agreed, 30% agreed, 0% neutral, 0% disagreed 0% strongly disagreed. On enlisting people to participate to change process, 70% strongly agreed, 20% agreed, 6% neutral, 4% disagreed 0% strongly disagreed. On developing carefully planned

training programs, 60% strongly agreed, 25% agreed, 5% neutral, 6% disagreed 4% strongly disagreed. On designing and implementing reward systems, 40% strongly agreed, 40% agreed, 10% neutral, 7% disagreed 3% strongly disagreed. On helping to assess people change capacity, 10% strongly agreed, 20% agreed, 20% neutral, 30% disagreed 20% strongly disagreed. On helping to manage stress, 20% strongly agreed, 20% agreed, 20% neutral, 30% disagreed 10% strongly disagreed. This is shown in Table 2 below.

**Table 2: Activities Played by HRD when Introducing and Implementing Change at Telkom Kenya**

Activities	SA		A		N		DA		SD	
	F	%	F	%	F	%	F	%	F	%
Understanding change management	36	60	12	20	4	6	6	10	2	4
Obtaining resources and information	30	50	18	30	6	10	4	6	2	4
Managing resistance	6	10	12	20	12	20	18	30	12	20
Assessing the situation	22	35	30	50	4	5	4	7	2	3
Diagnosing the problems of managing change	24	40	6	10	18	30	24	40	12	20
Helps in getting the changes implemented	48	80	6	10	4	6	2	4	0	0
Helping employees to see and embrace change	42	70	18	30	0	0	0	0	0	0
Enlisting people to participate in change process	42	70	12	20	4	6	2	4	0	0
Developing carefully planning training programs	36	60	16	25	4	5	4	6	2	4
Designing and implementing reward systems	24	40	24	40	6	10	4	7	2	3
Assessing people change capacity	6	10	12	20	12	20	18	30	12	20
Managing stress arising from introduction of change	12	20	12	20	12	20	18	30	6	10

The above findings show that the common activities performed by HRD in managing change include helps in getting the changes implemented, understanding change management, obtaining resources and information, diagnosing the problems of managing change, helping employees to see and embrace change, enlisting people to participate in change process, developing carefully planning training programs and designing and implementing reward systems.

**Employee Appraisal and Change Management**

The researcher sought this information to find out contribution of HRD on appraisal of employees

during change management so as to underscore its significance in change implementation and management in organizations. On faster implementation of change, 30% strongly agreed, 10% agreed, 10% neutral, 30% disagreed 20% strongly disagreed. On less resistance to change 10% strongly agreed, 20% agreed, 20% neutral, 20% disagreed 30% strongly disagreed. On less errors in change implementation, 60% strongly agreed, 30% agreed, 6% neutral, 4% disagreed 0% strongly disagreed. On less fraud, 6% strongly agreed, 20% agreed, 10% neutral, 34% disagreed 30% strongly disagreed. This is shown in Table 3 below.

**Table 3: Contribution of HRD on Appraisal Practice of Employees during Change Management**

Contribution of HRD Appraisal practice	SA		A		N		DA		SD	
	F	%	F	%	F	%	F	%	F	%
Faster implementation of change	18	30	6	10	6	10	18	30	12	20
Less resistance to change	6	10	12	20	12	20	12	20	18	30
Less errors in change implementation	36	60	18	30	4	6	2	4	0	0
Less fraud in change implementation	4	6	12	20	6	10	20	34	18	30

It is implied from the above findings that majority of the respondents identified faster implementation of change and less errors in change implementation as the contribution of HRD on appraisal

of employees on change management. This finding concurs with the sentiments of Erica [7] and Handy [15] who aver that performance appraisal is an important element of assessing an employee’s job performance

and productivity and has a direct correlation with organizational change. These scholars observe that when objective production, personnel, peer and self assessments and judgmental forms of evaluation are effectively done, the results offer a platform within which organizational change can be implemented and managed.

**Rewarding of Employees and Change Management**

The researcher sought to find out the contribution of HR practice of rewarding of employees

on change management so as to make conclusion on its role on change management. On faster implementation of change, 70% strongly agreed, 20% agreed, 0% neutral, 6% disagreed, 4% strongly disagreed. On less resistance to change, 10% strongly agreed, 20% agreed, 20% neutral, 30% disagreed, 20% strongly disagreed. On less errors in change implementation, 40% strongly agreed, 30% agreed, 10% neutral, 16% disagreed, 4% strongly disagreed. This is shown in Table 4 below.

**Table 4: Contribution of HR Practice of Rewarding of Employees on Change Management**

Contribution of HR practice of rewarding	SA		A		N		DA		SD	
	F	%	F	%	F	%	F	%	F	%
Faster implementation of change	42	70	12	20	0	0	4	6	2	4
Less resistance to change	6	10	12	20	12	20	12	30	12	20
Less errors in change implementation	24	40	18	30	6	10	10	16	2	4
Less fraud in change implementation	24	40	12	20	12	20	2	4	10	16

The results in Table 4 demonstrate that the contribution of HR practice of rewarding of employees on change management includes faster implementation of change, less fraud in change implementation and less error in change implementation. Results from the interview schedules on the contribution played by the HRD the respondents identified diagnosing change, providing resources and information, training employees to embrace and accommodate change, evaluating environmental factors which influence change, evaluating the progress of change and providing change results. These findings tally with those of Handy [15] who also identified improvement of compensation packages as one of the major functions of the HR department towards motivating employees.

**CONCLUSION**

This paper has shown that HRD’s role of employee appraisal influences organizational change management. The practice of appraisal leads to faster implementation of change and less errors in change implementation. Employee appraisal enables employees to be conscious on the results of management of change since this will impact on their rating as far as appraising is concerned. It is therefore pertinent that the HRD is fully involved throughout the process of change management.

The paper has also demonstrated that HRD’s practice of rewarding employees has a direct effect on change management. Rewarding employees leads to faster implementation of change, less fraud in change implementation and less error in change implementation. Consequently, this paper calls for the employment of employee rewards as a way to fast-track organizational change. From the discussion, it is apparent that rewarding employees for good

performance is the number one incentive for keeping up this trend. These compensation packages can come in the following ways: holiday offers, end of year bonuses, equities, awards, salary increments, provision of flexible working hours straight forward promotion schemes and career developments.

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