

Management and Staff Development System of Janata Bank Limited

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***Abstract:** The scope of the study is to identify and evaluate management development system of JBL(Janata Bank Ltd,) which is a financial service oriented organization. Due to the increased competition of the increased number of commercial banks and the growing economy, the expectations of the organization have also increased than ever before. Realizing the present condition, banks, especially the commercial banks are trying to improve and develop their management system. The main purpose of the study is to provide an evaluation of how Bangladeshi bank managers perceive and respond to training and management development programs, the extent to which such programs has been successful in achieving their learning outcomes and finding the barriers in such programs as well as staff development programs.*

***Keywords:** Management Development, Training, Bank, Staff development*

Introduction :

“A bank is an institution the principal function of which is to collect the unutilized money of the people and to lend it to others”. (R. P. Kent) Thus, Bank is a financial institution and intermediary, which collect deposits through its different deposit mechanism and provide loans and advances among the loan Clients/ investors with the view to earn profit. Modern management develops programs tend to use three interrelated approaches: one focuses on the characteristics, knowledge and experience of the individual manager and attempts to provide special programs to meet his or her needs. A second approach directs its attention to the improvement of managers as members of a class or a set of classes with overlapping membership. In this approach, programs are, planned for persons in similar roles in different organization. The third focuses upon a specific organization. It leads to programs designed to improve the functioning of a particular organization, with a given staff and resources faced with unique situations and problems. Each of these approaches in its own way attempts to mesh the capabilities and goals of the person with the needs and goals of the organization.

In Bangladesh, the researcher observed that the pattern of management development is different in different enterprises. That is why, the study is undertaken to analyze the pattern and problems in management development and staff development of Janata Bank Ltd.

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Objectives of the Study

The study has explored the following objectives and targets to determine the management development Program of Janata Bank Limited.

Primary Objective: Primary objective of the study is to explore management development system of Janata Bank Limited.

Specific Objectives: Specific objectives of the study are as follow as:

1. To profile the current provision of management development system of Janata Bank Ltd
2. To identify the factors influencing and methods used management development programs of Janata Bank Ltd.
3. To determine the relationship between indicators of management development by using a descriptive as well as inferential statistical tool in relation to overall management development program.
4. Develop action plans to close identified gaps in management development provision in Janata Bank Lt
5. To recommend some ways to enhance the state of management development system of the bank employees.

Literature Review

The word “Manager” has been used to mean people at different levels of hierarchy. To be called a manager, one neither has to be at the top of the organization, nor should one necessarily supervise others. Even worker may be considered as manager for the purpose of management development, one of the objectives of which is to create management succession.

It is clear that the theory of management and the principles of functional and commercial activities (e.g. marketing, financial management) can be successfully taught in a classroom setting. However, many critical managerial competencies or abilities such as communication skills, relationship building, decision making, and resilience, are not easily developed through lectures or consumption of written material. These less tangible, but critical managerial competences are best developed through experiential learning. **David and Bagher (2010)** say that, “as globalization affects increase and the participation of diverse groups in the workplace grows, there is a clear need in the field of Human Resource Development (HRD) to commit to promoting the cause of diversity. Diversity needs to become a priority item on the HRD agenda through embedding diversity into the curricula of HRD programs.”

Management Development

Management refers to the organization and coordination of the activities of an enterprise in accordance with certain policies and in the achievement of clearly defined objectives. Development is the process of growing and changing, and increasing ability.

Management development, therefore, is the process by which the management competencies of a manager or a management team are enhanced. While training focuses on improving an employee's skill level, development has a more long term focus intended to help an employee prepare for future jobs. It helps organization to achieve its mission and goals by improving individual and, ultimately, organizational performance.

Management development can be defined simply as developing the most important section of any business its human resource by, "attaining or upgrading the skills and attitudes of employees at all levels in order to maximize the effectiveness of the enterprise" (Kelly 2001). **The Management Development Council** has defined Management Development as. "Any form of training, formal or informal, accredited or non-accredited, which enhances the ability of a manager to provide direction, facilitates change, use resources, work with people, achieve results, or manage self and personal skills".

"Aspect of organizational development that covers recruitment and assessment of executive level employees and training them in leadership to equip them for higher positions. This process generally includes development of cognitive (thinking, idea generation, and decision making), behavioral (choosing appropriate attitudes and values), and environmental (suiting management style to the situation) skills is known as management development." (Ladhari, 2008)

So, simply Management development System is the process by which managers learn and improve their management skills. Most management development does not involve outside classes or professional trainers. Management development is the overall concept that describes the many ways that organizations help employees develop their personal and organizational skills, either as managers in a management job or with an eventual management job in mind. Building the skills of managers through management development options is critical to the effective functioning of organization.

Objectives of management and Staff development program

To stimulate creative thinking, to improve performance of managers, to increase versatility of the management group, to improve thought process and analytical thinking, To give specialist an overall view of the functions of an organization, To identify persons with required potential, To motivate managers, To update managers, To improve human relation skills

Methods of Management Development

In organizational development (OD), management effectiveness is recognized as a determinant of organizational success. There are mainly two types of methods by which managers can acquire the knowledge, skills and attitudes and make themselves competent manager. One is formal training or of-the-job and another is through on-the-job training.

- **Off-the-job methods:** Lecture/Seminar, Simulation exercise, Behavioral Modeling, Sensitivity training, Transational Analysis
- **On the job methods:** Coaching, Understudy, Job Rotation, Planned work Assignment, Internship

Gap in the Literatures

The above section of the literature review show that a number of researches have been conducted on banking sector in Bangladesh. The focus of these studies included training and development system of different private and state owned bank, job satisfaction of bank's employees, service quality of retail banking, and many other factors regarding developing staff and management in banking area. However it is noteworthy there is very limited published works which directly examined management development programs of state owned banks in Bangladesh. In particular there no research found regarding management development system of Janata Bank Ltd. Therefore, the importance of the present study on exploring the management development system of JBL as a state owned bank is compelling in the context of Bangladesh.

Methodology of the study

This section presents the detail methodological considerations which were used to conduct this study. Quantitative research design was used to fulfill the purpose of thThe research is a descriptive research. At first the topic has been selected and an exploratory research made. The Likert Scale for measuring management development program has been used in the study. The research study has been conducted on personal interview of the employees of Janata Bank Ltd, as well as a questionnaire used to be collected various information related with job satisfaction and observation method is used in various sensitive issues to know the actual behavioral aspects of employees.

Sources of Data

In order to make the study more meaningful and presentable, two sources of data and information have been used widely.

The "Primary Sources" are: a questionnaire survey, observation, relevant file study as provided by the officers, sharing practical knowledge of officials, in-depth study of selected cases.

The "Secondary Sources" are as follows: Annual reports of Janata Bank Limited, periodicals Published by Bangladesh Bank, office files and documents, study related books and journals, web sites sources etc.

Questionnaire Design

A survey questionnaire consisting of two broad parts namely

- a. A number of questions related with management development program was given to select respondents. The instrument uses a five point Likert scale to rank the items. The ranges are as follows:

- Strongly agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
- b. Structured questionnaire regarding product facility, complaint handling, extra services, account statement and customer relation.

Population

At present there are 71 branches (up to 2014) of Janata Bank Ltd. The questionnaire was distributed to those respondents who have been working in this bank. But the population size is so large. That is why a sample of 50 people has been taken for the study.

Sample Size

For conducting my research total sample size was 50. Fifty (50) respondents were selected purposively from different branch of Janata Bank Limited and especial emphasis was given on those employees who are in charge of management position in various departments. A random selection process was used to select those respondents among employees of the bank.

Sampling Technique

In survey methodology, sampling is concerned with the selection of a subset of individuals from within a statistical population to estimate characteristics of the whole population.

Simple Random Sampling Method has been used in the study to select the sample. In a simple random sample (SRS) of a given size; all such subsets of the frame are given an equal probability. Each element of the frame thus has an equal probability of selection.

Variables Covered

The following variables have been used to conduct the analysis of this study:

- Independent variable: Effective management development system in the organization
- Dependent variable: Organizational performance which is the outcome of good management development strategy.

Data Processing System

The research is mainly descriptive in nature. To process and analyze data following instruments and statistical tools has been used here:

Instruments Used in Analysis

There are some tools which used in analysis. Data analysis is done using descriptive statistics consisting of percentage and tables. There are various figures, tables, charts, Analysis which are easier to understand. These instruments are used in the analysis with

their sources. Most of the cases I will use tables and charts to present the condition in an easier way. The statistical tools used in the study were graphical presentation, tabulation, frequency distribution etc.

Limitations

The study aims to explore & analyze management development program of Janata Bank Ltd and find out if there is any scope for its improvement. In doing so, I have encountered the following problems:

sThe sample population is limited in terms of its range and composition. Non response error – this type of error occurs when the researcher cannot locate the pre-designated sample element to be studied. Two sample element were out of reach and inaccessible. Their address could not be found in the customer database, and also they did not receive phone calls. Sample substitution could not be possible as the sampling frame was limited. It was too limited to cover all the banking area. Many aspects could not be discussed in the present study. Lack of comprehension of the respondents was the major problem that created a lot of confusion regarding verification of conceptual question. Another limitation of this study is Bank's policy of not disclosing some data and information for obvious reason, which could be very much useful.

History of the Bank

Janata means people. This is a progressive Bank. Immediately after the emergence of Bangladesh in 1971, the erstwhile United Bank Limited and Union Bank Limited were nationalized and renamed as Janata Bank. On 15th November, 2007 the bank has been corporatized and renamed as Janata bank Limited. Janata Bank Limited was thus born with a new concept of purposeful banking for serving the growing and diversified financial needs of planned economic development of Bangladesh.

Janata Bank Limited, one of the state owned commercial banks in Bangladesh, has an authorized capital of Tk. 20000 million (approx. US\$ 250 million), paid up capital of Tk. 11000 million (approx. US\$ 37.87 million) and reserve of Tk.17234 million (approx. US\$ 42.73 million). The Bank has a total asset of Tk. 508567 million (approx. US\$ 3562.94 million) as on 31st December 2012.

Janata Bank Limited operates through 892 branches including 4 overseas branches at United Arab Emirates. It is linked with 1202 foreign correspondents all over the world. The Bank employs more than 15(fifteen) thousand persons.

Vision of Janata Bank Ltd.

Janata Bank's vision is to become the effective largest commercial bank in Bangladesh to support socio-economic development of the country and to be a leading bank in South Asia.

Mission of Janata Bank Ltd.

The mission of the bank is to be an effective commercial bank by maintaining a stable growth strategy, delivering high quality financial products, providing excellent customer

service through an experienced management team and ensuring good corporate governance in every step of banking network.

Analysis & Interpretation of Data

To carry forward this study, 20 questions were asked to the 50 respondents who are the officers of Janata Bank Limited to determine their management development system. The respondents gave different answers in response to the questions. The given answers have been analyzed by using Microsoft Excel, chart, graph etc. However, the following part of this study presents the analysis & interpretation of the answers given by the respondents:

Descriptive Analysis and Frequency Distribution

To analyze respondents answer descriptive analysis and frequency distribution has been used:

Descriptive Analysis: It refers the transformation of raw data into a form that will make them easy to understand and interpret; rearranging, ordering, manipulating data to provide descriptive information.

Frequency Distribution: It refers a set of data organized by summarizing the number of times a particular value of a variable occurs. I targeted my sample size as 50. By using descriptive analysis and frequency distribution, we can assume about the total population. Those are given descriptively and graphically as follows:

Learning Organization & Strategy Dimension

Learning organization & strategy dimension

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Disagree | 2 | 4 | 4 | 4 |
| | Disagree | 26 | 52 | 52 | 56 |
| | Uncertain/Neutral | 5 | 10 | 10 | 66 |
| | Agree | 14 | 28 | 28 | 94 |
| | Strongly Agree | 3 | 6 | 6 | 100 |
| | Total | 50 | 100 | 100 | |

(Data-Primary Source)

Interpretation and Comment

Here analysis shows that among the total respondents 26 persons were disagreed and 14 persons were agreed with this question. Also we found that 5 persons were neutral and 2 persons were highly disagreed. As most of the respondents are disagreed with this dimension, it can be said that Janata Bank Ltd is not a good learning organization.

Management Development Need Analysis and Goal/objectives Dimension

Management development need analysis and goal/objectives dimension

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|----------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 3 | 6 | 6 | 6 |
| | Neutral | 14 | 28 | 28 | 34 |
| | Agree | 26 | 52 | 52 | 86 |
| | Strongly Agree | 7 | 14 | 14 | 100 |
| | Total | 50 | 100 | 100 | |

(Data-Primary Source)

Interpretation and Comment

Janata Bank Ltd shows sincere interest in management and staff development need analysis to achieve its goal. After analysis this dimension it is found that most of the respondents were agreed which were 26 persons. Also found that 14 persons were neutral with this statement and 3 people were committed with disagree. As there is no strongly disagreed person it can be said that the bank does its development need analysis properly.

MDP Formalization and its Execution Dimension

MDP formalization and its execution dimension

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Strongly Disagree | 2 | 4 | 4 | 4 |
| | Disagree | 8 | 16 | 16 | 20 |
| | Uncertain/Neutral | 17 | 34 | 34 | 54 |
| | Agree | 17 | 34 | 34 | 88 |
| | Strongly Agree | 6 | 12 | 12 | 100 |
| | Total | 50 | 100 | 100 | |

(Data-Primary Source)

Interpretation and Comment

Total sample size was 50. Here analysis shows that among the total respondents 17 persons were agreed with this dimension. 6 people were strongly agreed with this statement. Also 17 persons were neutral and the rest of the respondents were disagreed and strongly disagreed. It can be said that Janata Bank Ltd executes its management development program properly.

Employee Performance Dimension

Table 8: Employee performance dimension

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Disagree | 3 | 6 | 6 | 6 |
| | Uncertain/Neutral | 13 | 26 | 26 | 32 |
| | Agree | 26 | 52 | 52 | 84 |
| | Strongly Agree | 8 | 16 | 16 | 100 |
| | Total | 50 | 100 | 100 | |

(Data-Primary Source)

Interpretation and Comment

Effective performance of the employee is positively related to the management and staff development program of the bank. Here analysis shows that most of the respondents are agreed with this statement. Among them 26 persons agreed and 8 persons were strongly agreed and 13 persons were neutral about that statement. But there were no strongly disagreed persons with this statement. So, it is found that management development system is positively related to the employee performance of the bank.

Analysis of Close Ended Questions

Apart from the surveys scale participants were also asked some close ended question. Variety responses were recorded indicating several aspects of management and staff development system of JBL. The following section presents some of the important aspects of them:

Rate the management and staff development system of JBL

Rating of the management and staff development system

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-----------|-----------|---------|---------------|--------------------|
| Valid | Poor | 5 | 10 | 10 | 10 |
| | Average | 21 | 42 | 42 | 52 |
| | Good | 20 | 40 | 40 | 92 |
| | Excellent | 4 | 8 | 8 | 100 |
| | Total | 50 | 100 | 100 | |

(Data-Primary Source)

Interpretation and Comment

Employees of JBL were asked to rate the management and staff development system of their organization. With this statement most of the respondents answered average. Among the total respondents 20 people rate it good and 4 persons poor. Rest 5 people rate it excellent.

Most Effective Method of Development System

Most effective method of development system

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-------------------------|-----------|---------|---------------|--------------------|
| Valid | Seminar | 7 | 14 | 14 | 14 |
| | Job Rotation | 22 | 44 | 44 | 58 |
| | Planned work Assignment | 18 | 36 | 36 | 94 |
| | Coaching | 3 | 6 | 6 | 100 |
| | Total | 50 | 100 | 100 | |

(Data-Primary Source)

Interpretation and Comment

What is the most effective development method of Janata Bank Ltd? Here 36 % answered planned work assignment with and 6% answered coaching. 44% favored job rotation that is most and 14 % favored seminar. According to them job rotation is the most effective method of management development system.

Helpfulness of Organization in Performing Job Effectively

Helpfulness of organization in performing job effectively

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-------|-----------|---------|---------------|--------------------|
| Valid | Yes | 20 | 40 | 40 | 40 |
| | No | 30 | 60 | 60 | 100 |
| | Total | 50 | 100 | 100 | |

(Data-Primary Source)

Interpretation and Comment

The question was do you feel bank allows you to perform job effectively? Here, it is obvious that 30 respondents were said no and 20 respondents were said yes. So, from this it can be concluded that most of the respondents that is about 60 percentages of total respondents did not find their bank helpful in performing job effectively.

Opportunity to Get Job Related Skill Development Program

Opportunity to get job related skill development program

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-------|-----------|---------|---------------|--------------------|
| Valid | Yes | 15 | 30 | 30 | 30 |
| | No | 35 | 70 | 70 | 100 |
| | Total | 50 | 100 | 100 | |

(Data-Primary Source)

Interpretation and Comment

The question was do you have the available opportunity to get job related skill development program? Here, it is obvious that 35 respondents were said no and 15 respondents were said yes. So, from this it can be concluded that most of the respondents that is about 70 percentages of total respondents did not get opportunity to have job related skill development program.

Opportunity to Show Skill and Creativity in the Job

Opportunity to show skill and creativity in the job

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|----------------|-----------|---------|---------------|--------------------|
| Valid | To Some Extent | 12 | 24 | 24 | 24 |
| | No | 29 | 58 | 58 | 82 |
| | Yes | 9 | 18 | 18 | 100 |
| | Total | 50 | 100 | 100 | |

(Data-Primary Source)

Interpretation and Comment

Do you get enough opportunity to show your skill and creativity in the job? With this question only 9 people said yes, 29 persons answered no and 12 people said to some extent they get opportunities. So, it can be concluded that there is less opportunities to show skill and creativity in the job.

Achieve Goal through the Job

Table 14: Possibility of achieving goal through job

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-------|-----------|---------|---------------|--------------------|
| Valid | Yes | 17 | 34 | 34 | 34 |
| | No | 33 | 66 | 66 | 100 |
| | Total | 50 | 100 | 100 | |

(Data-Primary Source)

Interpretation and Comment

The question was do you think you can achieve your goal through this job? Here, most of the respondents said no that is 33 and only 17 respondents were said yes. So, from this it can conclude that most of the respondents that is about 66 percentages of total respondents did not think they can achieve their goal through this job. So, the organization is not helpful to achieve employee’s goals.

Satisfaction Level Regarding Management Development System of the Bank

Table 15: Satisfaction level regarding management development system

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------|-------------------|-----------|---------|---------------|--------------------|
| Valid | Highly Dissatisfy | 4 | 8 | 8 | 8 |
| | Dissatisfy | 5 | 10 | 10 | 18 |
| | Uncertain | 18 | 36 | 36 | 54 |
| | Satisfy | 20 | 40 | 46 | 94 |
| | Highly Satisfy | 3 | 6 | 6 | 100 |
| | Total | 50 | 100 | 100 | |

(Data-Primary Source)

Interpretation and Comment

Here analysis shows that 20 persons were satisfied and only 5 persons were dissatisfied with the management and staff development system of the bank. Also there were 18 persons neutral and 4 person’s highly dissatisfied and only 3 persons were highly satisfied. The satisfaction level indicates that the bank should try to improve its management development system.

Summary of the findings

The analysis of this research revealed that HR’s role is to establish and implement a high-level roadmap for strategic development system. After collecting and analysis data some idea about the management and staff development practice of Janata Bank Ltd has been found. The findings emerged as a result of survey are discussed as under:

1. Organization provides less opportunity on continual learning and job trainings that positively contributes to organizational performance.
2. Managers of all level do not get chance to involve in management development need analysis and policy decisions for development program.
3. Employee Performance is augmented through competitive advantage that can be achieved through management development.
4. The study reveals that job rotation is the most effective development method provided by the organization.
5. The employees agree that there is less opportunities for career development.
6. Good training and development must provide opportunities to learn and grow employees.
7. The employees are satisfied with the management development program in the organization.
8. From the study it was found that development system should be periodically evaluated and improve.

9. The bank does not conduct adequate software-based development for their employees. But to cope with the modern banking system software-based development system is very essential for the employees of the bank.
10. The training and development budget of Janata Bank Ltd is increasing. That means they are giving more importance on management development to achieve the organization's goals.
11. The HRD & Training Institute of this Bank mainly focuses on the needs analysis of employees for the selection of employees for development. They also use performance appraisal; analyze the previous record, job analysis & job description, recommendation of top management to select the candidates for development program.
12. The main purpose of development system of this bank is to increase their profit. But they do not arrange development program to motivate their employees. But without motivation the employee's productivity will not

Conclusions

Janata Bank Ltd is playing leading role in socio-economic development of the country. Since inception Janata Bank Ltd has been rendering its banking services with the needs of the nation to cope with the demands of people in the country.

Management and staff development programs play a vital role in every organization. These programs improve employee performance at workplace, it updates employee knowledge and enhances their personal skills and it helps in avoiding managerial obsolescence. It creates efficient and effective employees in the organization. Development program enhances the overall performance of an organization in various ways. Development program enables the staff to develop their skills within the organization and hence naturally helps to increase the organization's market value, earning power of the employees and job security of the employees. Development system moulds the employee's attitude and helps them to achieve a better cooperation within the organization. In addition both qualitative and quantitative research could be conducted on a large sample to better examine management development system regarding Janata Bank Limited.

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