

## **NON-MONETARY INCENTIVES AND EMPLOYEE MOTIVATION OF NON-GOVERNMENTAL MEDICAL ORGANIZATIONS IN PORT HARCOURT, NIGERIA**

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**ABSTRACT:** *The study investigated the relationship between non-monetary incentives and motivation of non-governmental medical organizations in Port Harcourt, Nigeria. The unit of analysis was at the individual level. The study employed cross sectional survey method for social research and primary data were collected using self-administered questionnaire. A total of sixty one (61) employees from two (2) Non-governmental medical organizations in Port Harcourt formed the study population and sample size. However fifty eight (58) copies of the questionnaire were retrieved from respondents and forty one (41) were found useful and were utilized for data analysis. In order to ascertain the reliability test of the instruments, the Cronbach's Alpha value of 0.7 was used as a minimum bench mark; the data analyses were aided by the use of Statistical Package for Social Sciences version 23. Descriptive statistics and the Spearman rank order correlation were used for data analysis and hypothesis testing. Empirical findings revealed that there is a positive significant relationship between non-monetary incentives and employee motivation of non-governmental medical organizations in Port Harcourt, Nigeria. The study thus concluded that non-monetary incentives have a positive and significant influence on employee motivation of non-governmental medical organizations in Port Harcourt. The study recommends that non-governmental medical organizations in Port Harcourt should be keen on implementing non-monetary incentives and improvements should be made on recognizing employees.*

**KEYWORDS:** Training, employee motivation, employee growth, employee achievement, the work itself

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### **INTRODUCTION**

Non-Governmental Organizations (NGOs) are civil organizations that are largely or totally independent of government and which function as charitable or religious associations, mobilize

private funds for development initiatives and programmes, raise awareness and influence policies in pursuance of the ideals of democracy and good governance as well as undertake diverse humanitarian projects that could better the lots of the grass-roots (David& Nazneen, 2009). Guler (2010) defines Non-Governmental Organizations as voluntary, non-state, non-profit, non-religious, and non-military associations. It is an independent voluntary association of people acting together on a continuous basis for some common purpose other than achieving government office, making money or illegal activities.

Non-monetary incentives are a powerful tool in managing employees' motivation. An incentive is any object, items of value, or actions that is offered by employer with the intention to encourage employees into performing better to try harder, or encouraging desired action or performance (Heathfield, 2014). Non-monetary incentives do not involve direct kind of payment of cash in rewarding employees. Non-monetary incentives motivate employees but do not affect organizations financially as much as monetary incentives. Examples of non-monetary incentives are: recognition or praise from superior, recognition awards, flexible working hours, training, letter of appreciation and so forth. From employee's viewpoint, non-monetary incentives also play a role in showing how much the company values them (Heathfield, 2014).

Each individual can be motivated by different things and for different reasons, hence, it is important to understand the force of motivation in order to manage employees effectively. According to Maslow's Hierarchy of needs, each and every individual is motivated to achieve certain needs (Maslow & Lowery, 1998). Maslow outlined a hierarchy of needs, from physiological to self-actualization, whereby people are motivated to reach the highest level of need (McLeod, 2018). Maslow also states that the first four levels from the bottom of the hierarchy can be referred to as deficiency needs; and if the needs in these deficiency needs are not met, there would be a physiological effect on a person.

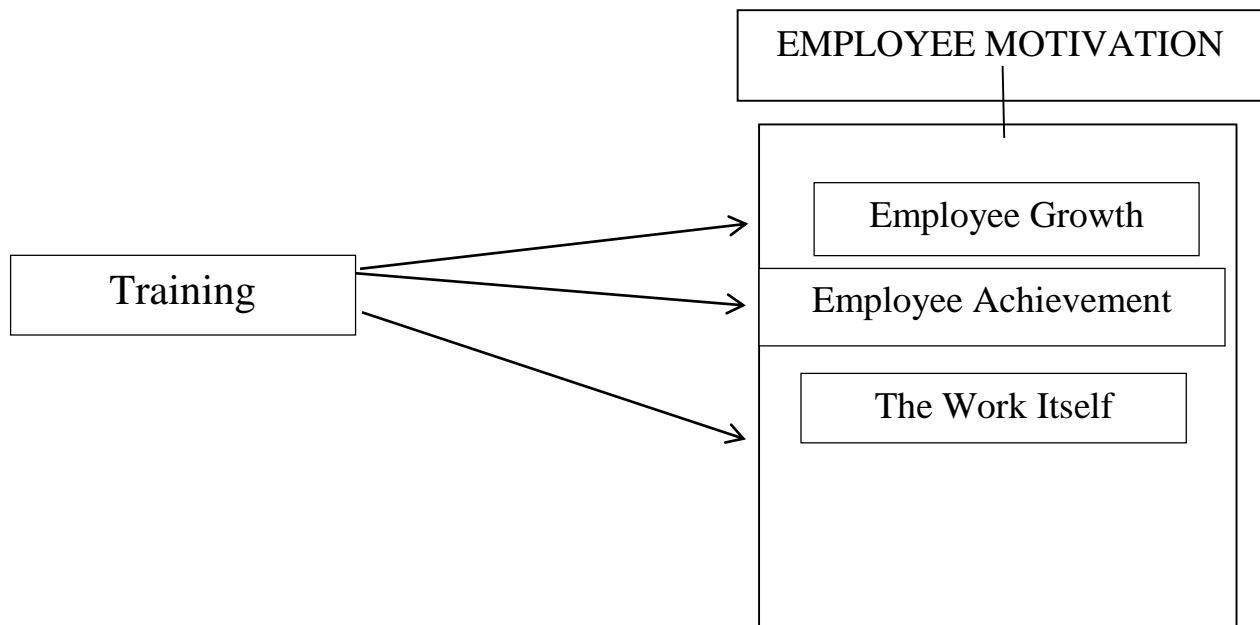
Motivation is derived from the word "motive", which is a reason for action. It is the process of stimulating individual to work to accomplish the goal or objective. There are different definitions of motivation established by many different researchers and authors; motivation is the reason that causes people to behave in a certain way (Guay, Chanal, Ratelle, Marsh, Larose & Boivin, 2010). Broussard and Garrison (2004), motivation refers to the characteristic that moves one to do or not to do something. In other words, motivation brings about the behavior that is characterized by willingness and desires. Hence this study intends to examine the empirical relationship between training and employee motivation of non-governmental medical organizations in Port Harcourt.

The main aim of this study is to examine the relationship between training and employee motivation of non-governmental medical organizations in Port Harcourt. The specific objectives of the study therefore are to:

1. Examine the relationship between training and employee growth of non-governmental medical organizations in Port Harcourt
2. Examine the relationship between training and employee achievement of non-governmental medical organizations in Port Harcourt
3. Examine the relationship between training and the work itself of non-governmental medical organizations in Port Harcourt

The study seeks to provide answers to the following questions

1. How does training relate with employee growth of non-governmental medical organizations in Port Harcourt?
2. How does training relate with employee achievement of non-governmental medical organizations in Port Harcourt?
3. How does training relate with the work itself of non-governmental medical organizations in Port Harcourt?



**Figure 1:** a conceptual framework showing the relationship between training and employee motivation.

**Source:** Researcher’s desk, (2019) adopted from the works of Kumar (2011) and the measures of motivation sourced from the works of Elena (2000), Smith (2003) and Ford (1969).

## LITERATURE REVIEW

### Theoretical Foundation

This study is based on the expectancy theory developed by Victor Vroom 1964 and the Equity Theory developed by John Adams 1963.

### Expectancy Theory

The expectancy theory stresses that people choose how to behave from among alternative courses of action based on their expectations of what there is to gain from each action. The expectancy theory of motivation is best described as a process theory (Tolman, 1930). Expectancy Theory provides an explanation of why individuals choose one behavioral option over others (Vroom,

1964). The idea with this theory is that people are motivated to do something because they think their actions will lead to their desired outcome (Redmond, 2014).

According to (Chen and Miller, 1994) Expectancy theory proposes that work motivation is dependent upon the perceived association between performance and outcomes and individuals modify their behavior based on their calculation of anticipated outcomes. In other words, it can help explain why a person performs at a particular level. This has a practical and positive potential of improving motivation because it can, and has, helped leaders create motivational programs in the workplace. This theory provides the idea that an individual's motivation comes from believing that they will get what they desire in the form of a reward. Although the theory is not all inclusive of individual motivation factors, it provides leaders with a foundation on which to build a better understanding of ways to motivate subordinates (Chen & Miller, 1994). Expectancy theory is classified as a process theory of motivation because it emphasizes individual perceptions of the environment and subsequent interactions arising as a consequence of personal expectations. The desire to satisfy the need is strong enough to make the effort worthwhile (Lawler, Porter & Vroom, 2009).

### **Equity Theory**

Equity theory is based on the notion that people are most satisfied in relationships, both personal and professional when the gives and takes are equal Adams (1976). In terms of work, this can mean that a person judges equity by measuring their input to outcome ratio against that of other workers. Adams (1976) suggested that we gain our sense of equity through the process of socialization. Thus, under equity theory, perceived inequity creates tension which is proportionate to the inequity, and this tension is what serves to motivate individuals to change. He outlines six methods to reduce the tension of inequity: (1) altering effort, (2) altering outcomes, (3) changing how people think about effort or outcomes, (4) leave the field, (5) try to change the outcomes for others, and (6) change the comparison standards (p. 428).

### **Training**

Training is a dimension of non-monetary incentive and it has been defined as the act of increasing the knowledge and skills of an employee for doing a particular job (Kumar, 2011). In other words, training is a job-oriented learning process, where employees acquire knowledge and skills for doing a job. Training involves change in one's knowledge, skills, and attitudes. Training are provided to employees as there is still room for growth and advancement. It implies that employees need not limit themselves to routine work practices, they can take up bigger challenges in work. Training also gives employees an overview of their own weaknesses and strengths. Training refers to the systematic accretion of skills, command, concepts or mindset leading to improved performance (Lazazzara & Bombelli 2011). Baldwin, Magjuka and Loher (1991) indicates that individuals with higher pre-training motivation on the basis of their willingness to attend training have greater learning outcomes as compared to individuals heaving lower pre-training motivation. (Commeiras, Loubes & Bories, 2013) point out that traineeship is continuing to grow. In business, context training basically refers to action of teaching employees and providing proper knowledge

and skills to make them job fit as well as organization fit. Training teaches employees how to work and enhance their skills, hence motivate them to achieve the common goal of organization as well as of employee. According to Martins (2010), in the today's competitive world, every organization wants to achieve competitive edge over their competitors and be impossible to achieve without employee involvement, which forces management to motivate their employees by different means. Training enables employees to gain skills which leads to their advancement in the organization (Martins 2010).

Motivation is not directly observable. Motivation is an internal state that causes people to behave in a particular way to accomplish particular goals and purposes. It is possible to observe the outward manifestations of motivation but not motivation itself (Denhardt et al., 2008, p. 147). For instance, the acquisition of money may be an extrinsic motivator, but it is simply the manifestation of the internal drive to meet intrinsic needs like purchasing food, paying rent for shelter, or acquiring high social status. Motivation is not the same as satisfaction. Satisfaction is past oriented, whereas motivation is future oriented (Denhardt et al., 2008). While a worker may be very satisfied by the compensation of their job, there are countless instances where these workers are not entirely motivated to continue doing what they do (Igalens & Roussel, 1999).

### **Employee Growth**

Lee and Bruvold (2003) posited that employee growth is an important factor which influences the employee development and organizational development as a whole. It acts as the motivating factor to the employees and helps them in developing themselves in the changing environment and helps in the placement of proper employees on the job which will lead to organizational success and every organization relies on the employee growth and leadership development for its improvement. The organization need to achieve many goals with the existing employees so they need to enhance their skills and knowledge to develop them to work in this dynamic market condition (Pierce, Heather, Maurer & Todd 2009).

### **Employee Achievement**

According to McClelland (1975), employee achievement refers to an individual's desire for significant accomplishment, mastering of skills and control of high standard. He also states that achievement normally means something that has been accomplished and shows the efforts put in its accomplishment. Employee achievement leads to motivation which brings about a drive contained within the individual who is always struggling to improve or maintain their ability as high as possible in all activities using the standard of excellence, thus reflecting a high need for achievement Mc Clelland (1975). Employee achievement has been defined as the positive result when the staff finishes a particular goal in a task that is beneficial to the company, his or her effort will be praised or certain status will be built by the company and themselves (Smith, 2003).

### **The work itself**

Ford (1969) views the work itself from a motivational standpoint as the type of work employees engage in and their personal beliefs about the work they perform. He posited that the nature of work a person does can be a strong motivational tool and that there is a motivational importance

of an employee's love for his job and sensing fulfillment from it, therefore, the answer to the question of how managers can use the work employees perform to laud its inherent values, help reinforce the organizational values and provide first rate service to the community lies within a single concept that managers could harness the initial motivations that brought their employees into the organization and thus provide a continual motivational drive.

### **Training and employee motivation**

Campbell and Kuncel (2001) suggested that application of training has positive effects on the motivation of employees and organizational performance. Training also helps build the foundation for career advancement hence staff recognition through promotions further leads to job satisfaction (Dabale, Jagero & Nyauchi, 2014). Training and development is seen as a key factor in making it possible for the organization to achieve its strategic, business and operational goals (Carrell, Elbert, Hatfield, Grobler, Marx & Van der Schyf, 2000). Although training and development are seen as the same in the literature, it's totally different. Training is aimed at the lower levels of staff and at staff who perform more technical work, such as terrain managers and terrain staff; whereas development is aimed at administrative and professional staff (Lunenburg & Ornstein, 1991). Usually when employees are trained their performance and motivation levels will be increased, training and development programs are needed to increase the performance and motivation of employee (Wright & Boswell, 2002). So it will also result in the maximized performance which will be help to achieve the institutional goals effectively. If employees are given training and development programs they feel some betterment in their own motivation and performance, so work more hard to achieve personal and institutional goals. Training and development programs have helped them grow the business and improve customer service by providing employees with the knowledge and skills they need. In literature, training and development with appropriate educational methodology can be demarcated as the procedure to workforce environments in which improved performance can be resorted to effective learning thus increase brand value (Al-Kassem, 2014). It is basically to bring about a desirable process or change to the organization.

This study thus addressed the following hypotheses:

- H<sub>01</sub>: There is no significant relationship between training and employee growth of non-governmental medical organizations in Port Harcourt, Nigeria.
- H<sub>02</sub>: There is no significant relationship between training and employee achievement of non-governmental medical organizations in Port Harcourt, Nigeria.
- H<sub>03</sub>: There is no significant relationship between training and the work itself of non-governmental medical organizations in Port Harcourt, Nigeria.

### **METHODOLOGY**

This study adopted the cross sectional survey design as it investigates the effect of training on employee motivation of non-governmental medical organizations in Port Harcourt, Nigeria. As a survey, the focus of this study is on two selected non-governmental medical organizations situated in Port Harcourt, Nigeria. A total of 61 employees of these non-governmental medical

organizations make up the population of this study. Hence the sample size for this study remained 61 because the population was not large. The source of data for this study was the primary source. The primary data for the study was generated through the application of structured questionnaire copies to the identified units of measurement.

Table 1: Reliability for the study

S/No	Variables	Number of Items	Number of Cases	Cronbach's Alpha
1	Training	4	30	.907
2	Employee Growth	4	30	.944
3	Employee Achievement	4	30	.941
4	The Work Itself	4	30	.906

Source: SPSS output: research data, 2019

## DATA ANALYSIS AND RESULTS

### Univariate Analysis

Table 2: Descriptive Statistics for Training

Questionnaire items	N	Mean	Std. Deviation
Training is carried out regularly and systematically in my organization	40	4.4250	1.08338
I have been trained on the two training methods which are; on the job and off the job	40	4.5000	1.03775
The training course always covered the topics I needed to learn about	40	4.5250	1.01242
There is always improvement in my knowledge after training program	40	4.5250	1.01242
Valid N (list wise)	40		

Source: SPSS output of research survey, 2019

Table 2 above illustrated the descriptive statistics which examines the significance and tendency of training in the selected organization of the study; where the variables indicators are observed to have high central tendencies indicating agreement to their significance and manifestations within the organization.

**Table 3: Distribution for the indicator of the measures of Employee motivation**

Questionnaire items	N	Sum	Mean	Std. Deviation
<b>Employee growth</b>				
I have opportunities to apply my expertise and skills on my job	41	171.00	4.5000	.89292
My career growth is based on various training programs	41	179.00	4.7105	.76786
My organization provides opportunities to better my personal career	41	169.00	4.4474	1.00532
<b>Employee achievement</b>				
There is always feedback on my performance from my employer	41	159.00	4.2973	1.12706
Supervisors encourage staff to find positive solutions when problems arise in my organization	41	150.00	3.9474	.89887
I think about my organization's goal and how to achieve them	41	176.00	4.6316	.85174
I desire unique accomplishments in my organization	41	161.00	4.3514	.88870
<b>The work itself</b>				
My job is very important to my organization's survival	41	182.00	4.7895	.57694
I make significant contributions to my organization	41	178.00	4.6842	.61973
Many people are affected by the job I do in my organization	41	168.00	4.6667	.67612
The work I do provide me with information about how well I am doing in the organization	41	170.00	4.4737	.79651
Valid N (list wise)				

**Source:** Research survey, 2019

Table 4: Distribution of the measure of employee growth

	N	Minimum	Maximum	Mean	Std. Deviation
Employee growth	41	1.00	5.00	4.5000	.89292
Employee achievement	41	1.00	5.00	4.3514	.88870
The work itself	41	1.00	5.00	4.4737	.79651
Valid N (listwise)	41				

Source: Research survey, 2019

Tables 3 and 4 are used to illustrate the descriptive statistics on the measures of the criterion variable which is employee motivation namely – employee growth, employee achievement and the work itself.



**Secondary analysis**

The total of three hypotheses were tested in this section. The spearman’s rank order correlation coefficient was adopted as the statistical tool in the assessment of the relationship between the predictor variable: training and the measures of the criterion variable: employee motivation (employee growth, employee achievement and the work itself).

**Table 5: correlation table for hypotheses testing**

		Training	Employee growth	Employee achievement	The work itself
Spearman’s rho	correlation	1.000			
	Training		.843**	.576**	.531**
	coefficient		.000	.000	.000
	Sig. (2-tailed)				
	N	41	41	41	41
	Employee growth	.843**	.843**	.576**	.531**
	coefficient	.000	.000	.000	.000
	Sig. (2-tailed)				
	N	41	41	41	41
	Employee achievement	.576**	.576**	.776**	.676**
	coefficient	.000	.000	.000	.000
	Sig. (2-tailed)				
The work itself	.531**	.531**	.676**	.576**	
coefficient	.000	.000	.000	.000	
Sig. (2-tailed)					
N	41	41	41	41	

**Source: Research survey, 2019**

Table 5 is used to illustrate the result of the bivariate result between the predictor variable training and the measures of employee motivation: employee growth, employee achievement and the work itself. The result indicates that the relationship between training and employee growth designated as Hypotheses 1 H0<sub>1</sub> shows a correlation coefficient of 0.843 and probability (s) of 0.000, which is less than (<) the significant level of 0.05. The relationship between training and employee achievement Hypotheses 2 (H0<sub>2</sub>) shows a correlation coefficient of 0.576, probability (p) = 0.00 which is less than (<) the significant level of 0.05; while the relationship between training and the

work itself, hypotheses 3 ( $H_{03}$ ) Shows a correlation coefficient of 0.531 and probability (p) of 0.00 which is less than ( $<$ ) the significance level of 0.05. The result from the Hypotheses ( $H_{01}$ ), ( $H_{02}$ ) and ( $H_{03}$ ) shows a positive relationship between the variables, and hypotheses ( $H_{01}$ ) shows a positive relationship between the variables. Based on the actual p-value, the null hypotheses are all rejected and the alternate hypotheses are accepted, indicating that there is a significant relationship between training and employee motivation of non-governmental medical organization in Port Harcourt, Nigeria.

## DISCUSSION OF FINDINGS

The focus of this study is the empirical assessment of the extent to which training impact employee motivation of non-governmental medical organizations in Port Harcourt, Nigeria.

**The test of hypothesis ( $H_{01}$ ):** The findings revealed a strong and positive significant relationship between training and employee growth. The positive value of 0.843 shows the strength of the relationships between the variables. This finding confirms the view of Martins (2010) who posited that training enables employees to gain skills which leads to their advancement in the organization. Tseng and Mclean (2008) added that employee growth has no significance until there is drive for learning.

**The test of hypothesis ( $H_{02}$ ):** The findings revealed a positive relationship between training and employee achievement. The positive value of 0.576 shows the strength of the relationships between the variables. This finding confirms the view of (Wright and Boswell 2002) that usually when employees are trained their performance and motivation levels will be increased, which will result in the employees maximum achievement for the organization. They added that if employees are given training and development programs they feel some betterment in their own motivation and performance, so they work more hard to achieve personal and institutional goals.

**The test of hypothesis ( $H_{03}$ ):** The findings revealed a positive relationship between training and the work itself. The positive value of 0.531 shows the strength of the relationships between the variables. This finding supports the view of (Al-Kassem, 2014) that training and development with appropriate educational methodology can be demarcated as the procedure to workforce environments in which improved performance can be resorted to effective learning thus increase brand value. This would make the work itself a motivation factor.

## CONCLUSION AND RECOMMENDATION

Based on result and empirical findings the study therefore concludes that there is a significant positive relationship between training and employee growth. From the conclusion arising thereof, the following, recommendation are hereby proffered:

- (1) Non-governmental medical organizations in Port Harcourt should organize regular training programs in order to boost employee motivation.

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