

## SUMMARY AND EVALUATION OF ARTICLES FROM SCHOLARLY JOURNALS

Title and Article Reference	Smith, A & Rupp, W 2003, 'Knowledge workers: exploring the link among performance rating, pay and motivational aspects', <i>Journal of Knowledge Management</i> , vol. 7 no. 1, pp 107-124.
Aim / Purpose of article	To determine the relationship of performance rating and merit increase and its effects on knowledge workers' motivation at work
Sample, location, method of data collection and analysis	<b>Sample</b> – 53 employees of five companies in multiple sites in Pittsburgh, USA, which covers seven different industries. A <b>survey</b> was conducted showing data on performance rating, merit increase, work-related efforts, attitudes and motivation. The researchers used <b>Statistical (quantitative) method</b> of analysis.
Findings/Interpretations reported in the article	In general, the study suggests that high performance ratings are associated with low merit increases while a small percentage of the sample, reports receiving high merit increases with low performance ratings. Variables such as age, duration of employment, budget constraints, and job security were among the factors that were reported to have an impact on knowledge workers' motivation at work. To sum up, high merit increase does not correspond with the knowledge workers' performance rating.
Significance/contribution of the article in relation to your other articles and your topic	Based on the research findings, the association of high performance ratings and low merit increase in this study contradicts what the expectancy theory of motivation suggests. However, the study appeared to be significant in terms of recognising the components of the expectancy theory to determine the factors affecting work-related efforts, attitudes and motivation of the workers.
Strengths of the article	A well-researched and comprehensive selection of literature focusing on employee performance appraisal, organisational performance, and exploration of issues, drawing upon expectancy theory of motivation for evidence to support and/or contradict an argument.
Weaknesses of the article	A small sample size covering several industries limits the results of the study and the individual perception on both low and high merit increases and performance ratings may differ with one another which may affect factors on employees' motivation at work.
Quotes from the article that you plan to use in your assignment	Smith & Rupp (2003 p. 109) summarized the concept of expectancy theory as a basis for 'assessing, interpreting, and evaluating employee behaviour.'
Quotes from the article that you plan to use in your assignment	'Performance-based rewards, line of sight and involvement influence an employee's decision on whether or not to fully engage on the job'(Smith & Rupp 2003, p.107).
Quotes from the article that you plan to use in your assignment	'Individual motivation is partly under the control of what companies do and what matters to organisational success are the set of management practices that create the organisational culture' (Smith & Rupp 2003, p.108).

**Summarising and Evaluating Research Articles**

Title and article reference	
Aim/ Purpose of article	
Sample group, location and method of data collection	
Method of analysis	
Significance of the research/article in relation to the assignment topic	
Strengths of the article	
Weaknesses of the article	
Quotes that relate to assignment. Include in-text reference	