

Managing performance: Role of goal setting in creating work meaningfulness

Devarajan R

Shweta Maheshwari

GlobeOp Financial Services (India) Private Limited, India

Veena Vohra

Narsee Monjee Institute of Management Studies
Mumbai, India

Keywords

Performance management, goal setting, work meaningfulness, managing performance

Abstract

Social, economic and technology changes are impacting organization and work. Human Resource Management processes, systems and practices in the areas of performance management and employee engagement are getting impacted to keep pace with the changes at work, people and technology. Employees are also in search of more meaningful experiences at work. Therefore, there is a need for process and system that connects the purpose of organization to employees and their work and practices thereby increasing work meaningfulness. To address this need, organizations are rethinking their performance management strategies and its alignment with strategic goals (People Matters, 2018). Goal setting is an important management lever under performance management that can improve performance in a meaningful way both for organization and individual as over ninety percent of empirical studies have shown positive effects of goal setting on employee or team performance (Locke & Latham, 1990; Latham, Borgogni & Petita, 2011).

This deductive study analyzes role of goal setting in creating work meaningfulness and its implication on organizations and individuals while managing performance, in the context of the shifting nature of work. This study covered 61 professionals in a new age information technology multinational organization using Locke Latham scale of goal setting and Work and Meaning Inventory scale for work meaningfulness. Findings indicate a significant and positive link between goal rationale and work meaningfulness.

Introduction

Nature and concept of work is getting redefined as organizations are moving away from hierarchical structures to more flattened structure, fixed to flexible working hours, hoarded to shared information, command and control to engaging, empowering and inspiring leadership, on premise to cloud technology, silo and fragmented workforce to more engaged and connected workforce with work from anywhere options (Forbes, 2013). These changes have posed a challenge in creating meaningful work assignments for employees and workplaces in the pursuit of consistently engaged employees.

Work is a primary source of personal fulfillment and social inclusion and not just a means to achieve economic independence (Deloitte, 2018). Social, Economic and technology changes are impacting organizations as well as work within the organizations (PWC Report, 2017). These rapid discontinuous organizational changes have resulted in flatter organizational structures, broader span of control, self-managing work groups consisting of network structures (Deloitte, 2018). Complex, rapid, changing and competing business scenario has changed the nature of work with more informed, demanding and changing customer needs; economic shifts, disruptive innovations; radical thinking, scarcity of resources and heavy insurgence of technology, automation and artificial intelligence; (Pettigrew et al., 2001; Lee & Warner, 2001; Zhu & Warner, 2005; Poon & Rowley, 2010; Brownstein, Lipton & Katz, 2016; Forbes, 2016; PWC, 2018). Changing nature of work has necessitated the need that work be designed collaboratively for achieving high performance while enabling individuals to integrate their personal obligations (Bailyn, 1993).

Many studies have shown that human resource practices have positive relationships with different measures of organizational performance (e.g. Arthur, 1994; Huselid, 1995; MacDuffie, 1995; Delery & Doty, 1996; Guthrie, 2001) and performance management is one such HRM practice which strategically links business, organization and individual (Armstrong & Baron, 2000). Goal setting is a critical component of performance management (Paulakos 2009; Rao, 1982). Goal setting is management process which ensures that every employee knows their role and results they need to accomplish to maximize their contribution towards overall business (Williams, 1991). Effective goal setting positively impacts employee outcomes (Locke, 1968; Latham & Yukl, 1975; Matsuietal.,1987; Tubbs,1986, 1993; Knight et al., 2001; Dweck et al., 1993; Sujan et al., 1994). Commitment to specific challenging goals, adequate feedback, high self-efficacy (and ability), and suitable task strategies lead to high performance (Locke & Latham, 1991). Research from Mone and London (2009) suggests that when managers and employees set goals collaboratively, employees become more engaged. Stretch goals can enhance personal growth and professional development, as well as improve organizational effectiveness (Kerr & Landouer, 2004). Goals are an integral part of performance management and specific, difficult performance goals that predict particular individual behaviors or actions (DeShon & Gillespie, 2005; Locke & Latham, 2004) impact employee performance and motivation thereby leading to meaningfulness (Locke Latham, 1991; Rosso, Dekas & Wrzeniewski, 2010).

Individuals are also concerned with the fundamental shift in world of work as they want to thrive, consider themselves equal to their supervisors and are keen to organize their working time according to their own desires (Deloitte, 2018). Extant literature claims that individuals have an inherent need for a meaningful work life (Steger et al., 2012; Arnold, Turner, Barling, Kelloway & McKee, 2007). Individuals who do not find their workplace meaningful and purposeful are not motivated to work to their capacity (Rosso, Dekas & Wrzeniewski, 2010).

Therefore, on one hand organizations need to keep pace with the changes at work where goal setting may be one of the levers to enhance organizational performance and engage employees. On the other hand, employees are in search for more meaningful experiences at work. This was particularly observed in the new age information technology multinational organization where the study was conducted as work/tasks were evolving to cater to increased client demand, reduced delivery cycle times, improved quality achieved by developing, upgrading and deploying proprietary technology. These two roles; client service (understanding and providing solution to ever increasing client requirements) and technology (developing new solutions) were at the forefront of changing work requirements and goal setting was being used as a practice in performance management to align employees towards changing business priorities. This guided the decision to choose the site with an objective to study role of goal setting and work meaningfulness in managing performance.

The study adds to the current body of research as goal setting and work meaningfulness have been studied in isolated manner and there are no studies exploring the role of goal setting in creating work meaningfulness while managing performance in the context of changing nature of work.

Theoretical Foundation and Hypotheses Development

Review of past literature presents evidence that performance management and goal setting are important concept in domain of work from organizational perspective (Locke & Latham, 1990) and associated with work meaningfulness (individual perceived). For this study, role of goal setting in creating work meaningfulness while managing performance is explained by review of extant literature in the area of performance management, goal setting and work meaningfulness.

Performance Management

As organizations are challenged to enhance performance and productivity in current fast changing business scenario, HRM (Human Resource Management) practices play a vital role as they affect organizational performance (Becker, Huselid, Pickus, & Spratt, 1997; Guest, 1997; Paauwe & Richardson, 1997). The relationship between HRM and organizational performance has been researched a lot in the past decade (e.g. Wright & Snell, 1998). Taking a performance management approach involves aligning HRM practices in a way to maximize current and future employee performance, which in turn is expected to affect organizational performance making an integrated set of HRM practices central to performance

management (Hartog et al., 2004). Current research also links HRM to organizational performance (e.g. Boselie, Paauwe & Jansen, 2001). Studies in this area often report positive relationships between integrated bundles of HRM practices and different measures of organizational performance (e.g. Arthur, 1994; Delery & Doty, 1996; Guthrie, 2001; Huselid, 1995; MacDuffie, 1995). HRM and performance management practices affect the employee's perception and evaluations (Hartog et al., 2004). Employee behavior in turn has impact on organizational performance (e.g. productivity) (Hartog et al., 2004). Thus performance management practice is an important HRM practice impacting organizational and employee performance (Schuler, Jackson 2006).

Performance management is a means to get better results from the organization, teams and individuals within an agreed framework of planned goals, objectives and standards (Armstrong & Murlis, 1994). Performance management therefore has gained a lot of research interest and has been defined in different ways by various researchers. Effectiveness and efficiency are two fundamental dimensions of performance management (Neely et al., 2005). Business attains function of efficiency and effectiveness by performance measurement, performance measure and performance management system (Neely et al., 2005; Baron & Armstrong, 1998; Mone et al., 2011).

However, performance management frameworks have remained more or less similar over the years and therefore, have received criticism as they been slow to adapt, most of them still emphasizing financial measures and a command and control approach, based on monitoring the achievement of targets (Brudan, 2010). Performance Management system has been criticized because it is considered a backward looking process however, with the new pace of change organizations want to know how they can be competitive in the future (Harvard Business Review, 2014). Some studies also claim that performance management system has not been a very engaging process, not dynamic, not high touch, not continuous and not meaningful highlighting the need to rethink performance management system design (SHRM, 2015; Washington Post, 2015).

A survey conducted by Watson Wyatt revealed that less than forty percent of employees shared that their performance management system established clear performance goals, generated honest feedback and leveraged technology for streamlining the process (Paulakos, 2009). Accenture found that performance management techniques are mostly used as a means of retrospective review or accountability rather than in a strategic and dynamic way (Clark et al., 2015). Performance management is potentially useful in directing attention to performance yet it risks becoming too bureaucratic and being misused as many appraisal schemes are narrow and individualistic in focus (Guest, 1996). Therefore, there have been several attempts to reinvent performance management system in the recent years mostly focusing on goals (PWC, 2013, 2016; Deloitte, 2016). In changing environment of work, where productivity and efficiencies are on demand and performance management focusing on goals is being reinvented, there is need and call for more research (Mone & London, 2009; Armstrong & Baron, 2000).

Existing research literature provides extensive evidence that motivation and engagement are important aspects driving individual performance (Locke & Latham, 2004; Smythe, 2008; Crawford, 2010; Robinson et al., 2011). Few empirical studies state that high levels of employee engagement are associated with improved individual employee performance (Luthans & Peterson, 2002; Crawford, 2006; Smythe, 2008).

Even though motivation and engagement have been pronounced as organizational construct to enhance organizational performance and have positive relationship with employee retention, performance (Chalofsky & Krishna, 2009) and work meaningfulness (May et al., 2004) however, underlying conditions of employee's experience of work has been often overlooked (Rich et al., 2010). Prior research suggests that goal setting is an important lever of performance management which has linkages with employee performance, engagement, motivation and work meaningfulness ((Pulakos 2009; Rao, 1982; Knight et al., 2001; Ryan & Deci, 2000; Locke & Latham, 2004; Klinger, 1980) and therefore an area worth examining in context of changing nature of work, workplace and workforce.

Goal setting

Goals are an important component of performance management system as goals are performance directed resulting in elevated performance (Locke & Latham, 2006). Goals and goal-related processes

motivate, organize, and direct behavior at all ages (Chapman & Skinner, 1985; Heckhausen, 1999). Goals help direct and maintain behavior on tasks that may provide only distant rewards (Dik et al., 2008). Effective goal-setting behavior is therefore important in career decision-making, a complex process often requiring delay of gratification, careful prioritizing and planning, and personal action (Dik et al., 2008). Commitment to specific challenging goals, adequate feedback, high self-efficacy (and ability), and suitable task strategies lead to high performance (Locke & Latham, 1991). Thus effective goal-setting can lead to better individual performance. Goals also play an important role in making work meaningful as when employees can pursue cherished goals they find work more meaningful (Klinger, 1977; Ryff & Singer, 1998).

Changes in work systems have led to changes in approaches towards setting goals (Kochan, Orlikowski & Cutchner-Gershenfeld, 2002). Earlier jobs were broken down into tasks, involving competencies and measurable objectives however work has changed now tremendously making organizations realize that they need to rely on workers to decide how work can be accomplished which requires more employee autonomy, flexibility, empowerment, continuous learning, risk taking and creativity (Thomas, 2000). Research suggests that four most intrinsic rewards are sense of meaning and purpose, sense of choice, sense of competence and sense of progress (Thomas, 2000) and goals play an important role in helping employees achieve these rewards. Thus, if one views the development of meaning as a process of setting and pursuing important goals, goal setting is an important aspect of designing work (Humphrey & Nahargang, 2007). Successful goal completion requires that employees have flexibility in how goals are pursued (Locke & Latham, 1990). If employees have autonomy in the decision making process leading to goal completion, they will have higher levels of experienced meaning (Maddi, 1970). More directly, numerous studies have shown that autonomy is critical for creating self-determination and meaning (Deci & Ryan, 2000).

Goal-setting theory refers to the effects of setting goals on subsequent performance and Locke (1991) found that individuals who set specific, difficult goals performed better than those who set general, easy goals. Locke proposed five basic principles of goal-setting: clarity, challenge, commitment, feedback, and task complexity.

Goal setting as mechanisms to improving employee performance has been fairly extensively discussed in the management literature (Medlin et al., 2009) in terms of both motivational impact toward improving performance (Locke, 1968; Latham and Yukl, 1975; Matsui et al., 1987; Tubbs, 1986, 1993; Dweck et al., 1993; Sujana et al., 1994; Knight et al., 2001;) and as being integral parts of management systems or processes designed to improve performance (Odierno, 1978; Ivancevich, et al., 1978; Walton, 1986; Muczyk and Reimann, 1989; Zabaracki, 1998). Locke Latham (1990) presented a summary of 25 years of research on goal setting and task performance theory and found that both are valued and useful. While goals affect action, they drive desired behavior, productivity and effectiveness in work organizations.

Goals are work converted to activities and tasks for employees; effective goal setting positively impacts employee outcomes (Locke, 1968; Latham and Yukl, 1975; Tubbs, 1986; Matsui et al., 1987, 1993; Dweck et al., 1993; Sujana et al., 1994; Knight et al., 2001). Many management systems or processes, such as management by objectives, total quality management, and continuous improvement initiatives, feature goal setting as a critical element for success (Odierno, 1978; Ivancevich et al., 1978; Walton, 1986; Zabaracki, 1998; Muczyk & Reimann, 1989). Four questions in Gallup's Q12 survey instrument that is used to measure the level of employee engagement are related to the idea of goal-setting (Buckingham & Coffman, 1999). Medlin et al., (2009) concluded in their study that goal setting led to engaged employees.

Good goals are consistent, precise, challenging, measurable, achievable, agreed, time related and team work oriented (Armstrong & Baron, 2000). Similarly, Locke Latham (1990) suggested that in order to establish effective goals, goals must clearly define the output to be achieved, should have a direct link to organizational success factors and objectives, goals should be challenging yet attainable to motivate performance and not too many and work should be defined well. Very difficult goals lead to effective performance as compared to moderately difficult goals (Locke Latham, 1990).

Goals should neither be too easy nor too difficult, they should be challenging yet manageable. According to Csikszentmihalyi best moments occur when an individual's body or mind is stretched to its limits in a voluntary effort to achieve something challenging and worthwhile. Locke & Latham (2007) summarized that goals are motivational, people work harder for more challenging goals, variations in ability impact goal-related performance gains, self-efficacy and related belief systems influence goal achievement, feedback interacts with goal success, goal commitment moderates the impact of goal setting and goals direct attention and affect activity selection. Specific goals have been found to be stronger, motivating employees (West et al., 2009). There is a substantial body of research showing that individuals will strive to meet even very challenging goals (Locke & Latham, 2002), are motivating when they have higher self-efficacy (Maddux, 1995) thereby leading to a positive outcome (Bandura, 1989; Pernn, 1989), should be specific and challenging to reach higher level of performance (Locke & Latham, 1991).

Goal intensity has been majorly studied in terms of commitment which refers to the degree to which the individual is attached to the goal, considers it significant or important, is determined to reach it, and keeps it in the face of setbacks and obstacles (Locke & Latham, 1991). Goal commitment can act both as a direct causal factor and as a moderator of performance (Locke & Latham, 1991). People who are less committed give up their hard goals in favor of easier ones (Erez & Zidon, 1984). On the other hand, when goals are low, high commitment may restrict performance as committed people will try to raise their goals whereas uncommitted people may set higher goals in pursuit of greater challenge (Locke & Latham, 1991).

Research suggests by nature, human beings are goal-oriented (Ebner & Hastings, 2013). Goals can be "personalized choices that individuals make as they direct their lives toward certain outcomes and away from others" (Emmons & Kaiser, 1996, p. 81). Commitment to specific challenging goals, adequate feedback, high self-efficacy (and ability), and suitable task strategies lead to high performance (Locke & Latham, 1991). Locke Latham (1991) suggested goal setting theory emphasizing practical implication to motivate employees in organizational setting describing self-regulatory effects of goal setting highlighting ways that people can use goals as a self-management technique. Goal setting theory (Locke & Latham, 1984, 1990a) is based on the simplest of introspective observations wherein conscious human behavior is purposeful and is regulated by the individual's goals. Occupations which are regarded as meaningful such as medicine, art are associated with noble goals and individuals who feel that their work promotes these goals derive satisfaction (Ariely, Kamenica & Prelec, 2008).

Extant literature suggests that structured client goals and high levels of client involvement in goal-oriented behavior lead to greater client mental health and satisfaction (e.g., Willer & Miller, 1976; Hall & Foster, 1977;). Clients seeking career counseling also benefit from interventions employing effective goal-setting strategies (Young & Valach, 2003; Wehmeyer et al., 2003). Previous research investigated to find whether goal setting worked with different tasks and in different settings for generalization which involved connecting goal setting with related concepts at the same level of abstraction, such as feedback, participation, incentives, self-efficacy, and satisfaction and tying goal setting to broad concepts such as values and personality (Locke Latham, 1991). Goals have been studied in relation to performance (content and intensity) and specificity and difficulty (Locke Latham, 1991). Over 400 studies have examined the relationship of goal attributes to task performance and revealed that performance is a linear function of goal difficulty (Locke & Latham, 1991) and goals and specific norms influence performance (Earley & Erez, 1990).

Goals setting theory suggests that goals are motivational; they impact task performance and individual behavior (Locke & Latham, 2013). Ability, self-efficacy and feedback are likely to affect goal achievement. Theories of general life goals suggest that goals direct behavior and activity towards satisfying experiences (Locke & Latham, 2013). Goal-setting theory is among the most valid and practical theories of employee motivation in organizational psychology (C. Lee & Earley, 1992; Miner, 1984; Pinder, 1998). Prior research suggests that specific difficult goals are likely to increase performance on well over 100 different tasks involving more than 40,000 participants in at least eight countries working in laboratory, simulation, and field settings (Locke & Latham, 2002). The dependent variables have included quantity, quality, time spent, costs, job behavior measures to name a few with time spans ranging from 1 to 25 years (Locke & Latham, 2002). The effects apply to individual as well as groups (O'Leary-Kelly,

Martocchio, & Frink, 1994), organizational units (Rogers & Hunter, 1991), and entire organizations (Baum, Locke, & Smith, 2001). Studies have used experimental, quasi-experimental, and correlational designs to find the effects like whether the goals are assigned, self-set, or set participatively (Locke & Latham, 2002).

Thus, in order to make work meaningful for employees, it is important to investigate nature of employee goals. There seems to be a consensus that goals are central to organizational and individual effectiveness, yet there seems to be gaps in understanding of their antecedents, formation and dynamics, and consequences especially in foundations of how goals are formed and changed through which they may affect individual and organizational performance (Linder & Foss, 2018).

Work Meaningfulness

Meaningfulness is deeper level of intrinsic motivation (Chalofsky & Krishna, 2009). Meaning can refer to “life meaning, purpose, and coherence” (Ryff, 2000, p. 132). Meaningfulness is a construct grounded in Kahn’s (1990) research and perspective on employee engagement. Extant literature suggests that meaningful work (and calling) positively correlates with a wide range of desirable well-being and work-related variables (Steger, 2011). In general, those who feel their work is meaningful report higher levels of well-being (Arnold et al., 2007), including more frequent positive emotions (Steger, Littman-Ovadia, Miller, Menger, & Rothmann, 2013; Steger, Pickering, Shin, & Dik, 2010), more positive self-image (Torrey & Duffy, 2012), more satisfaction with life (Douglas, Duffy, & Autin, 2016; Steger et al., 2010; Steger et al., 2012) and more meaning in life (Dik, Sargent, & Steger, 2008; Dik & Steger, 2008; Douglas et al., 2016; Steger et al., 2010; Steger et al., 2012).

Extant literature claims that individuals have an inherent need for a meaningful work life (Kotter-Grühn, Wiest, Zurek, & Scheibe, 2009; Seligman, Parks, & Steen, 2004; Sheldon, Elliot, Kim, & Kasser, 2001, Herzberg, Mausner & Synderman, 1959; Maslow 1943, 1954, 1971; McClelland, 1965; McGregor, 1960; Rogers, 1959). Individuals who do not find their workplace meaningful and purposeful are not motivated to work to their capacity (Rosso et al., 2010).

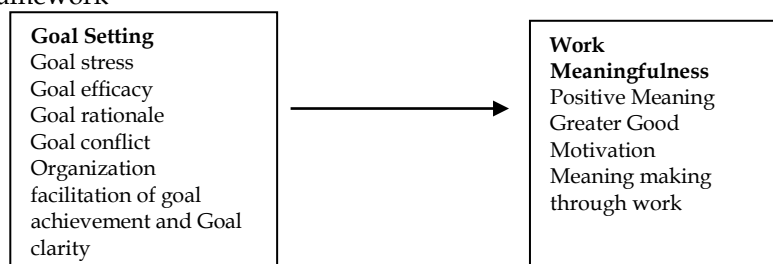
Therefore, in the backdrop of changing nature of work, work needs to be redesigned and goal setting is an important aspect of work design which can create work meaningfulness for employees. Thus, exploring the role of goal setting in creating work meaningfulness can bring useful insights yet, there are no studies exploring the same. Therefore the focus of this research is to analyze role of goal setting in creating work meaningfulness. In addition work meaningfulness itself has been studied in context of many other variables but the not revisited to analyze role of goal setting in creating work meaningfulness leading to research question of ‘what is the role of goal setting in creating work meaningfulness while managing performance’ in context of changing work environment’.

Hypotheses Development

Based on above discussion, the research framework for the study is represented below in Figure 1.

It is suggested that goal setting has a significant effect on work meaningfulness. Goal setting is operationalized in the study using Locke Latham scale comprising following constructs were chosen from the Locke Latham scale for this study: goal stress, goal efficacy, goal rationale, goal conflict, organization facilitation of goal achievement and goal clarity. Work meaningfulness can be measured in terms of positive meaning, greater good motivation and meaning making through work. Summing across these three dimensions gives an overall work meaningfulness measure.

Figure 1: Research Framework



Therefore to analyze role of goal setting in creating work meaningfulness, following hypotheses was formed.

H1 - Goal setting has no significant effect on work meaningfulness

Measuring Variables

There have been several attempts to measure goal setting (Lee et al., 1991). Various attempts to measure goal setting have looked at goal setting components and few at goal setting outcomes (Locke & Latham, 1984; Lee et al., 1990). Extant literature has used various components to measure goal setting such as supervisor rating of job performance (Latham & Lee, 1986), goals specificity and difficulty (Locke & Latham, 1984), employee participation (Earley, 1985), employee training (Erez & Kanfer, 1983), feedback (Locke et al., 1984, Okada & Inoshita, 1983), goal conflict, stress (Locke & Latham, 1984). Goal setting outcome studies have mainly focused on task performance and satisfaction (Rodgers & Hunter, 1985; Locke & Latham, 1990). By far, Locke and Latham (1984) is the most widely used scale of goal setting with 53 item scale to measure perceptions of goal setting programs (Lee et al., 1991). Therefore, Locke Latham scale on Goal setting has been used in this study. Locke Latham (1991) scale has several constructs of goal setting such as supervisor support and participation, goal stress, goal efficacy, goal rationale, use of goal setting in performance appraisal, tangible rewards, goal conflict, organization facilitation of goal achievement, dysfunctional effects of goals and goal clarity. Since the objective of this research is to examine the relationship between goal setting and work meaningfulness, Locke Latham scale of goal setting was used for this study having constructs of goal stress, goal efficacy, goal rationale, goal conflict, organization facilitation of goal achievement and goal clarity.

Work meaningfulness research presents diverse ideas about meaningful work and ways of assessing it (Steger et al., 2012). There have been many attempts to measure work meaningfulness (Job characteristics model by Hackman & Oldham, 1976; assessing a meaning dimension of empowerment (work is important, work is meaningful, job activities are meaningful) (Spreitzer, 1995), May, Gilson, and Harter (2004) brought slight variations on Hackman and Oldham's (1976) original work seeking responses about work being important and meaningful, and work/job activities being significant, worthwhile, valuable, and meaningful, Arnold, Turner, Barling, Kelloway, and McKee (2007) defined meaningful work "finding a purpose in work that is greater than the extrinsic outcomes of the work" (Arnold et al., 2007, p. 195), Ashmos and Duchon's (2000) assessed meaningful work as an important component of workplace spirituality, Meaning in Life Questionnaire (Steger, Frazier, & Oishi, 2006) measures meaning not specifically related to work, existential Meaning of Work Scale (Fairlie & Flett, 2004) uses items relating to work as inhibiting selfhood and work as enabling selfhood, Work Values Scale (Bu & McKeen, 2001) uses the extrinsic and intrinsic subscales, Work Preference Inventory (Amabile et al., 1994) uses items to measure both intrinsic and extrinsic motivation at work. Extant literature also has some qualitative research scales on work meaningfulness (Lips-Wiersma & Morris, 2009, 2011). In this study WAMI scale (Work and Meaningfulness Inventory; Steger et al., 2012) is used to measure work meaningfulness as the scale is structurally sound representing important facets of meaningfulness. The scale consists of experiencing positive meaning in work, sensing that work is a key avenue for making meaning, and perceiving one's work to benefit some greater good. This scale is chosen as is in the original study conducted by (Steger et al., 2012).

Sample

The research questionnaire was administered to a random sample of 100 employees working in various client and technology related roles. A total of 61 responses were received, giving a response rate of 61%. Respondents were between the age group of 28 to 40 years and care was taken to ensure respondents had spent at least 2 years or more in the organization such that they had enough time to experience work characteristics present in the job. Data was collected on site over one to four days. Before taking the survey participants were briefed about the nature and purpose of research and were explained that they could ask if they did not understand meaning of any statement. Participants completed the survey within eight to twelve minutes.

Site

Information technology is an industry that leads disruptive and rapid changes. Technology leaps, emergence of newer products, never ending customer expectations, margin pressures, competition, consolidation (smaller companies getting acquired by the bigger firms) and changing regulations have

become the norm. More importantly, workforce dynamics are changing because of onshore/offshore model where cost advantages are balanced to value and skill availability. Set in this backdrop, the site chosen for the study is a medium-sized IT multinational firm headquartered in USA with significant presence in Southeast Asia. The firm provided cutting edge technology solutions and services (24/5) to the clients across the globe with help of multiple delivery centres (four in Asia acquired in the last three years). Challenges were to accelerate pace of growth, integrate technology, empower global teams, integrate workforce for leveraging resources, locations and time zones. The firm was organized on global reporting model wherein each product line could have management, sales, developers, operations personnel across any of the global offices working collaboratively.

Employees were working in technology and client related roles which had undergone changes over the years due to competition, technology, changing customer demands and changing workforce. To manage the expectations of this young and dynamic workforce, the firm in the past had worked on incremental changes improvements to performance management process in line with latest industry trends. The workforce typically consisted of mostly young, educated (professionally qualified), knowledge workers and mostly millennial possessing high technology skills. Business demands on these employees changed rapidly. The work product had to be complete and accurate with no room for error. Employees had to learn nuances of new products deliver in compressed timelines and continuously challenged with improved processes. Working in global teams across time zones had their own challenges. The aspirations of the workforce were also matched with the purposive work they produced, day in day out, impacting client success through technology deployment. To manage these challenges performance management program was rejuvenated to make the process continuous, consistent, real time and intuitive.

These changes forced employees to focus on work done rather than work flow, asking questions rather than status quo, problem mindset to solution focus orientation and being agile and flexible rather than rigid. These changes required change in goals in order to create meaningfulness and therefore thought appropriate to study goals and work meaningfulness in context of changing work.

Results and Findings

Descriptive Analysis

Descriptive statistics (frequency distribution, means and standard deviations) are used to develop a profile of the respondents and to summarize the variables. To better understand the relationships among the variables, correlation analysis is performed to generate the correlation matrix. Finally, to test the research hypotheses, multiple regression analysis is used. As there are multiple items of each construct, the average of multiple items is used in the multiple regression.

Table 1 Goal Setting goal stress, goal efficacy, goal rationale, goal conflict, organization facilitation of goal achievement and goal clarity.

	<i>Goal Stress</i>	<i>Goal efficacy</i>	<i>Goal rationale</i>	<i>Goal conflict</i>	<i>Organization facilitation of goal achievement</i>	<i>Goal clarity</i>
Mean	2.14	3.96	3.80	2.27	3.59	3.98
Standard Error	0.07	0.06	0.10	0.07	0.08	0.07
Median	2.00	4.00	4.00	2.25	3.60	4.00
Mode	2.00	4.25	4.00	2.25	4.00	4.00
Standard Deviation	0.56	0.48	0.76	0.52	0.59	0.53
Sample Variance	0.31	0.23	0.57	0.27	0.35	0.28
Kurtosis	2.40	1.71	0.93	1.17	1.78	2.34
Skewness	1.09	-0.88	-0.83	0.58	-0.55	-0.70
Range	3.00	2.50	3.50	2.88	3.40	3.00
Minimum	1.00	2.50	1.50	1.13	1.60	2.00
Maximum	4.00	5.00	5.00	4.00	5.00	5.00
Sum	130.33	241.50	231.50	138.54	218.85	242.58
Count	61.00	61.00	61.00	61.00	61.00	61.00

Findings suggest that respondents feel their goals have high efficacy (Average score of 3.96) and high goal rationale (Average score of 3.8). Similarly, respondents feel organization facilitates goal achievement (Average score of 3.59) and their goals have clarity (Average score of 3.98).

Table 2 Work meaningfulness

	WM_P	WM_MM	WM_GM
Mean	3.82	3.91	3.56
Standard Error	0.08	0.08	0.09
Median	4.00	4.00	3.67
Mode	4.00	4.00	4.00
Standard Deviation	0.61	0.61	0.67
Sample Variance	0.37	0.37	0.45
Kurtosis	2.59	2.14	1.09
Skewness	-0.97	-0.87	-0.57
Range	3.25	3.00	3.33
Minimum	1.75	2.00	1.33
Maximum	5.00	5.00	4.67
Sum	233.25	238.67	217.33
Count	61.00	61.00	61.00

Findings suggest that respondents feel their work is meaningful as all the three constructs of work meaningfulness are high on mean scores; positive meaning in work (Average score of 3.82); work is key avenue for meaning making (Average score of 3.91) and greater good motivation (Average score of 3.56).

Correlation

As can be seen in the correlation matrix of variables given below, goal rationale is highly correlated to positive meaning and making meaning through work constructs of work meaningfulness which highlights the importance of providing logic of goals to employees.

Table 3 Correlation Matrix

	Goal Stress	Goal Efficacy	Goal Rationale	Goal Conflict	Organization facilitation of goals	Goal Clarity
GS	1					
GE	-0.19	1.00				
GR	-0.43	0.63	1.00			
GC	0.51	-0.32	-0.60	1.00		
GF	-0.28	0.42	0.61	-0.39	1.00	
GCL	-0.25	0.38	0.54	-0.37	0.79	1.00
WM_P	-0.44	0.37	0.64	-0.49	0.47	0.48
WM_MM	-0.38	0.28	0.55	-0.45	0.41	0.47
WM_GM	-0.33	0.10	0.42	-0.32	0.21	0.24

Multiple Regression Analysis Results

Regression runs were performed for each construct of goal setting with overall work meaningfulness. The multiple regression analysis results are summarized below.

To test the two research hypotheses, the significance of the t-tests for the model coefficient is assessed. As shown, the p-value the p value for goal setting is not significant in relation to work meaningfulness. Hence the null hypotheses, H1 (Goal Setting has no significant effect on work meaningfulness) is accepted.

Table 4 Multiple Regression Analysis of Goal setting and Work Meaningfulness

	Coefficients	t Stat	P-value
Intercept	2.90	3.57	0.00
GS	-0.17	-1.31	0.20
GE	-0.16	-0.99	0.33
GR	0.38	2.80	0.01
GC	-0.09	-0.59	0.56
GF	-0.09	-0.53	0.60
GCL	0.24	1.32	0.19

(R-square = 0.422; Adjusted = 0.358) F = 6.57

However, findings suggest that goal rationale construct of goal setting is significantly and positively related to work meaningfulness with p value (0.01) which reveals that goal rationale has significant effect on work meaningfulness. The regression model is significant (p value = 0.0000) and has an R-Square of 0.422 (adjusted R-Square = 0.358). That is, 35.8% of the variation in employee work meaningfulness can be explained by variation in goal rationale variable of the goal setting. The R-Square level is considered adequate as the objective of the model is to assess the direction and strength of the association between task characteristics and work meaningfulness, and not to predict work meaningfulness.

Conclusion

This study investigated the role of goal setting in creating work meaningfulness as perceived by employees in a new age IT MNC working in various client and technology related roles. In particular it investigated whether a higher level of work meaningfulness is associated with goal setting. A questionnaire survey yielded 61 usable responses (response rate of 61%). Results obtained from multiple regression analysis indicate a significant and positive link between goal rationale and work meaningfulness. This finding implies that goal rationale can generate feeling of work meaningfulness amongst employees.

Organizations need to provide logic/ rationale of goals that employee are working on to create work meaningfulness. Individually goal setting did not show positive effect with work meaningfulness but, study revealed that goal setting and work design are highly correlated and goal rationale and work meaningfulness are highly correlated. Thus, it can be inferred that work if redesigned by providing rationale for goals employees are working on, then organizations may cultivate meaningfulness. It also indicates the importance of continued research in this area.

The study also has few limitations. First, the sample may not be representative of the population and therefore findings may not be generalizable to different population. Second, a self-reported questionnaire was used in the study. Non response bias may come about when sampled subjects who are significantly different from respondents who do not respond. However the response rate of 61% may have mitigated this. Further, test results detect no indication of non-response bias which may occur due to respondent's background characteristics which is mitigated in the study by maintaining anonymity and confidentiality.

Third, variables investigated in the study are not meant to be complete or exhaustive and the scope of the study was restricted to work design and work meaningfulness variables. For example, dependent variable (work meaningfulness) is just one of the several organizational outcomes. Other variables future research can focus on are work centrality, job involvement, job satisfaction, employee engagement, calling and wellbeing. Similarly, independent variables are limited to work design.

Fourth, for the scope of this study, above scales have been studied in aggregation and separately in past research studies. In this study aggregated scores of work meaningfulness have been used. Correlation for individual items of constructs has been studied to identify which aspect interacts more with work meaningfulness.

Finally, future researchers can look at conducting a similar study in different organizational, industry settings covering other organizational outcomes. In this study, overall meaningfulness is assessed. Future research can assess each variable of work meaningfulness to generate greater insights. Future research can also examine different ways in which organizations strive to create work meaningfulness for employees. Further, it is useful to study work meaningfulness in different countries to understand its antecedents and consequences from a global perspective.

References

- Armstrong, M. and Baron, A., 1998. *Performance management: The new realities*. State Mutual Book & Periodical Service.
- Armstrong, M. and Murlis, H., 2007. *Reward management: A handbook of remuneration strategy and practice*. Kogan Page Publishers.
- Arnold, K.A., Turner, N., Barling, J., Kelloway, E.K. and McKee, M.C., 2007. Transformational leadership and psychological well-being: the mediating role of meaningful work. *Journal of occupational health psychology*, 12(3), p.193.
- Arthur, J. B. (1994). Effects of human resource systems on manufacturing performance and turnover. *Academy of Management journal*, 37(3), 670-687.
- Ashmos, D.P. and Duchon, D., 2000. Spirituality at work: A conceptualization and measure. *Journal of management inquiry*, 9(2), pp.134-145.
- Bailyn, L., 1993. *Breaking the mold: Women, men, and time in the new corporate world*. Simon and Schuster.
- Bandura, A., 1986. *Social foundations of thought and action: A social cognitive theory*. Englewood Cliffs, NJ, US: Prentice-Hall, Inc.
- Becker, B.E., Huselid, M.A., Pickus, P.S. and Spratt, M.F., 1997. HR as a source of shareholder value: Research and recommendations. *Human resource management*, 36(1), pp.39-47.
- Boselie, P., Paauwe, J. and Jansen, P., 2001. Human resource management and performance: lessons from the Netherlands. *International Journal of Human Resource Management*, 12(7), pp.1107-1125.
- Brudan, A., 2010. Rediscovering performance management: systems, learning and integration. *Measuring Business Excellence*, 14(1), pp.109-123.
- Bu, N. and McKeen, C.A., 2001. Work goals among male and female business students in Canada and China: The effects of culture and gender. *International Journal of Human Resource Management*, 12(2), pp.166-183.
- Buckingham, M. and Coffman, C., 1999. (2001). *Now, Discover your strengths*.
- Chalofsky, N. and Krishna, V., 2009. Meaningfulness, commitment, and engagement: The intersection of a deeper level of intrinsic motivation. *Advances in Developing Human Resources*, 11(2), pp.189-203.
- Clark, G.L., Feiner, A. and Viehs, M., 2015. From the stockholder to the stakeholder: How sustainability can drive financial outperformance.
- Cocanougher, A.B., Ivancevich, J.M. and Sharma, S., 1978. 'Bars' Performance Rating for Sales Force Personnel. *The Journal of Marketing*, pp.87-95.
- Crawford, E.R., LePine, J.A. and Rich, B.L., 2010. Linking job demands and resources to employee engagement and burnout: a theoretical extension and meta-analytic test. *Journal of Applied Psychology*, 95(5), p.834.
- Csikszentmihalyi, M., 1990. *Flow. The Psychology of Optimal Experience*. New York (HarperPerennial) 1990.
- Delery, J.E. and Doty, D.H., 1996. Modes of theorizing in strategic human resource management: Tests of universalistic, contingency, and configurational performance predictions. *Academy of management Journal*, 39(4), pp.802-835.
- Den Hartog, D.N., Boselie, P. and Paauwe, J., 2004. Performance management: A model and research agenda. *Applied psychology*, 53(4), pp.556-569.
- DeShon, R.P. and Gillespie, J.Z., 2005. A motivated action theory account of goal orientation. *Journal of Applied Psychology*, 90(6), p.1096.
- Dik, B.J., Sargent, A.M. and Steger, M.F., 2008. Career development strivings: Assessing goals and motivation in career decision-making and planning. *Journal of Career Development*, 35(1), pp.23-41..
- Douglass, R.P., Duffy, R.D. and Autin, K.L., 2016. Living a calling, nationality, and life satisfaction: A moderated, multiple mediator model. *Journal of Career Assessment*, 24(2), pp.253-269.
- Dweck, C.S., Hong, Y.Y. and Chiu, C.Y., 1993. Implicit theories individual differences in the likelihood and meaning of dispositional inference. *Personality and Social Psychology Bulletin*, 19(5), pp.644-656.
- Earley, P.C., Northcraft, G.B., Lee, C. and Lituchy, T.R., 1990. Impact of process and outcome feedback on the relation of goal setting to task performance. *Academy of Management Journal*, 33(1), pp.87-105.
- Emmons, R.A. and Kaiser, H.A., 1996. Goal orientation and emotional well-being: Linking goals and affect through the self. *Striving and feeling: Interactions among goals, affect, and self-regulation*, pp.79-98.

- Erez, M. and Zidon, I., 1984. Effect of goal acceptance on the relationship of goal difficulty to performance. *Journal of applied psychology*, 69(1), p.69.
- Fairlie, P. and Flett, G., 2004, August. The existential meaning of work inventory: development and initial validation. In *112th Annual Convention of the American Psychological Association*.
- Francis-Smythe, J., 2008. Enhancing academic engagement in knowledge transfer activity in the UK. *Perspectives*, 12(3), pp.68-72.
- Guest, D.E., 1997. Human resource management and performance: a review and research agenda. *International journal of human resource management*, 8(3), pp.263-276.
- Guthrie, J.P., 2001. High-involvement work practices, turnover, and productivity: Evidence from New Zealand. *Academy of management Journal*, 44(1), pp.180-190.
- Herzberg, F., Mausner, B.S. and Snyderman, B., 1978. B.(1959). The motivation to work. *New York: John Wiley*.
<https://corpgov.law.harvard.edu/2016/02/10/Merger-and-acquisition-Mergers-and-Acquisitions-2016>, Posted by Andrew R. Brownstein, Wachtell, Lipton, Rosen and Katz, on Wednesday, February 10, 2016
- <https://www.peoplematters.in/article/performance-management/how-performance-management-systems-are-changing-to-drive-engagement>
- <https://www.pwc.com/gx/en/services/people-organisation/workforce-of-the-future/workforce-of-the-future-the-competing-forces-shaping-2030-pwc.pdf>
- <https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Documents/Leading-Effective-Change.pdf>
- https://www.washingtonpost.com/news/on-leadership/wp/2015/07/21/in-big-move-accenture-will-get-rid-of-annual-performance-reviews-and-rankings/?utm_term=.aab34797c4a
- https://www2.deloitte.com/content/dam/Deloitte/il/Documents/human-capital/FUTURE%20OF%20WORK_%D7%9E%D7%90%D7%99%D7%94%20%D7%91%D7%A8%20%D7%9C%D7%91.pdf
- https://www2.deloitte.com/content/dam/insights/us/articles/4322_Forces-of-change_FoW/DL_Forces-of-change_FoW.pdfWajcman, 2008, 2014
- Humphrey, S.E., Nahrgang, J.D. and Morgeson, F.P., 2007. Integrating motivational, social, and contextual work design features: a meta-analytic summary and theoretical extension of the work design literature. *Journal of applied psychology*, 92(5), p.1332.
- Huselid, M.A., 1995. The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of management journal*, 38(3), pp.635-672.
- Kahn, W.A., 1990. Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), pp.692-724.
- Kerr, S. and Landauer, S., 2004. Using stretch goals to promote organizational effectiveness and personal growth: General Electric and Goldman Sachs. *The Academy of Management Executive*, 18(4), pp.134-138.
- Klinger, E., Barta, S.G. and Maxeiner, M.E., 1980. Motivational correlates of thought content frequency and commitment. *Journal of Personality and Social Psychology*, 39(6), p.1222.
- Kochan, T., Orlikowski, W. and Cletcher-Gershenfeld, J., 2002. Beyond McGregor's theory Y: Human capital and knowledge-based work in the 21st century organization. *Prepared for the Sloan School 50th Anniversary Session on October, 11, p.2002*.
- Kotter-Gröhn, D., Wiest, M., Zurek, P.P. and Scheibe, S., 2009. What is it we are longing for? Psychological and demographic factors influencing the contents of Sehnsucht (life longings). *Journal of Research in Personality*, 43(3), pp.428-437.
- Latham, G.P. and Locke, E.A., 1991. Self-regulation through goal setting. *Organizational behavior and human decision processes*, 50(2), pp.212-247.
- Latham, G.P. and Locke, E.A., 2007. New developments in and directions for goal-setting research. *European Psychologist*, 12(4), pp.290-300.
- Latham, G.P. and Yukl, G.A., 1975. A review of research on the application of goal setting in organizations. *Academy of management journal*, 18(4), pp.824-845.
- Locke, E.A. and Latham, G.P., 1990. *A theory of goal setting & task performance*. Prentice-Hall, Inc
- Locke, E.A., 1968. Toward a theory of task motivation and incentives. *Organizational behavior and human performance*, 3(2), pp.157-189.
- Locke, E.A. and Latham, G.P., 2006. New directions in goal-setting theory. *Current directions in psychological science*, 15(5), pp.265-268.
- Lee, C. and Earley, P.C., 1992. Comparative peer evaluations of organizational behavior theories. *Organization Development Journal*.

- Lee, O.M. and Warner, M., 2001. Labour-markets in “communist” China and “capitalist” Hong Kong: convergence revisited. *Asia Pacific business review*, 8 (1), 167-191.
- Linder, S. and Foss, N.J., 2018. Microfoundations of organizational goals: a review and new directions for future research. *International Journal of Management Reviews*, 20(S1).
- Lips-Wiersma, M. and Morris, L., 2011. Voicing Meaningfulness at Work. In *Handbook of Spirituality and Business* (pp. 324-333). Palgrave Macmillan, London.
- Lips-Wiersma, M. and Morris, L., 2009. Discriminating between ‘meaningful work’ and the ‘management of meaning’. *Journal of business ethics*, 88(3), pp.491-511.
- Locke, E.A. and Latham, G.P. eds., 2013. *New developments in goal setting and task performance*. Routledge.
- Locke, E.A. and Latham, G.P., 1984. *Goal setting: A motivational technique that works!*. Prentice Hall.
- Locke, E.A. and Latham, G.P., 1990. *A theory of goal setting & task performance*. Prentice-Hall, Inc.
- Locke, E.A. and Latham, G.P., 2002. Building a practically useful theory of goal setting and task motivation: A 35-year odyssey. *American psychologist*, 57(9), p.705.
- Locke, E.A. and Latham, G.P., 2004. What should we do about motivation theory? Six recommendations for the twenty-first century. *Academy of management review*, 29(3), pp.388-403.
- Locke, E.A. and Latham, G.P., 2006. New directions in goal-setting theory. *Current directions in psychological science*, 15(5), pp.265-268.
- Locke, E.A., 1968. Toward a theory of task motivation and incentives. *Organizational behavior and human performance*, 3(2), pp.157-189.
- Luthans, F. and Peterson, S.J., 2002. Employee engagement and manager self-efficacy. *Journal of management development*, 21(5), pp.376-387.
- MacDuffie, J.P., 1995. Human resource bundles and manufacturing performance: Organizational logic and flexible production systems in the world auto industry. *ILR Review*, 48(2), pp.197-221.
- Maddi, S.R., 2013. Creating Meaning rough Making Decisions. In *The human quest for meaning* (pp. 103-126). Routledge.
- Maddux, J.E., 1995. Self-efficacy theory. In *Self-efficacy, adaptation, and adjustment* (pp. 3-33). Springer, Boston, MA.
- Matsui, T., Kakuyama, T. and Onglatco, M.U., 1987. Effects of goals and feedback on performance in groups. *Journal of applied psychology*, 72(3), p.407.
- May, D.R., Gilson, R.L. and Harter, L.M., 2004. The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of occupational and organizational psychology*, 77(1), pp.11-37.
- Medlin, B. and Green Jr, K.W., 2009. Enhancing performance through goal setting, engagement, and optimism. *Industrial management & data systems*, 109(7), pp.943-956.
- Mone, E., Eisinger, C., Guggenheim, K., Price, B. and Stine, C., 2011. Performance management at the wheel: Driving employee engagement in organizations. *Journal of Business and Psychology*, 26(2), pp.205-212.
- Mone, E.M. and London, M. eds., 2009. *HR to the Rescue*. Routledge.
- Muczyk, J.P. and Reimann, B.C., 1989. MBO as a complement to effective leadership. *The Academy of management executive*, 3(2), pp.131-138.
- Neely, A., Gregory, M. and Platts, K., 2005. Performance measurement system design: A literature review and research agenda. *International journal of operations & production management*, 25(12), pp.1228-1263.
- O’Leary-Kelly, A.M., Martocchio, J.J. and Frink, D.D., 1994. A review of the influence of group goals on group performance. *Academy of management journal*, 37(5), pp.1285-1301.
- Paauwe, J. and Richardson, R., 1997. Introduction. *International Journal of Human Resource Management*, 8(3), pp.257-262.
- Palmer, S.B. and Wehmeyer, M.L., 2003. Promoting self-determination in early elementary school: Teaching self-regulated problem-solving and goal-setting skills. *Remedial and Special Education*, 24(2), pp.115-126.
- Pettigrew, A.M., Woodman, R.W., and Cameron, K.S., 2001. Studying organizational change and development: challenges for future research. *Academy of Management journal*, 44 (4), 697-713.
- Poon, I. H. F., & Rowley, C. (2010). Change in Asia: a review of management theory and research related to human resources. *Asia Pacific Business Review*, 16(4), 591-607.
- Pulakos, E.D., 2009. *Performance management: A new approach for driving business results*. John Wiley & Sons.
- Rodgers, R., Hunter, J.E. and Rogers, D.L., 1993. Influence of top management commitment on management program success. *Journal of Applied Psychology*, 78(1), p.151.
- Rosso, B.D., Dekas, K.H. and Wrzesniewski, A., 2010. On the meaning of work: A theoretical integration and review. *Research in organizational behavior*, 30, pp.91-127.
- Ryff, C.D. and Singer, B., 1998. The contours of positive human health. *Psychological inquiry*, 9(1), pp.1-28.

- Schuler, R.S. and Jackson, S.E., 1987. Linking competitive strategies with human resource management practices. *The Academy of Management Executive (1987-1989)*, pp.207-219.
- Seligman, M.E., Parks, A.C. and Steen, T., 2004. A balanced psychology and a full life. *Philosophical Transactions of the Royal Society B: Biological Sciences*, 359(1449), p.1379.
- Sheldon, K.M., Elliot, A.J., Kim, Y. and Kasser, T., 2001. What is satisfying about satisfying events? Testing 10 candidate psychological needs. *Journal of personality and social psychology*, 80(2), p.325.
- Spreitzer, G.M., 1995. Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of management Journal*, 38(5), pp.1442-1465.
- Steger, M.F. and Dik, B.J., 2010. Work as meaning: Individual and organizational benefits of engaging in meaningful work. In *Oxford handbook of positive psychology and work*.
- Steger, M.F., Frazier, P., Oishi, S. and Kaler, M., 2006. The meaning in life questionnaire: Assessing the presence of and search for meaning in life. *Journal of counseling psychology*, 53(1), p.80.
- Steger, M.F., Dik, B.J. and Duffy, R.D., 2012. Measuring meaningful work: The work and meaning inventory (WAMI). *Journal of Career Assessment*, 20(3), pp.322-337.
- Steger, M.F., Littman-Ovadia, H., Miller, M., Menger, L. and Rothmann, S., 2013. Engaging in work even when it is meaningless: Positive affective disposition and meaningful work interact in relation to work engagement. *Journal of Career Assessment*, 21(2), pp.348-361.
- Steger, M.F., Pickering, N.K., Shin, J.Y. and Dik, B.J., 2010. Calling in work: Secular or sacred?. *Journal of Career Assessment*, 18(1), pp.82-96.
- Sujan, H., Weitz, B.A. and Kumar, N., 1994. Learning orientation, working smart, and effective selling. *The Journal of Marketing*, pp.39-52.
- Thomas, K.W., 2000. *Intrinsic motivation at work: Building energy & commitment*. Berrett-Koehler Publishers.
- Torrey, C.L. and Duffy, R.D., 2012. Calling and well-being among adults: Differential relations by employment status. *Journal of Career Assessment*, 20(4), pp.415-425.
- Tubbs, M.E., 1986. Goal setting: A meta-analytic examination of the empirical evidence. *Journal of applied psychology*, 71(3), p.474.
- Tubbs, M.E., Boehne, D.M. and Dahl, J.G., 1993. Expectancy, valence, and motivational force functions in goal-setting research: An empirical test. *Journal of Applied Psychology*, 78(3), p.361.
- Walton, R.E., 1985. From control to commitment in the workplace. *Harvard business review*, 63(2), pp.76-84.
- Weinberg, R., Butt, J. and Knight, B., 2001. High school coaches' perceptions of the process of goal setting. *The Sport Psychologist*, 15(1), pp.20-47.
- West, J.M., Julius, S.H., Kareiva, P., Enquist, C., Lawler, J.J., Petersen, B., Johnson, A.E. and Shaw, M.R., 2009. US natural resources and climate change: concepts and approaches for management adaptation. *Environmental management*, 44(6), p.1001.
- West, R.L., Ebner, N.C. and Hastings, E.C., 2013. Linking goals and aging: Experimental and life-span approaches. *New developments in goal setting and task performance*, pp.439-459.
- Williams, S. (1991). Strategy and objectives. *The Handbook of Performance Management, Institute of Personnel and Development, London*.
- Willis, K.F., Robinson, A., Wood-Baker, R., Turner, P. and Walters, E.H., 2011. Participating in research: exploring participation and engagement in a study of self-management for people with chronic obstructive pulmonary disease. *Qualitative Health Research*, 21(9), pp.1273-1282.
- Wrosch, C. and Heckhausen, J., 1999. Control processes before and after passing a developmental deadline: Activation and deactivation of intimate relationship goals. *Journal of Personality and Social Psychology*, 77(2), p.415.
- Young, R.A. and Valach, L., 2004. The construction of career through goal-directed action. *Journal of Vocational Behavior*, 64(3), pp.499-514.
- Zbaracki, M.J., 1998. The rhetoric and reality of total quality management. *Administrative science quarterly*, pp.602-636.
- Zhu, Y. and Warner, M., 2005. Changing Chinese employment relations since WTO accession.