

Employee Ownership Motivation And Productivity

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Hearings, Reports and Prints of the Senate Select Committee on Small Business - United States. Congress. Senate. Select Committee on Small Business 1979

Employee Ownership on Hostile Takeovers - United States. Congress. Senate. Committee on Banking, Housing, and Urban Affairs 1987

Ownership Thinking - Brad Hams 2023-03-31

It's an insidious disease that is crippling companies, destroying our economy, and crushing potential. It's infecting the very roots of business performance, and it's spreading fast. It isn't the recession, market volatility, scandal, or greed. It's entitlement. And it may be killing your business. In myriad ways, entitlement has been cultivated for decades. As a result, too many employees today believe that they are entitled to a paycheck simply because they show up. Brad Hams has proven that we are not doomed to a path of entitlement and dependence. After more than 15 years working with hundreds of companies, he knows that the vast majority of employees addicted to entitlement actually want to engage, want to contribute, and feel much better about themselves when they are in an environment that requires them to do so. Now, with Ownership Thinking, Hams shares his strategy that will increase your company's productivity, employee retention, and profitability: The Right Education: Teach employees the fundamentals of business and finance, how their company makes money, and how they add--or take away--value. The Right Measures: Identify the organization's Key Performance Indicators and teach employees to forecast results in an environment of high visibility and accountability. The Right Incentives: Create incentive plans that are self-funding and clearly align employees' behavior to the organization's business and financial objectives. Your employees will learn to think and act like owners and will become active participants in the financial performance of the business. They will gain the self-esteem that is only possible through achievement and will reap rewards that are in alignment with the success of their organization. Meanwhile, you will enjoy your role more, sleep better at night, and leave a legacy that is far more inspiring and significant than you dreamed possible. Praise for Ownership Thinking "You would have to read a dozen other books to even come close to Ownership Thinking--a systematic and practical process for getting your employees to give that extra effort and brain power we know they possess." --Verne Harnish, CEO, Gazelles; author, Mastering the Rockefeller Habits "Brad Hams tells it like it truly is: transparency creates trust; trust creates engagement; engagement creates a healthy enterprise. This thoughtful and practical book shows you how to achieve all of these things and more." --Chip Conley, founder and executive chair, Joie de Vivre; author, Peak "Comprehensive and marvelously clear, Ownership Thinking's techniques for creating change are focused, direct, and motivating. This is a wise book, unusually useful, and I recommend it most highly." --Judith M. Bardwick, Ph.D., author, Danger in the Comfort Zone and The Psychological Recession "Brad Hams is one of the most persuasive and creative thinkers I know. His book is a specific guide you can (and should) implement now." --Corey Rosen, founder, National Center for Employee Ownership "Hams is masterful at outlining the engagement practices that inspire people to care and to be deeply vested in business results." --Jim Haudan, CEO, Root Learning; author, The Art of Engagement "Hams' book is like a candid conversation with a wise friend. . . . A 'must read' for any business leader wanting to create a culture of ownership." --Dean Schroeder, author, Ideas Are Free S. 388, the Small Business Employee Ownership Act - United States. Congress. Senate. Select Committee on

Small Business 1979

Shared Capitalism at Work - Douglas L. Kruse 2010-06-15

The historical relationship between capital and labor has evolved in the past few decades. One particularly noteworthy development is the rise of shared capitalism, a system in which workers have become partial owners of their firms and thus, in effect, both employees and stockholders. Profit sharing arrangements and gain-sharing bonuses, which tie compensation directly to a firm's performance, also reflect this new attitude toward labor. Shared Capitalism at Work analyzes the effects of this trend on workers and firms. The contributors focus on four main areas: the fraction of firms that participate in shared capitalism programs in the United States and abroad, the factors that enable these firms to overcome classic free rider and risk problems, the effect of shared capitalism on firm performance, and the impact of shared capitalism on worker well-being. This volume provides essential studies for understanding the increasingly important role of shared capitalism in the modern workplace.

Employee Involvement - John L. Cotton 1993-02-16

This volume examines the different ways in which businesses can improve performance by cultivating more employee involvement in their jobs and in the organization itself. The first chapters review the history and empirical research in this area and make a case for greater employee participation in the workplace. Subsequent chapters survey the varieties of employee participation - quality of work, life programmes, quality circles, gain-sharing plans, self-directed work teams and employee ownership - with special attention to implementation. The final chapters summarize the success factors for better employee involvement systems.

Employee Stock Ownership Plans - United States. General Accounting Office 1987

A New Conceptual Framework for the Analysis of the Impact of Employee Participation, Profit Sharing and Ownership on Firm Performance - Avner Ben-Ner 1992

The Effects of Employee Ownership on Job Attitudes and Organizational Performance - Richard Joseph Long 1977

Ownership Thinking: How to End Entitlement and Create a Culture of Accountability, Purpose, and Profit - Brad Hams 2011-09-09

It's an insidious disease that is crippling companies, destroying our economy, and crushing potential. It's infecting the very roots of business performance, and it's spreading fast. It isn't the recession, market volatility, scandal, or greed. It's entitlement. And it may be killing your business. In myriad ways, entitlement has been cultivated for decades. As a result, too many employees today believe that they are entitled to a paycheck simply because they show up. Brad Hams has proven that we are not doomed to a path of entitlement and dependence. After more than 15 years working with hundreds of companies, he knows that the vast majority of employees addicted to entitlement actually want to engage, want to contribute, and feel much better about themselves when they are in an environment that requires them to do so. Now, with Ownership Thinking, Hams shares his strategy that will increase your company's productivity, employee

retention, and profitability: The Right Education: Teach employees the fundamentals of business and finance, how their company makes money, and how they add—or take away—value. The Right Measures: Identify the organization's Key Performance Indicators and teach employees to forecast results in an environment of high visibility and accountability. The Right Incentives: Create incentive plans that are self-funding and clearly align employees' behavior to the organization's business and financial objectives. Your employees will learn to think and act like owners and will become active participants in the financial performance of the business. They will gain the self-esteem that is only possible through achievement and will reap rewards that are in alignment with the success of their organization. Meanwhile, you will enjoy your role more, sleep better at night, and leave a legacy that is far more inspiring and significant than you dreamed possible. Praise for Ownership Thinking "You would have to read a dozen other books to even come close to Ownership Thinking—a systematic and practical process for getting your employees to give that extra effort and brain power we know they possess." —Verne Harnish, CEO, Gazelles; author, Mastering the Rockefeller Habits "Brad Hams tells it like it truly is: transparency creates trust; trust creates engagement; engagement creates a healthy enterprise. This thoughtful and practical book shows you how to achieve all of these things and more." —Chip Conley, founder and executive chair, Joie de Vivre; author, Peak "Comprehensive and marvelously clear, Ownership Thinking's techniques for creating change are focused, direct, and motivating. This is a wise book, unusually useful, and I recommend it most highly." —Judith M. Bardwick, Ph.D., author, Danger in the Comfort Zone and The Psychological Recession "Brad Hams is one of the most persuasive and creative thinkers I know. His book is a specific guide you can (and should) implement now." —Corey Rosen, founder, National Center for Employee Ownership "Hams is masterful at outlining the engagement practices that inspire people to care and to be deeply vested in business results." —Jim Haudan, CEO, Root Learning; author, The Art of Engagement "Hams' book is like a candid conversation with a wise friend. . . . A 'must read' for any business leader wanting to create a culture of ownership." —Dean Schroeder, author, Ideas Are Free

Motivation through ProMES - Anne-Kristin Rademacher 2012-10-02

Research Paper (undergraduate) from the year 2012 in the subject Business economics - Personnel and Organisation, grade: 1,3, University of Applied Sciences, course: Human Resource Management, language: English, abstract: It is in the nature of humans to increase own welfare. Profit orientation of shareholders and demands of employees are reflected by the same target: prosperity. Successful companies yield profit for shareholders, but also secured working places, good salary and wage developments, even shareholding is possible (cf. Kleinbeck et al 2001, p. 24). In order to be successful productivity continuously has to be improved. Increasing productivity means to accomplish more with less. This movement is driven by the concept of scarce resources as well as the growing competition on the markets, enabled by globalization. The productivity of a company strongly depends on the input of employees. Until the 60s it was assumed that employees are firstly motivated by economic incentives and only later through security of employment and fair working conditions. With the human relation movement abandoning wage incentives it appeared that there should be more factors that influence the productivity of employees. It was assumed that employee satisfaction and intrinsic motivation lead to success (cf. Spender 1961, p. 426). The core question is: how are employee satisfaction and motivation developed and how can they be used to drive productivity? The productivity measurement and enhancement system from Pritchard shall give a response to this question. Pritchard states, "the idea is to give people the tools to do the work better while at the same time help them feel a sense of ownership in the resulting system and empowerment in determining important aspects of their work" (cf. Pritchard 2011). Lean manufacturing concepts, such as world class manufacturing, are built upon this idea. The paper on hand raises the question if employees are being motivated by the productivity measurement and enhancement system? In order to answer this question the concept of motivation will be closer defined. In a second step, a solid knowledge foundation on the productivity measurement and enhancement system is needed. Literature on the Pritchards system concentrates on the outcome productivity rather than motivation itself. Therefore a theoretical analysis is made upon the system by means of application of motivational theories. Under the assumption that productivity is a result of motivation the question will also be answered through gained experience from implementation in business. In conclusion motivation increasing and decreasing aspects will give weight on answering the question.

Esops in Canada - Perry Phillips 2015-12-18

Employee Share Ownership Plans (ESOPs) are a powerful tool in a world in which it is no longer business as usual. Whether you want to attract and retain skilled workers, create a succession plan for your business, combat the "brain drain," recognize employee contributions, or need a way to turn your company around through improvements in productivity and morale, an ESOP could be the win-win solution for your company. An ESOP is a formal plan that allows employees to purchase shares in the company they work for. Employees think and act like owners because they actually hold a very real stake in the company. Not only are ESOPs financially beneficial for employees; companies that offer these plans also reap tangible rewards in improved motivation, communication, productivity, and profitability.

The Role of the Federal Government in Employee Ownership of Business - 1981

Employee Ownership, Motivation and Productivity - Jonathan Michie 2002

The Culture Builders - Jane Sparrow 2017-03-02

As with many people-oriented initiatives, employee engagement remains an emerging science with as many advocates as detractors. In *The Culture Builders* Jane Sparrow shares the insight of her research and experience into how companies are creating an engaged workforce. Along the way she looks at the evidence, the case for engagement and how organizations are measuring and defining it. Having an engagement strategy is merely a first step and so the book explores how to enable the manager-as-engager. Alongside the practical models and the guidance, there are stories and examples from leaders and organizations allowing you to learn, amongst other things, about the strong sense of purpose felt in John Lewis Partnership; the importance Innocence places on values; how Sony has used visual metaphors to give context and strategic direction and how MGM Resorts targets engagement strategies to the needs of specific employee groups. The need for sustained employee performance has been put into sharp focus in recent years. *The Culture Builders* is a book that provides the theory and practice to connect employee engagement to long-term performance. Simply reading it won't guarantee that performance. Reading it, learning and applying the lessons it offers, will dramatically improve your chances.

Profits for All? - Agustin J. Ros 2001

Profits for All? - The Cost & Benefits of Employee Ownership

[The Role of Social Security, Defined Benefits, and Private Retirement Accounts in the Face of the Retirement Crisis](#) - United States. Congress. Senate. Committee on Finance. Subcommittee on Social Security, Pensions, and Family Policy 2013

[Employee Ownership, Employee Attitudes, and Firm Performance](#) - Douglas Kruse 1995

Employee ownership in U.S. companies has grown substantially in the past 20 years. This paper reviews and provides some meta-analyses on the accumulated evidence concerning the prevalence, causes, and effects of employee ownership, covering 25 studies of employee attitudes and behaviors, and 27 studies of productivity and profitability (with both cross-sectional and pre/post comparisons). Attitudinal and behavioral studies tend to find higher employee commitment among employee-owners but mixed results on satisfaction, motivation, and other measures. Perceived participation in decisions is not in itself automatically increased through employee ownership, but may interact positively with employee ownership in affecting attitudes. While few studies individually find clear links between employee ownership and firm performance, meta-analyses favor an overall positive association with performance for ESOPs and for several cooperative features. The dispersed results among attitudinal and performance studies indicate the importance of firm-level employee relations, human resource policies, and other circumstances

[Paying for Productivity](#) - Alan S. Blinder 2011-01-01

Will higher pay provide an incentive for better work? Can productivity be increased by changing the way workers are compensated? In response to the urgent need to improve productivity performance in American industry, leading economists examine alternative compensation schemes to assess their efficiency in raising productivity. Over the years a number of suggestions have been made for improving labor productivity by changing the manner in which laborers are compensated for their efforts. The ideas presented and analyzed

in this volume have all been put into practice, in modified form or on a small scale, in the United States or elsewhere. Some are new; others quite old. David I. Levine and Laura D'Andrea Tyson consider the effects of employee participation in decisionmaking on firm performance, and Martin L. Weitzman and Douglas L. Kruse discuss the implications of profit sharing and related forms of pay for group performance. Michael A. Conte and Jan Svejnar analyze employee stock ownership plans in the United States and other forms of worker ownership in Europe; Masanore Hashimoto uses a transaction-cost perspective to assess Japanese employment and wage systems. Daniel J. B. Mitchell, David Lewin, and Edward E. Lawler III give an overall analysis of traditional and alternative pay systems, their history, development, and current use, and recommend further experimentation with alternative compensation plans to ensure more adaptability on the part of U.S. firms. Blinder provides an overview of the findings and conclusions.

Understanding Employee Ownership - Corey Rosen 2018-08-06

Employee Ownership and Employee Attitudes - Douglas Kruse 1984

Employee Ownership - University of Michigan. Survey Research Center 1977

H.R. 3056--Small Business Employee Ownership Act - United States. Congress. House. Committee on Small Business. Subcommittee on Access to Equity Capital and Business Opportunities 1979

Employee Share Ownership Plans - Perry Phillips 2001-08-16

Employee Share Ownership Plans (ESOPs) are a powerful new tool in a world in which it is no longer business as usual. Whether you want to attract and retain skilled workers, create a succession plan for a family business, combat the "brain drain," recognize the contributions your employees have made to your company's success, or need a way to turn your company around through improvements in productivity and morale, an ESOP could be the win-win solution for your company. An ESOP is a formal plan that allows employees to purchase shares in the company they work for. Employees think and act like owners because they do actually hold a very real stake in the company. Not only are ESOPs financially beneficial for employees; companies that offer these plans also reap tangible rewards in improved motivation, communication, productivity, and profitability. *Employee Share Ownership Plans* is a comprehensive and practical guide to every aspect of designing and implementing ESOPs: Explains the various objectives of an ESOP and the types of plans that exist. Outlines all the processes that are at the foundation of implementing an ESOP: determining employee eligibility, financing, creating the implementation team, communicating the plan to employees, troubleshooting, and more. Covers the more technical aspects of setting up an ESOP, such as business valuation, tax implications, legal requirements, and creating cross-border or international ESOPs. Includes hands-on tools such as sample letters, shareholder agreements, and a comprehensive resource guide to ESOP professionals, web sites, and associations. Features case studies, checklists, questionnaires, and frequently-asked questions. ESOPs are becoming an increasingly important component of compensation and incentive packages, particularly in the high-tech sector, knowledge-based industries, and in any company that relies on a highly skilled workforce. They are very flexible and may be used in many types of situations for a variety of purposes. Because of their adaptability, no two ESOPs are the same, and each plan may be designed and custom fit to a particular culture and type of company. This book will help business owners and managers, as well as their professional advisors, create a competitive advantage for any organization, publicly traded or privately owned.

Corporate Leadership and Its Role in Shaping Organizational Culture and Performance - Bejaoui, Azza 2020-09-18

Increasing globalization, cutthroat competition, recurrent financial crises, and new social media technology provide unimaginable strain on companies to rethink their human resources practices. Such ever-growing business environments particularly call upon companies to develop sustainable leadership practices and create a well-established organizational climate. By promoting an organizational value system, the leader can influence the work behavior and attitudes of the employees and results. *Corporate Leadership and Its Role in Shaping Organizational Culture and Performance* is an essential reference source that investigates

the influence of corporate leadership on the organizational culture and performance of a company and ways in which this understanding can improve firm effectiveness, nurture entrepreneurial behavior and practices, and establish innovative processes. Featuring research on topics such as intellectual capital, job satisfaction, and gender inequality, this book is ideally designed for managers, executives, business leaders, entrepreneurs, researchers, academicians, and students.

Employee Stock Ownership Plans and General Stock Ownership Trusts - United States. Congress. Senate. Committee on Finance 1978

Employee Ownership Through ESOPs - Joseph R. Blasi 1987

Introduction to Business - Lawrence J. Gitman 2018

Introduction to Business covers the scope and sequence of most introductory business courses. The book provides detailed explanations in the context of core themes such as customer satisfaction, ethics, entrepreneurship, global business, and managing change. *Introduction to Business* includes hundreds of current business examples from a range of industries and geographic locations, which feature a variety of individuals. The outcome is a balanced approach to the theory and application of business concepts, with attention to the knowledge and skills necessary for student success in this course and beyond.

Solving Employee Performance Problems: How to Spot Problems Early, Take Appropriate Action, and Bring Out the Best in Everyone - Anne Bruce 2011-07-08

Put every employee on the path to excellence! *Solving Employee Performance Problems* provides the tools you need to handle the most difficult employees—from the chronically late or distractingly dramatic to the disruptive, dishonest, or downright insubordinate. Taking a heavy-handed approach to such behaviors might make you feel good for a little while—but using the measured, proactive techniques outlined in this book will be better for you, your staff, and your business. With *Solving Employee Performance Problems*, you'll learn how to take ownership of your employees' behaviors, master conversations about poor performance, conduct productive follow-ups, and ultimately generate: Greater engagement and ownership of work Higher levels of collaboration and productivity Increased loyalty and retention rates Gainful ROI from everyone who works for you There's a direct link between growth of individual employees and organizational growth. Use *Solving Employee Performance Problems* to be someone who manages proactively. It's the only way to make a positive difference in the life of your employee—and make a positive impact on the future of your company.

ESOPs in Canada - Perry Phillips 2015-12-21

Employee Share Ownership Plans (ESOPs) are a powerful tool in a world in which it is no longer business as usual. Whether you want to attract and retain skilled workers, create a succession plan for your business, combat the "brain drain," recognize employee contributions, or need a way to turn your company around through improvements in productivity and morale, an ESOP could be the win-win solution for your company. An ESOP is a formal plan that allows employees to purchase shares in the company they work for. Employees think and act like owners because they actually hold a very real stake in the company. Not only are ESOPs financially beneficial for employees; companies that offer these plans also reap tangible rewards in improved motivation, communication, productivity, and profitability.

Participative Management - Dr Michael H. Swearingen 2017-09-22

This study, first published in 1997, examines the relationship between the style of management used and the level of productivity, measured in terms of the organization's financial stability. Other variables examined include the age of the top level managers, their educational level, the size and age of the organization, and the organization's physical parameters. By determining whether or not productivity is affected by the use of a participative style of management, the author is laying the groundwork for making companies more competitive.

Reinventing the Workplace - David Levine 2010-12-01

What is the future shape of the American workplace? This question is the focus of a national debate as the country strives to find a system that provides a good standard of living for workers while allowing U.S. businesses to succeed at home and compete abroad. In this book, David Levine uses case studies and

extensive evidence to show that greater employee involvement in the workplace can significantly increase both productivity and worker satisfaction. Employee involvement has many labels, including high-performance workplaces, continuous improvement, or total quality management. The strongest underlying theme is that frontline employees who are actually performing the work will always have insights about how to improve their tasks. Employee involvement includes a range of policies that, at the minimal end, permit workers to suggest improvement, and at the substantive end, create an integrated strategy to give all employees the ability, motivation, and authority to constantly improve the organization's operations. Despite the evidence of its benefits, substantive employee involvement remains the exception in the U.S. work force. Levine explores the obstacles to its spread, which include legal barriers, capital markets that discourage investment in people, organizational inertia, and the costs of implementation. Levine concludes with specific public policy recommendations for increasing the extent of employee involvement, including changes in government regulation of capital and labor markets to encourage long-term investment and labor-management cooperation. He recommends macroeconomic policies to sustain high employment, less regulation for high-involvement workplaces, and training in schools and on the job to teach high-involvement practices. He also suggests new roles for unions and provides a checklist for employers to assess their progress in implementing employee involvement. David I. Levine was on the staff of President Clinton's Council of Economic Advisers and an associate professor in the Haas School of Business at the University of California, Berkeley. Selected as a Noteworthy Book in Industrial Relations and Labor Economics by the Firestone Library, Princeton University

The Power of Shared Vision - Michael H. Cohen, JD, MBA 2015-02-15

The Power of Shared Vision addresses how to develop goals that unite people around a common cause and secure employee ownership of changes that improve the quality of their work. Learn to create a retribution-free communication environment where people can communicate their needs without fear of retribution. Leaders will help team members distinguish problems that can be solved from those work realities that are outside of their control. Understand the reasons why some employees cannot or will not meet job-related expectations and what leaders can do to close the performance gap.

A Comprehensive Bibliography on Total Group Productivity Motivation in Business Covering Such Subjects as Profit Sharing, Productivity Sharing, Employee Stock Ownership and Employer-employee Cooperation - John James Jehring 1961

Employee Share Ownership and Impacts on Organizational Value and Behavior - Elouadi, Sara 2021-11-19

Employee share ownership is generally put forward as a method of strengthening social ties in the company and a tool for sharing the fruits of growth. The COVID-19 pandemic has inflicted permanent financial damage to businesses and, unfortunately, forced them to consider worst-case-scenarios to mop up liquidity problems. In order to reduce the social cost of the crisis to preserve jobs, companies are called upon to act in solidarity with their employees by promoting employee share ownership. Employee Share Ownership and Impacts on Organizational Value and Behavior gathers informational feedback on the practice of employee share ownership and its effects on the attitude and value of companies and its ability to alleviate the financial damage of the COVID-19 pandemic. Covering topics such as family firms, attitudinal effects, and quality of governance, this book provides an essential resource for employee ownership professionals, business managers, researchers, politicians, decision makers, cooperative businesses, business students, professors, researchers, and academicians.

A Future for the American Economy - 1991-04

The American economy is filled with so many contradictions today that it foils the best prophecies and most sophisticated forecasts by economists. This book is about those contradictions and the directions the economy could take in the future. In particular, it is about the central contradiction: government control and market freedom. How this contradiction is resolved is important not only for the United States but ultimately for countries around the world. The main thesis of this book is that social factors--rather than purely economic factors--are at the root of the contradiction between market freedom and government control. The author argues that the way markets are socially organized is critical to their capacity for operating independent of government controls. In essence, the social organization of the private economy is the key to

the free market system. The economy can function more productively and humanely if efforts are made to reduce state controls and create a market system that is socially self-regulated. Important first steps in this direction are readily observable. The author evaluates two important trends in corporate self-management--worker participation and co-ownership--presenting evidence that these trends are both in the corporate self-interest and in the public interest. Self-regulation is beginning at the intercorporate level, where firms compete and collaborate profitably in trade associations. New cooperative associations of small firms are shown to out-compete conglomerates through value-adding partnerships that utilize information technology and require the establishment of cooperative norms. Self-regulation is advanced through social investment, the allocation of capital by combining ethical and economic criteria. Over \$450 billion is now being invested with ethical guidelines, suggesting that a balance of social and economic factors will be a vital part of investment practice in the future. The author suggests that if the United States wants to retain a vital economy at home, it must carefully examine the advantages of the social organization of world finance and encourage the power of world markets to regulate themselves without destroying local and national economies.

The Accountability Factor - Oswald R. Viva 2019-07-08

Without personal accountability, there is no organizational accountability, and without that, businesses and organizations fail to reach their ultimate potential. The flip side is when accountability is prevalent, employees stop blaming each other, departments get along, and organizations become more productive. Oswald R. Viva, the founder and president of V&A Management, LLC, a consulting company dedicated to helping small- and mid-size businesses, explores how to establish accountability at your organization in this business guide. Learn how to: discern the difference between accountability and responsibility; pinpoint why things are not working as well as they should; and create an environment where accountability is implemented and demanded of all members. When employees take ownership of tasks and an action plan is clear, personal accountability emerges, lowering stress, increasing productivity, influencing job satisfaction, and propelling the organization forward. Transform the way employees think about accountability and improve business culture and performance with the lessons in The Accountability Factor.

Worker Behavior and Motivation in Employee Owned Firms - Agustin Jose Ros 1994

Traditional neoclassical microeconomic theory views the production function as a "black box" where homogenous inputs go in and output comes out. Differences in labor productivity between firms are mainly due to technological constraints facing the firm. In this thesis, labor productivity is viewed as being related to the type of organization and the inner workings of the firm. Worker effort is variable and directly related to the internal operations of the firm including management-employee relations, type of compensation package and ownership structure. Worker effort is variable because of the incentives for employees to shirk and act non-cooperatively without proper monitoring schemes. Firms must prevent shirking by either instituting an environment which penalizes shirking or rewards improved worker effort. It is hypothesized that those firms which are employee-owned elicit greater worker effort than traditional private firms by tying pay to overall team performance and combining the interests of labor and capital. In addition, costly vertical monitoring schemes are diminished and supplanted by horizontal monitoring on the part of the employees. This hypothesis is tested by investigating worker behavior in employee-owned firms in the U.S. and Brazil and comparing them to private firms engaged in the same production process. Instead of using traditional labor productivity measures--such as output/worker or value added/worker--a questionnaire measuring effort, shirking and horizontal monitoring was created. Questions measuring effort and shirking have been used in previous research while those measuring horizontal monitoring were newly created. Regression equations were estimated using ordered probit, probit, tobit and OLS models. Chapter 1 explores the historical aspects of cooperatives, beginning with the debates between Aristotle and Plato involving private property. Chapters 2 and 3 investigate the effects of cooperatives on developing economies and, in particular, on Brazil. Chapters 4 and 5 involve an analysis on the theoretical and empirical effects of employee-ownership on productivity. In chapters 6 and 7 I analyze the effects of employee ownership with the use of two newly created data sets from field work in the U.S and Brazil. Questionnaires were distributed to employees in a 100% employee-owned textile firm in Brazil and a private textile firm located in the same region. Similar questionnaires were distributed to a 90%-owned ESOP manufacturing firm in Illinois and various private firms

in the same region.

Psychological Ownership and the Organizational Context - Jon L. Pierce 2011

Psychological ownership as a phenomenon and construct attracts an increasing number of scholars in a variety of fields. This volume presents a comprehensive and up-to-date review of the psychological ownership literature with particular attention paid to the theory, research evidence, and comments on managerial applications. The authors address key elements that examine an employee's ownership feelings for his or her employing organization. The chapters address, among others, the following themes: the meaning of psychological ownership, the genesis of ownership feelings, the experiences and paths down which people travel that give rise to experiences of ownership, and the consequences (the personal and work outcomes) that stem from the sense of ownership. While the majority of the book is focused on feelings of ownership that exist at the individual-level, the authors introduce the construct of collective psychological

ownership as well. This work acknowledges that teamwork has become increasingly commonplace in organizations and that like individuals, teams can come to a collective sense of ownership for a variety of targets within their work environment. The book closes by drawing upon the existing science of psychological ownership to provide a perspective on its applied (managerial) implications. This book will make a noteworthy addition to scholars' libraries: university libraries will also value it among their collections. Students of organizational psychology, management, organizational behavior, sociology and communication and their professors will find much of interest here.

Trends in Organizational Behavior, Volume 8 - Cary Cooper 2001-05-08

This title offers concise, critical and stimulating accounts of the main issues and developments in topics of current and ongoing importance in organizational behaviour. This edition focuses on employee versus owner issues in organizational behaviour.