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## Research on the motivation of knowledgeable talents based on organizational commitment

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### ABSTRACT

Effective motivational mechanism can stimulate the potentiality of knowledgeable talents. Based on the organizational commitment the paper discusses the factors affected the motivation of knowledgeable talents. They include internal motivation factors such as working, individual growth, achievement needs and external motivation factors, such as compensation, high autonomy, recognition by others and so on. The paper puts forward the “hardcore” theory, builds motivation model for the motivation of knowledgeable talents based on organizational commitment, and proposes to improve organizational commitment of talented knowledgeable talents by enhance internal and external motivation factors, and then, to promote organizational development. © 2014 Trade Science Inc. - INDIA

### KEYWORDS

Organizational commitment;  
 Knowledgeable talents;  
 Internal motivation;  
 External motivation.

### INTRODUCTION

In the era of knowledge economy, the traditional resource based mainly on money and material capital has already taken a back seat, the establishment and the use of creativity, in the final analysis, require its core carrier— knowledgeable talents. Knowledgeable talents, 20 percent of staff, create almost 80 percent of all worth. Therefore, knowledgeable talents are the key factors to form core competency of the organization and obtain the advantage of competency. In order to get sustainable competitive advantage, the organization must build effective motivational mechanism to inspire the initiative, positivity and creativity of knowledge talents. Researchers have constantly found that organizational commitment is the root and basis for motivating employees. It is especially important to knowledgeable

talents. The feature of high liquidity of knowledgeable talents indicates that they have low organizational commitment. However, they have the core technology and resources which the organization really need, so an important goal that the organization motivates them is the high organizational loyalty of the knowledgeable talents. Why this paper studies motivation of knowledgeable from the angle of organizational commitment is just because although many researchers at home have made a lot of research on organizational commitment, few of them study knowledgeable talents from the perspective of organizational commitment. Meanwhile traditional motivational researches on knowledgeable talents mainly ignore their special characteristics of needs. This paper focuses on constructing the motivational model of knowledgeable talents and puts forward several motivational measures of how to improve their organiza-

tional commitment, hoping that it would be helpful to the organization and its managers.

## THE ANALYSIS OF COMMITMENT AND KNOWLEDGEABLE TALENTS MOTIVATION

### The connotation of organizational commitment

Since Becker<sup>[1]</sup> proposed the concept of Organizational Commitment in 1960, many scholars in human resource management field, organizational behavior field and psychology field have conducted comprehensive study on it. The three-factor theory of organization commitment proposed by Allen & Meyer<sup>[2]</sup> is popular among scholars. Based on the study of Becker<sup>[1]</sup> and Wiener<sup>[3]</sup>, Allen & Meyer<sup>[2]</sup> point out that organizational commitment contains Affective Commitment (AC), Continuance Commitment (CC) and Normative Commitment (NC). AC refers to a sense of identity and participating organizations, the acceptable degree of organizational goals and values. It is the emotion of individuals to a particular organization including the recognition of organization target, the pride of employee, and the dedication that the employee make voluntarily for the development of organization. The reasons the employees contribute to organization are their deep feelings for the organization, not others. Employees with such commitment are willing to stay in the organization. CC is one kind of commitment based on economic exchange. Employees realize that leaving the organization would make them suffer the loss of benefits and so they have to stay in the original organization. NC refers that employees think they should be responsible for the organization because of the long-term social impact, so they should stay in the organization. Employees are often instilled the idea that if they are loyal to the organization, they will be appreciated and encouraged during their growth, so they gradually have the obedient awareness. Employees with NC think they ought to stay in the organization. Other scholars study the connotation of organizational commitment from different perspective. X. Chen and X. Duan<sup>[4]</sup> think that it can be divided into two types. One is Attitude Theory. In this theory, the connotation of organizational commitment refers that individual has one kind of positive attitude to specific

organization and also has emotional dependency to it and keeps certain participation. It includes identification with the goals and values of organization, taking an active part in all kinds of work and being proud of the organization. The other one is Behavior Theory. In this theory organizational commitment is that individuals have to stay at one organization for the sake of loss of vested interest in this organization. It includes individuals' position, benefits, and interpersonal relationship and so on. In short, organizational commitment can explain the reason of why individual stays at the organization and can also be an indicator to test the level of loyalty individual to the organization<sup>[5]</sup>.

### The analysis of knowledgeable talents motivation

The scholars both at home and overseas give knowledgeable talents different names and have different opinions on this concept. Peter Drucker<sup>[6]</sup>, an American scholar, firstly mentions the concept of "talented employee", which means the people who use signals, concepts, knowledge and information to work. Later some scholars suggest "knowledge laborers" and "knowledge workers" and so on. This paper uses the concept of "knowledgeable talents", which refers to "the people whose value embodies in his mental work, not his manual labor"<sup>[7]</sup>. The study of knowledgeable talents motivation mainly focuses on three aspects: motivation theories, motivation factor and motivation strategy. The first one is Motivation Theory. It mainly includes Maslow's Need Hierarchy, Victor H. Vroom's Expectancy Theory, Herzberg's Double-factors Theory, Skinner's Reinforcement Theory, Drucker's Goal Theory, Adams's Fair Theory, Bandura's social cognitive theory and all kinds of theory proposed by other's scholars based on those theories mentioned above. The second one is motivation factors. Based on different countries and areas, different types of organization, different industries and different ages and so on, Scholars at home and abroad studies the motivation factors of knowledgeable talents. The representative research abroad is four factors, those put forwards by Tampoe, thought by knowledgeable talents as the most important ones, including individual growth, work autonomy, business achievement and wealth<sup>[8]</sup>. More representative researchers about this are Wangjun Zhang and Jianfeng Peng. They think that, to knowledgeable talents, the

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most supportive factors are wages and reward, individual growth and development, more challenging works, the perspective of company, guaranteed and stable jobs<sup>[9]</sup>. (see TABLE 1) The third tape is motivation strategy. Across all the studies on motivation factor can be summed up material incentive, spiritual incentive and environmental incentive. Material incentive refers to something that can satisfy the material needs of knowledgeable talents, adjust relevant relations of interests, inspire their working enthusiasm and control their inclines of behavior. Spiritual incentive refers to something that can satisfy the spiritual needs of knowledgeable talents, exert an psychological impact on them, motivate their initiative and the enthusiasm and affect their behavior. Environmental incentive refers to the organization build relaxed, harmonious and independent environment for knowledgeable talents according to their characteristics of strong autonomy and to avoid losing their creativity because of the restriction of rigid rules and regulation.

### MOTIVATION FACTORS OF KNOWLEDGEABLE TALENTS BASED ON ORGANIZATIONAL COMMITMENT

Based on Vroom's expectancy theory, Baudot and Lawlor built a motivation model combined internal motivation and external motivation. They think the incentive function of internal motivation mainly come from that individuals find out the work itself is very interesting and they can obtain the sense of satisfaction from

their work. The incentive function mainly comes from that individuals have great interest on expected returns of the completion of work. Gagne, Deci think that, no matter internal motivation or external motivation, they both have obvious incentive function. They suggest that the organization should enhance internal and external motivation to improve effect of motivation<sup>[20]</sup>.

### THE FACTORS OF INTERNAL MOTIVATION

#### Working

The knowledgeable talents like challenging work. In all kinds of complex environment, by virtue of knowledge and wisdom they overcome technical difficulties or complete a specific amount of innovation and thus promote technology innovation and product update. These activities, to them, have a lot of charm and fun and make them ignore many external factors and focus on their works. The more complicated the work, the higher demand of knowledge and skill to knowledgeable talents requires and the more they can win the favor. Because complicated work make their creativity and the ability of analysis and judgment full display. This embodies their realization of their self-worth and they can obtain great satisfaction and their organization commitment improves a lot.

#### The individual growth

In the era of knowledgeable economy, the great development of technology renders obsolete chunks of what we know and the obsolete knowledge can speed

TABLE 1 : The incentive factors of knowledgeable talents

Researchers	the motivation factors
Tampoe <sup>[8]</sup>	individual growth, freedom of work, business achievement, money and wealth
Ronen <sup>[10]</sup>	France: training, skill, challenge; German: progress, self-identity, training
Kendall, Robinson <sup>[11]</sup>	achievement, sense of identity
Izumi Kubo <sup>[12]</sup>	Independence, individual freedom, flexible leader, the needs for achievement, individual growth
Herzberg <sup>[13]</sup>	Achievement, acceptance, aptitude, chance for individual growth, working challenge
W.Zhan and J.Peng <sup>[9]</sup>	wages and reward, individual growth and development, challenging work, prospect of organization
C.Yang <sup>[14]</sup>	individual growth and development, reward, challenging and fulfilling job, fairness
J.Chen and G.Jing <sup>[15]</sup>	business achievement, working environment, wages and benefits, individual growth
C.Yang <sup>[16]</sup>	prospect of organization, enterprise culture, working challenge, ability utilization, working achievement
W.Cheng and G.Zhan <sup>[17]</sup>	Independence, self-value, desire for achievement and capacity improvement
B.Guan and Q.Zhao <sup>[18]</sup>	wages and reward, chance of promotion, chance of individual growth, the challenge and value of working
S.Zhang <sup>[19]</sup>	wages and benefits, ability utilization, prospect of organization, job security, quality of leaders

the depreciation of knowledgeable talents. The difference between knowledgeable talents and general talents lies in that the knowledgeable talents have advanced knowledge. Once their knowledge obsolesces and cannot be updated timely, they would become general talents and hence lose their competence<sup>[21]</sup>. In order to not to be eliminated by the society and to enhance their own values, the knowledgeable talents need to update their knowledge and make great progress in personal growth. On the other hand, knowledgeable talents have higher pursuit and never satisfied with mediocrity. Only being forced to grow up, can they become the leader of their industry.

### The achievement needs

Achievement need refers to one kind of need with which individuals strive for success and excellence and try do their best. The theory of achievement was first proposed by Harvard's professor McClelland. He thinks that the people with high achievement need have strong sense of dedication, strive for success and have higher internal motivation. Knowledgeable talents have higher level of professional knowledgeable and higher expectation to themselves. They also have strong desire of self-realization and take overcoming difficulty to make success as the greatest pleasures.

## EXTERNAL MOTIVATIONS

### The factors of salary

S. Zhang finds that, till now, salary is still an important incentive factor for knowledgeable talents<sup>[19]</sup>. C. Yang thinks salary factor has something to do with the current background of our country<sup>[14]</sup>. China is still in the stage of transformation. The economy has not been fully developed and the economical environment is not stable. So the knowledgeable talents are inclined to take high salary to change their life and to avoid risk. To knowledgeable talents, salary is basic guarantee for material needs, social needs and spiritual needs. Meanwhile, obtaining salary that can embody their ability and contribution and sharing the wealth created by themselves can make knowledgeable obtain great sense of satisfaction.

### High autonomy

Most of knowledgeable talents have received higher

systemic education or professional training, so they have their own unique values and tend to work in an autonomous environment. They don't want to be subject to rules of organizations and to be at the mercy of leader. They pay attention to self-oriented work. Knowledgeable talents mainly do mental and creative work and are unwilling to be bound to fixed working hours, workplace, workflow and job class. Drucker thinks that knowledgeable talents pursue high autonomy, individualization and creativity. The rigid rules and regulations would kill their creativity<sup>[23]</sup>. They demand to be given autonomy. They want to work in their best way and need free and relax environment to think and create.

### Recognition

Almost everyone hopes that his or her effort can be seen and his or her achievement can be recognized, the knowledgeable talents are all the more so. Recognition can bring knowledgeable talents the sense of proud and honor. In order to keep their image in others or do better in their work, knowledgeable talents always have more power to improve their professional knowledge and working skills. The Recognition mainly includes superiors-recognition and colleagues-recognition, sometimes also includes subordinate-recognition. Recognition by others fully embodies the ability and talent of knowledgeable talents and the influence to others. Its effects sometimes surpass all other means of motivation.

## MOTIVATION MODELS BASED ON COMMITMENT

### Hardcore theory of knowledgeable talents motivation

Lakatos' theoretical program of scientific research point out that any scientific research is not isolated, but an system interconnected with each other<sup>[24]</sup>. There are three parts in it. The first one is the core of the research program—hardcore. The second one is subsidiary hypothesis of research program—protective area. The third one is heuristics guiding the development of the research program. "Hardcore" is the core and essence. It is the essential theory and cannot be doubted. "Protective area" is a subsidiary theory to protect "hardcore" from rebuttal. Heuristics is one kind of method to de-



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velop research program by means of forbidding arguing against the regulations of Hardcore(Passive heuristics) or of modifying and perfecting subsidiary theory(Positive heuristics)

In the theoretical system of hardcore of knowledgeable talents motivation, their organizational commitment has something to do with stabilization, loyalty, and passion and job performance. It is the hardcore of system. Internal and external motivation of knowledgeable talents in varying degree inspires their enthusiasm and initiative, enhance their organizational commitment and protect them staying at higher levels. It is the protective area of system. The performance of knowledgeable talents such as job performance and liquidity intention embody the effect of protective area to hardcore. Through the performance of knowledgeable talents, the organization better know their degree of organizational commitment. Once the organization find out that their organizational commitment is in low level, it can improve their commitment level via modifying or perfecting protective area (Figure 1).

**Motivation model of knowledgeable talents**

Based on the feature that the knowledgeable talents have subjective activeness, X.Cun thinks that the internal motivation of knowledgeable talents has more incentive effects, can inspire more potential and make more working performance than external motivation<sup>[25]</sup>. The incentive effect of external motivation mainly come from the individual has great interest in anticipated return of working. When anticipated return can meet the needs of knowledgeable talents, the motivation take effect. The effect of internal motivation is from that the

individuals find the work they are doing is very interesting and they can gain satisfaction from it. Even if the external condition has changed, they still cannot be influenced. Because they focus on the work itself and pay more attention to if they can finish their work successfully. Therefore, the influencing factors of external motivations such as salary, autonomy and recognition by others and so on, have low stability. Its effect will be ups and downs with these factors. It is more like making a deal with the organization, and close to Continuance Commitment in organizational commitment. The influencing factors of internal motivation such as working, individual growth and achievement needs and so on, have stable and lasting effect to knowledgeable talents. The external factors have little influence on incentive effect. Having feeling and recognition with their work, the affective commitment will improve a lot. The formation of normative commitment has a great relationship with long socialization of individual<sup>[26]</sup>. The internal and external motivations both have no direct effect on it. Its process of formation grows slowly, but once it is formed, it would have stable and long-lasting influence.

**THE ADVICE ABOUT KNOWLEDGEABLE TALENTS MOTIVATION BASED ON COMMITMENT**

**Designing challenging works**

On the basis of the above analysis, knowledgeable talents love their work and incline to deal with difficult work and to climb new height of creativity. The orga-

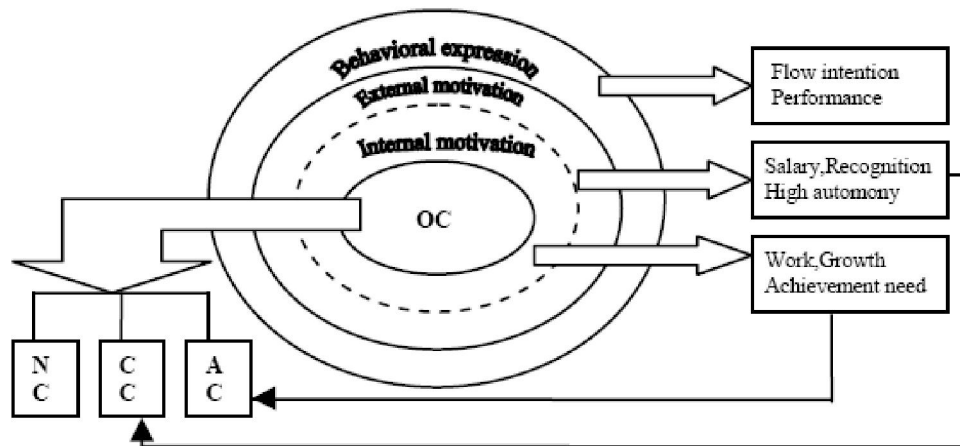


Figure 1 : Motivation models based on commitment

nizer should design challenging work to bring into full play their initiatives, arouse their enthusiasm and enhance their affective commitment and hence reduce their liquidity intention and the working performance will increase obviously. Challenging work demands for high professional knowledge and skills. Once they decide to receive more challenging task, they would put more enthusiasm on it and fully exert their talents to gain the goal. In the organization they often adopt flexible and challenging job designs, mainly including lateral extension of work and longitudinal extension of work. The lateral extension of work mainly refers to enlarging the scope of work to make them feel the importance of work and feel the pride in work. The longitudinal extension is to deepen the working depth of knowledgeable talents and to take part in the whole process from making plans and decisions to completing the work. By this way they can know the importance of the work they are doing.

### **Paying attention to individual career development**

The above analysis has shown that knowledgeable talents have strong desire for individual growth. Meanwhile the development of organization depends on the growth of knowledgeable talents. The organization should pay attention to their career development and provide chance and support for their growth to enhance their affective commitment. On one hand, the organization should know fully the desire and direction of knowledgeable talent's individual development, offering them training and education opportunity, making the training match their career development. It also should make personalized and systematic plan to ensure that they have chance to receive further education and to improve their working skills and hence gain lifelong competitiveness. On the other hand, the organization should understand the willingness of individual career development of knowledgeable talents and give them certain administrative privileges in the organization and offer them space for reasonable development and let them grow with the organization. Meanwhile, the organization should offer them the opportunity of post rotation to support their career development.

### **The implementation of achievement motivation**

From the above we have known that knowledge-

able talents have high expectation to themselves and strong desire for realization of self-value. They always do everything best. Aiming at the high achievement motivation of knowledgeable talents, the organization should provide them conditions to put their achievement motivation into full play and improve their affective commitment and enhance the incentive effect. The satisfaction of achievement needs mainly come from the feeling of the contribution made by the knowledgeable talents in the project and from the superiority they have compared with others. So, the achievement motivation is carried through mainly in two aspects: the first, work convenience motivation. Because of the outstanding achievement made by knowledgeable talents in the project, the organization offer them all kinds of working convenience, such as special vehicle for working, entertainment expense and communication fee and so on. All of which show the identity and rank of the knowledgeable talents. It is an important incentive means. The second one is honor motivation. Organizations should motivate knowledgeable talents through praise, rewards and awarding honorary tile such as "organization model". Knowledgeable talents have strong sense of social responsibility and attach great importance to the sense of honor. Being the organization's benchmarking character gives them great sense of accomplishment.

### **Building reasonable and comprehensive salary motivation system**

Because the social economy has not been fully developed, salary is still the important factors of knowledgeable talents motivation. By salary motivation the organization can spire their external motivation and improve their continue commitment and enhance their whole level of organizational commitment. So building reasonable and comprehensive salary motivation system is very important to knowledgeable talents motivation. First of all, the organization needs to make performance evaluation index system in which the ability and contribution of knowledgeable talents can be embodied, ensuring the salary payment has reliable standard. Salary is always taken as one index with which the knowledgeable talents can assess their self-value and ability. The building of salary system should be as fair as possible and make real effect. Secondly, building comprehensive salary system includes external salary

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and internal salary. External salary refers to the overt currency, such as wages, bonus, stock option, shares award and accommodation allowance, club membership and so on. The internal salary refers to those invisible and not in money terms reward, such as a proud enterprise image and culture, harmonious interpersonal relationship, training chance and all kinds of rewards and so on. The two kinds of salary system influence each other and enhance the incentive effect.

### **Building independent and loose culture environment**

The above analysis has shown that the knowledgeable talents mostly concern about if the organization provide environment and support for their high autonomy. In order to satisfy this feature of knowledgeable talents and to inspire their positivity and creativity, the organization should create independent and loose cultural environment to improve the reliance on the organization and to enhance their organizational commitment. Firstly, the organization should fully give them authorization. Authorization is the best embodiment to meet high autonomy of knowledgeable talents. The leader only need make clear the demand of the work and provide the resource support the work required. According to their experience and knowledge the knowledgeable talents can make sound judgment to the task and make suitable plan and be straightly devoted to their goal. There is no need to suffer a lot of constraint and disturbance and they can fully exert their creativity. The second is to implement flexible working system. The feature that knowledgeable talents engage in creative and mental activities determine their working process is hard to control. The fixed working place and time have no sense to them. They like working freely. The organization should give them task according to their willingness and character and carry out flexible working system by which the knowledgeable talents can fully display their creativity.

### **Offering recognized platform**

Based on the analysis mentioned above, knowledgeable talents have strong desire for recognition. The organization should provide the access to meet their demand. The first advice is Strategic Participation. Because of their professional experience and knowledge, knowledgeable talents have insightful views on the problem and development of their industry. The leader of

the organization should take them as strategic co-partner and encourage them to take part in the process of plan-making. The knowledgeable talents feel that they are recognized and taken care of by the leader. This in some extent can enhance their responsibility and the sense of ownership and therefore they can take their work as an enterprise and see organizational goal as their own goal. So organizational commitments are improved and the incentive effects are enhanced. The second one is team management. Team management is to use team member's expertise to encourage them to participate and cooperate and to make them focus on the realization of organizational goal. It is one kind of collaborative management. One prominent feature of teamwork is that team members can make decisions by full discussion. The knowledgeable talents can express their outstanding views in team communication, show their high level of expertise and talents, make influence on their colleagues and be recognized by them. They also can feel the importance of them in the team and that, in turn produce obvious incentive effects.

## CONCLUSIONS

Knowledgeable talents are very important to the survival and development of the modern organization. Designing effective motivation and arousing their positivity and creativity is the core work of knowledgeable talents management. Combined with their own features, this paper analyzes the influential factors of motivation and thinks that incentive factors mainly includes internal motivation factors such as working, individual growth, achievement needs etc, and external factors such as salary, high autonomy, recognition and so on. The study finds that internal motivation and external motivation both have obvious impetus to organizational commitment. Based on this, hardcore theory is put forward which thinks that organizational commitment is the hardcore of the theory, the internal motivation and external motivation is the "protective area" to hardcore, and the behavioral performance is the heuristics of the theory. The study also points out that the internal motivation factors obviously improve affective commitment and external motivation factors enhance their continue commitment. Combined with the hardcore theory, this paper build up the motivation model based on organizational commitment and puts forward some incentive measurement

of external and external motivation to improve their organization and push the organization forward.

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