

ATTITUDES OF FIELD LEVEL CIVIL SERVANTS TOWARDS JOB RELATED FACTORS: A COMPARATIVE STUDY

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Abstract

The present study was conducted on a sample of 200 field level civil servants working in Dhaka division of Bangladesh who were selected on a random sampling basis. The study was conducted with a view to assessing and comparing the attitudes towards job related factors between the respondents of administrative cadre and the respondents of selected other cadres. A structure questionnaire was used to collect the data. To analyze the data, composite chi-square test, t-test and simple percentage were applied. The results reveal that significantly higher number of the respondents were dissatisfied with their pay, promotional opportunity, job status and recognition for good work. It was also found that out of 10 factors related to job, respondents in administrative cadre were significantly more satisfied than the respondents with selected other cadres. It was also observed that propensity to quit the job was significantly higher among the respondents in the selected other cadres than that of the respondents in administrative cadre, and the perceived job stress was significantly higher among the respondents in administrative cadre than that of the respondents in selected other cadres. The important causes of dissatisfaction as perceived by the respondents in administrative cadre were: lack of satisfactory career planning, poor salary, lack of adequate authority, lack of adequate training, undue political pressure and tension in job. On the other hand, important causes of dissatisfaction as perceived by the respondents in selected other cadres were: poor salary, lack of promotional opportunity, lack of job status, lack of power, lack of recognition for good work, and lack of adequate authority.

Key Words: Attitudes, Civil Servant, Propensity to Quit the Job, Job Stress, Satisfaction, and Dissatisfaction

Bangladesh Civil Servants (BCS) as a whole play a pivotal role for the overall development of the country. The Quality of services provided by the BCS cadres to the government and to the society greatly depends upon their total effort. So the quality of service of BCS cadres is a great concern. Satisfaction of BCS cadres results from the specific likings and disliking experienced by the employees of their jobs. The efficient manpower can best be utilized if they are satisfied with their jobs (McClland, 1961). So, the ways through which the authority treats their employees and fulfills their needs and expectations have a profound impact on the attitudes of employees towards their jobs, which in turn have an effect on the ability to accomplish their work itself.

The review of literature on job satisfaction conducted by Vroom (1964) and Locke (1976) reveal that a large number of researchers have identified job security, promotion, salary, recognition, job status, autonomy in work, participation in decision making, open communication, levels of occupation and working conditions as important determinants of job satisfaction.

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Sultana and Begum (2012) conducted a study on measuring the job satisfaction of female library professional working in health library in Dhaka City. Twenty job factors were examined to measure the job satisfaction of the female respondents. They found that eleven factors were highly significant. The study further shows that independence, variety of work, social status of job, supervision-human relation, supervision-technical, moral values, authority, power utilization, library policies, scope for advancement, relation with co-workers, recognition for good job and achievement have significant effect on job satisfaction. The study also suggest that female employees were more dissatisfied with their job than their male counterpart.

Chahal et al. (2013) conducted a study on job satisfaction among the bank employees: an analysis of contributing variables towards job satisfaction. The study suggested some important factors to improve job satisfaction of bank employees like salary, performance appraisal system, promotional strategies, relation of employees with management and other co-workers, training and development programs, work load and working hours.

Ahmed and Uddin (2012) in a study on job satisfaction of bankers and its impact on banking in Janata Bank. The study found that job satisfaction of bankers mainly depend on some aspects of job such as: salary, promotional facilities, supervision, rewards, operating procedure, relation with colleagues, and opportunity for open commutation. The study also suggest to improve those areas in which the respondents were dissatisfied, there is a need for win-win solution to achieve the more effective performance which is important for the economic development of the country.

Hossain and Amin (2012) in a study on job satisfaction of the workers of Kiam Metal Industry and found that higher percentage of respondents were satisfied with their job. The study further reveals that working hours, overtime benefit, salary, fringe benefits, job security, recognition for good work, promotional opportunity, and good relation with colleagues were more important than working condition, management policy, job status, autonomy in work, participation in decision making and opportunity for open communication for their overall job satisfaction. They did not find any significant impact of personal factors such as: age, experience, education, gender, income and skill on the overall job satisfaction.

Rahman et al. (2006) in their study on job satisfaction among the public and private university teachers in Bangladesh found that there was a significant difference between the teachers in private and public universities in respect of different job factors. The study further suggest that major areas of dissatisfaction among the respondents were: pay, promotion, recognition for good work, and performance feedback. The study further reveal that private university teachers are enjoying more technical facilities like internet, multimedia, better working condition than the public university teachers.

Islam and Hasan (2005) in a study on employee satisfaction of private sector bank in Dhaka City and found that most of the employees were satisfied with their job. Promotional facility and opportunity for communication were considered as the most and least important factors for their job satisfaction. They did not find any

significant impact of personal factors for their overall job satisfaction. Lack of promotional opportunity was perceived as the most important cause of job dissatisfaction. Other important causes of job dissatisfaction were: lack of job security, lack of incentive system, poor working condition, lack of fringe benefits and long working hours.

Islam et al., (2012) in another study on job satisfaction and morale of commercial bank employees in Bangladesh found that morale and job satisfaction play a vital role in overall performance of the employees in work place. It was also revealed that pay, decision making authority, and promotional policy were the top priorities for improving work environment. The study further revealed that job satisfaction and morale are important cause for higher performance of the employees.

Ormajkatoch (2012) conducted a study to identify the influence on the level of job satisfaction of college teachers in India and found that female teachers were more satisfied than the male teachers. The study further reported that income, dignity and social status, job security, matching job with qualifications, physical work environment, and work in a desired profession were important factors for job satisfaction.

Hunjra et al., (2010) in their study on factors affecting job satisfaction of employees in Pakistan banking sector examined the major determinants of job satisfaction and found that there is a significant positive link between job satisfaction and human resource management policies like team work, environment, job autonomy and behavior of leader. They also found significant difference between male and female respondents in terms of their overall job satisfaction.

Devi and Suneja (2013) conducted a comparative study on job satisfaction of private and public sector bank employees. They have selected three dimensions like: pay and fringe benefits, supervision and training and development for job satisfaction. The study reveals a significant difference between the employees of public sector and private sector bank regarding pay and fringe benefits, supervision and training and development. The study further suggested that there is a significant difference between the employees of public and private sector banks regarding pay and fringe benefits, supervision, and training and development.

Several studies reveal that majority of the employees in Bangladesh were dissatisfied with their pay, working condition, job status, recognition for good work, autonomy in work (e.g. Khaleque and Rahman, 1984; Khaleque and Wadud, 1984; Begum, 1988). Khaleque (1979) reported in his study on repetitive work of cigar industry with female employees that respondents feel their job as simple and routine but they were satisfied with their jobs. He concluded that some employees like simple job and character of the person is more important in feeling of boredom at work rather than the nature of work itself.

Bangladesh is a developing country, facing a lot of problems, among them low productivity in industrial sector is one of the major problems. Service sector is no better. It is thought that efficiency, quality of service and performance of employees employed in Bangladesh Civil Service is not very high. The efficiency and quality of services largely depend on satisfaction and dissatisfaction with various aspects of

job. Though various studies have also been conducted in developed countries (e.g. Vroom, 1964, Locke, 1976) on satisfaction and dissatisfaction with various aspects of job, but a very few studies have also been conducted in Bangladesh (Khaleque, 1984; Hossain, 1995). But no study has so far been conducted on field level civil servants in Bangladesh. So, there is a need to conduct a study on field level civil servants in Bangladesh regarding their satisfaction and dissatisfaction at their work place. With this end in view, the present study was designed to conduct a research work on field level civil servants in relation to their satisfaction and dissatisfaction with job related factors. Thus, the present study was conducted with a view to achieving the following objectives:

1. to measure and compare the satisfaction and dissatisfaction with various aspects of job as perceived by the different field level civil servants working in Bangladesh;
2. to measure and compare the attitudes of field level civil servants towards various aspects of their present job;
3. to assess and compare the propensity to quit the job and job stress as perceived by both the administrative and selected other selected cadres;
4. to identify the important causes of dissatisfaction as perceived by both the groups; and
5. to make recommendations for improving the situations which in turn will improve the quality of services provided by the field level BCS cadres to the society in Bangladesh.

Methodology of the Study

Sample: The present study was conducted on a sample of 200 field level civil servants from Dhaka Division of Bangladesh on a random sample basis. Among them, 100 were from administrative cadre and 100 from other five BCS cadres: (Education, Agriculture, Health, Fisheries and Livestock). Employees less than 3 years of experience were excluded from the sample. Their mean age was 35 years and their educational qualifications varied from graduation to Ph.D. degree. Among them 10 percent was female and 90 percent was male.

Measuring instruments used in the present study were:

1. Questionnaire for Measuring Satisfaction with Job Facets;
2. Questionnaire for Measuring Work Attitudes;
3. Questionnaire for measuring job Stress Scale;
4. Propensity to Quit the Job; and
5. An Open Ended Question for identifying important causes of dissatisfaction.

Questionnaire for Measuring Satisfaction with Job Facets: A specially designed questionnaire was constructed to measure the satisfaction with 10 specific aspects of job. These factors were included in the questionnaire for covering different but representative aspects of job, which have been found by several investigators to affect employees attitudes (Hertzberg et al. 1957; Vroom, 1964; Locke, 1976). The respondents would indicate their satisfaction and dissatisfaction with each of the specific aspect of job by either “Yes” or “No” response.

Questionnaire for Measuring Work Attitudes: The questionnaire was consisting of 7-item concerning the attitudes of the respondents towards their present job. These items were selected from ‘Work Schedule’ of Job Description Index (JDI) by Smith et al. (1969). The respondents would express their feelings towards the present job with each of the item by ticking either “Yes” or “No” response.

Job Stress Scale: To measure the perceived job stress of the respondents, a single item statement “Is your job stressful?” was used. Respondents would indicate their feeling of stress by checking any one of the five categories of proposed pre coded answers ranged from “not at all stressful” (1) “extremely stressful” (5). Higher score indicates higher stress and the vice versa.

Propensity to Quit the Job Score: The strength of one’s intention to quit the present job was measured by a single question, “What are your plans for staying with the present job?” Respondents have to choose one of the following answers:

1. I want to stay until I retire;
2. I will leave only if an exceptional opportunity turns up;
3. I will leave if something better turns up; and
4. I intend to leave as early as possible.

The scores ranged from 1 to 4 respectively. Higher score indicates stronger intention to quit the job and the vice versa.

Open Ended Question: An open ended question was asked to mention two major important causes of dissatisfaction as perceived by the respondents at their work place.

Results and Analyses

To analyze the data Chi-square test, t-test and simple percentage were applied. The results of the present study have been presented in tables 1 to 7.

Table-1: Satisfaction and dissatisfaction with specific aspects of job as perceived by both the groups (N=200)

Specific job factors	No. of satisfied Subjects	No. of Dissatisfied Subjects	Chi-square	p
Pay	64	136	12.96	.01
Job security	116	84	2.56	.05
Relation with boss	114	86	1.96	N.S.
Working condition	126	74	6.76	.01
Open communication	120	80	5.76	.05
Promotional opportunity	90	110	1.00	N.S.
Autonomy in work	126	74	6.76	.01
Job status	81	118	3.24	.05
Recognition for good work	74	126	6.76	.01
Participation in decision	128	72	7.84	.01

The results in table-1 indicate that out of ten chi-squares, eight were significant. The results further reveal that significantly higher number of the respondents were satisfied with their job security, working condition, relation with their bosses, open communication, autonomy in work and participation in decision making. On the other hand, respondents were significantly more dissatisfied with pay, promotional opportunity, job status and opportunity in decision making,

Table 2: Composite chi-square table showing regarding the satisfaction and dissatisfaction with specific job factors as perceived by the respondents among the administrative selected cadre and other cadres

Specific factors	Administrative Cadre		Selected other Cadre		Chi-square	P
	Satisfied	Dissatisfied	Satisfied	Dissatisfied		
Pay	50	50	28	72	19.36	<.001
Job security	75	25	54	46	9.61	<.01
Relation with boss	70	30	78	22	1.6	N.S.
Working condition	75	25	60	40	5.13	<.05
Open communication	75	25	69	31	0.89	N.S.
Promotional opportunity	60	40	42	58	6.49	<.05
Autonomy in work	70	30	61	39	1.79	N.S.
Job status	75	25	34	66	33.84	<.001
Recognition for good work	75	25	29	71	28.4	<.001
Participation in decision	75	25	37	63	29.30	<.001

The results in table-2 reveal that out of ten specific job factors, the respondents significantly differ among themselves on seven factors such as: pay, job security, working condition, promotional opportunity, job status, recognition for good work and participation in decision making. The results further indicated that respondents among the selected other cadres were significantly more dissatisfied with their pay, job security, working condition, job status, promotional opportunity, recognition for food work and participation in decision making than the respondents in administrative cadre.

Table 3: The mean difference between the respondents in administrative cadre and the selected other cadres in respect of propensity to quit the job.

Groups	Number	Mean	S.D.	t	P
Administrative cadre	100	1.45	1.68	1.68	.05
Selected other cadres	100	2.02	1.57		

The result in table-3 indicates that propensity to quit the job was significantly higher among the respondents in other cadres than that of the respondents among the administrative cadre.

Table 4: Mean difference of stress according to the respondents.

Groups	Number	Mean	S.D.	t	P
Administrative cadre	100	4.10	2.14	2.39	<.05
Selected other cadres	100	2.47	2.20		

It is clear from the table-4 that the respondents among the administrative cadre perceived significantly higher stress than that of the respondents among the other cadres.

Table 5: Composite chi-square table showing different attitudes of the respondents (both the groups) towards their present job.

Aspects of work	Yes	No	Chi-square	P
Boring	70	130	9.0	.01
Satisfying	96	104	0.16	N.S
Frustrating	76	124	5.76	.05
Routine	90	110	1.0	N.S
Interesting	108	92	1.44	N.S
Challenging	112	78	4.84	.05
Creative	84	116	2.56	N.S.

The results in table-5 show that significantly higher number of respondents do not perceive their job as frustrating, boring, challenging, and creative rather they perceived their job as frustrating and challenging. The results further revealed that significantly higher number of respondents perceived their job as frustrating and challenging.

Table 6: Composite chi-square table showing the response distribution between the administrative cadre and selected other cadres regarding their feelings on their present job.

Aspects of work	Administrative Cadre		Other cadres		Chi	P
	Yes	No	Yes	No		
Boring	20	80	38	62	8.84	.01
Satisfying	75	25	43	57	19.17	.001
Frustrating	20	80	42	58	7.41	.01
Routine	55	45	43	57	2.88	.05
Interesting	70	30	51	49	15.87	.001
Challenging	40	60	65	35	7.8	.01
Creative	75	25	35	65	17.87	.001

The results in table-6 indicate that there was a significant difference between respond pattern among the respondents in administrative cadre and the respondents in selected other cadres in respect of their feelings on different aspects of their present job. The direction of the finding was that the respondents among the administrative cadre did not consider their job as boring and frustrating rather they perceived their job as satisfying, interesting and creative than the respondents among the selected other cadres. While higher number of respondents among the selected other cadres consider their job as not boring, satisfying, frustrating, routine, and creative.

Table 7: Major causes of job dissatisfaction as perceived by respondents of both the administrative and selected other cadres.

Causes of dissatisfaction as perceived by the administrative cadre and selected other cadres	Administrative cadre	Selected other cadres
	Percentage	Percentage
Lack of satisfactory career plan	40	30
Poor salary	40	20
Lack of adequate authority	25	20
Insufficient training facility	20	----
Lack of freedom in decision making	20	15
Lack of motivational facilities	15	----
Lack of promotional facilities	15	35
Undue political pressures	15	----
Lack of recognition for good work	10	15
Tension exists all the time	05	----
Lack of social status	---	25
Lack of power	---	20
Lack of skilled staff	---	20

The results in table-7 reveal that the respondents of administrative cadre have identified 10 important factors as causes of their job dissatisfaction. On the other hand, respondents of selected other cadres have identified 9 important cases of their job dissatisfaction. The results further reveal that there are some common causes of dissatisfaction as perceived by both the groups were: lack of career plan, poor salary, lack of adequate authority, lack of freedom in decision making, lack of promotional facilities and recognition for good work. It is also observed that both the groups perceived some different problems among themselves. Employees employed in administrative cadre mentioned political pressure, lack of motivational facility and tension exist all time in their job as important causes of dissatisfaction, while respondents among the other cadres mention lack of social status, lack of power and lack of promotional opportunity (more) as important causes of dissatisfaction.

Discussion of the Study

The result of the present study reveals that significantly higher number of the respondents as a whole were dissatisfied with their pay, promotional opportunity, recognition for good work and job status (see table-1). Similar results were also found by many other studies in home and abroad (e.g. Vroom, 1964; Locke, 1976, kaleque, 1976; khaleque, 1984; Khaleque and Wadud, 1984; Hossain, 1992; and Islam and Hasan, 2005) which confirm the findings of the present study. It was also found that respondents among the administrative cadre were more satisfied in promotion, job security, working condition, open communication, promotion, autonomy, job status, recognition, and participation in decisions than that of the respondents among the other selected cadres (see table-2). It indicates that employees employed in administrative cadre as a whole were more satisfied with

different aspects of their job than that of the employees employed with selected other cadres. It was also found from the present study that respondents among the other cadres also mentioned pay, working condition, promotional opportunity, job status, recognition for good work and participation in decision making as important causes of dissatisfaction (see table-2).

Propensity to quit the job among the respondents were measured and compared. The results revealed that propensity to quit the job was moderate and respondents also differed among themselves regarding propensity to quit the job. Propensity to quit the job was significantly higher among the employees in selected other cadres than that of the employees among the administrative cadre (see table-3). The reason is very much clear behind the higher propensity to quit the job among the selected other cadres are due to higher dissatisfaction with different aspect of job than that of the employees in administrative cadre (see table-2). Hossain (1995) in his study found that higher job dissatisfaction leads to higher propensity to quit the job which was in line with the findings of the present study.

Perceived job stress of the respondents were also measured and compared (see table-4). The results reveal that job stress was significantly higher among the respondents in administrative cadre than that of the respondents among the selected other cadres. The reasons behind the higher job stress was due to the fact that they had to face the undue political pressures and feel tension in their job which are absent among the respondents of other cadres (see table-7).

Regarding the attitude of the respondents towards the different aspects of their job were also studied. The results suggest that significantly higher number of the respondent in general regarded their job as not boring, frustrating and challenging (See table-5). The study further indicates that both the groups also differ among themselves in respect of their feeling towards different aspects of job (see table-6). The direction of the finding was that the respondents in administrative cadre did not consider their job as boring and frustrating rather they perceived their job as satisfying, interesting and creative than that of the respondents among the selected other cadres. While respondents among the other cadres perceived their job as not boring, satisfying, frustrating and creative.

Regarding the major causes of dissatisfaction as perceived by both the groups were also identified. The direction of the result is that there were some common causes of dissatisfaction like: poor salary, lack of adequate promotional opportunity, lack of recognition as perceived by both the groups. Employees employed in administrative cadre mentioned political pressure, lack of motivational facility and tension exist all time in job as important causes of dissatisfaction while respondents among the other cadres mentioned lack of social status, lack of power and lack of promotional opportunity (more) as important causes of dissatisfaction.

Conclusions and Recommendations

It may be concluded from the present study that the employees employed in field level civil servants in Bangladesh as a whole are dissatisfied with their pay, promotional opportunity, job status and recognition for good work. But the

employees employed in other than administrative cadre were more dissatisfied in different aspects of their job. Propensity to quit the job was significantly higher among the employees employed in selected other cadres than that of the administrative cadre. On the other hand, perceived job stress was significantly higher among the employees in administrative cadre than that of other cadres. Common causes of dissatisfaction as perceived by all the field level civil servants in Bangladesh were: poor salary, lack of promotional opportunity, lack of recognition and lack of proper career plan. The respondents among the administrative cadre were suffering from undue political pressure and all time tension in job, while respondents of other cadres were suffering from lack of job status, lack of promotional facilities and lack of power.

As it is found that all the respondents are dissatisfied with their pay and they also mentioned poor pay as one of the major causes of dissatisfaction, so it is suggested to give comparable pay with the other SAARC countries. It was also observed that employees in administrative cadre were suffering from undue political pressure, so it is suggested to take necessary steps to reduce the undue political pressures on them so that they can work freely.

As it is found that employees employed in other cadre was suffering more from lack of less promotional prospect, lack of job status and lack of power than the administrative cadre, so to get better service from them it is suggested that policy makers should take steps to reduce the disparity.

As the present study is suffering from small sample size and limited scope so, before generalization, an in depth study needs to be conducted by covering more sample and broader areas.

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