

Annotated Bibliography Example

Reference: *Start with a complete reference listing in APA*

Kerr, S. (1995). On the folly of rewarding A, while hoping for B. *Academy of Management Executive* 9(1), 7 – 16.

Summary: *What is the author's purpose, conclusions and/or key points?*

Organizations frequently create reward systems that don't reward desired behaviors. Rather than complaining about lack of employee motivation, managers should review what behavior is desired and what is rewarded. Kerr uses specific examples of misaligned reward systems from politics, medicine, universities, consulting, sports, and government. Common reward follies or misalignments include desiring long-term growth but rewarding quarterly profits, hoping for teamwork but rewarding individual effort, and wanting quality but rewarding meeting schedules and deadlines. In a poll of the journal's Executive Advisory Panel, 90 percent of the respondents agreed that Kerr's folly of rewarding one behavior but hoping for another was prevalent in corporate America

According to Kerr, this phenomenon is caused by a variety of factors. To ensure objectivity and fairness, managers want simple, quantifiable measures but there may not be metrics for desired behaviors. It is much easier to observe and measure visible behaviors but harder to assess teamwork or creativity. Because managers and employees resist changes to well-established reward and recognition practices, gaining buy-in to revise reward systems can be difficult. And finally, the focus on short-term results and rewards diminishes the emphasis on the longer-term.

Aligning financial and non-financial rewards with business strategy and desired employee behaviors is a best practice, but it often doesn't occur. Because behavior is driven by what is rewarded, managers are often disappointed with employee motivation and outcomes.

Reference: Journal Articles from Electronic Databases

Last name(s), first initial(s) of author(s)

Year of publication in parentheses

Article Title, capitalize first word only

Journal Name in italics

Volume – number only – in italics

Issue – number only – in parentheses

Page number range without p. or p.p.