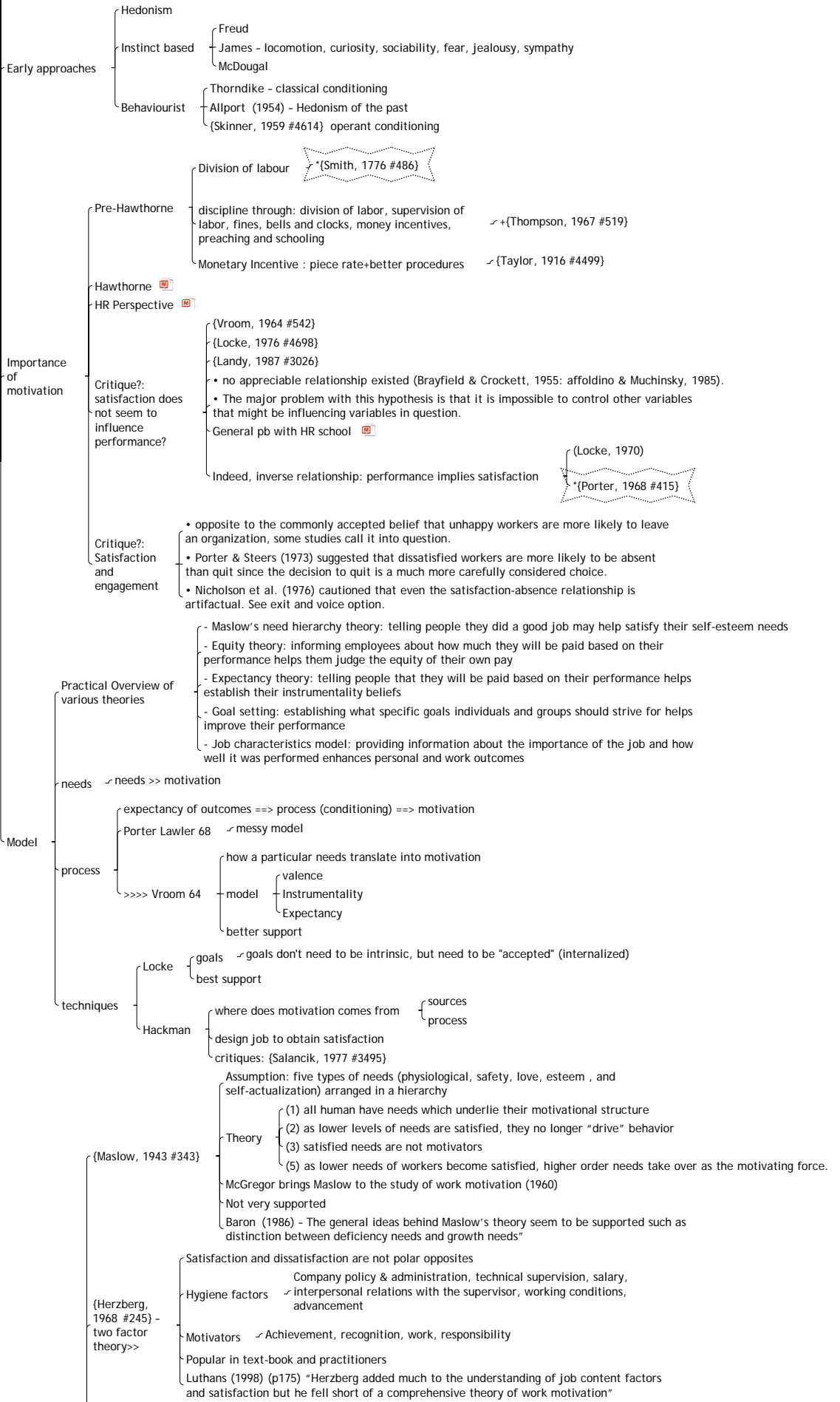


"psychological mechanisms governing the direction, intensity, and persistence of actions not due solely to individual differences in ability or to overwhelming environmental demands that coerce or force action" - (Nicholson, 1995 #5664)

"the techniques used by managers for the purpose of facilitating employee behaviors that accomplish organizational goals" - (Nicholson, 1995 #5664)

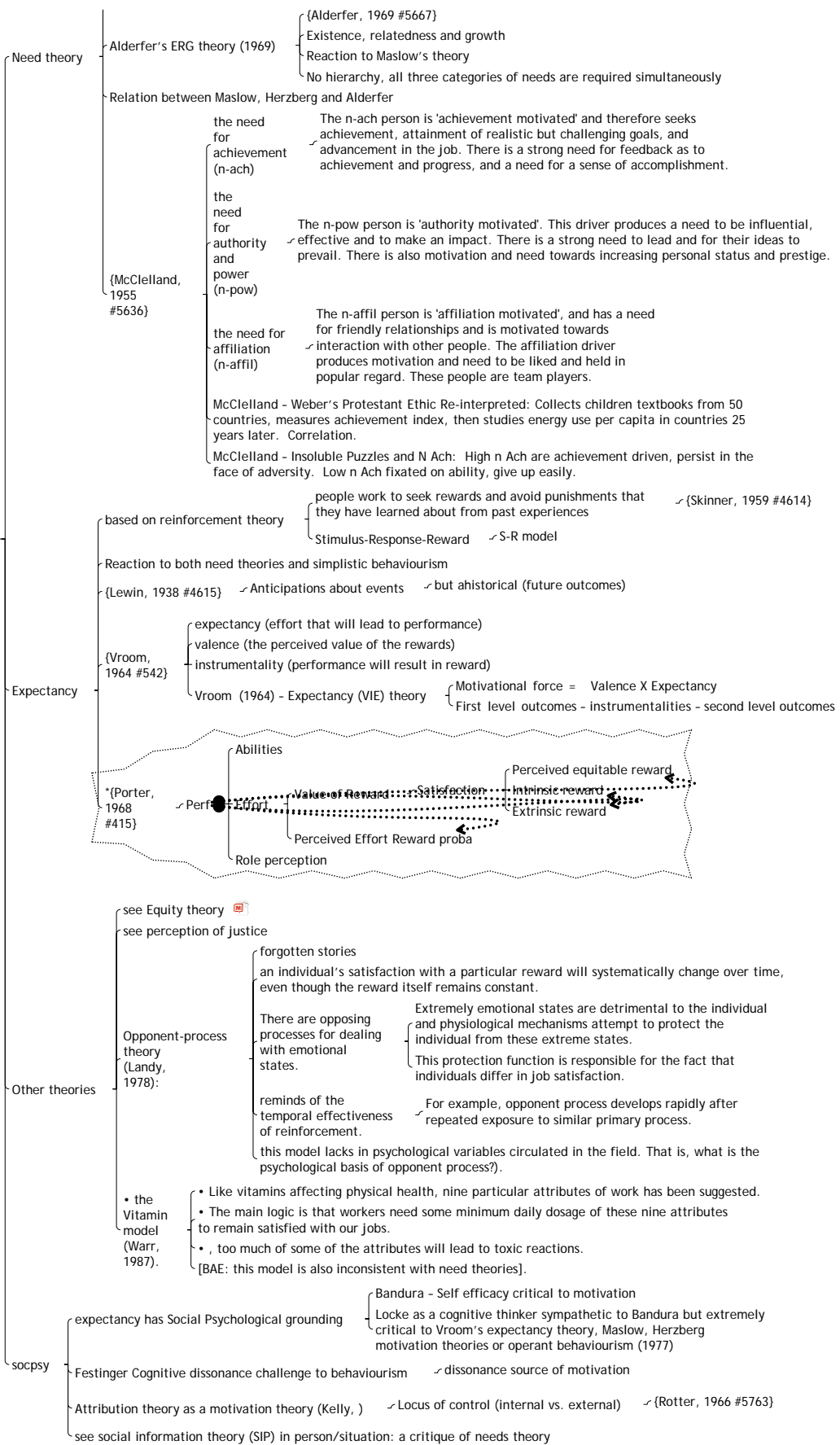
basic equation: Need + Drive = Behavior -> Direction/Maintenance -> Goal

Introduction

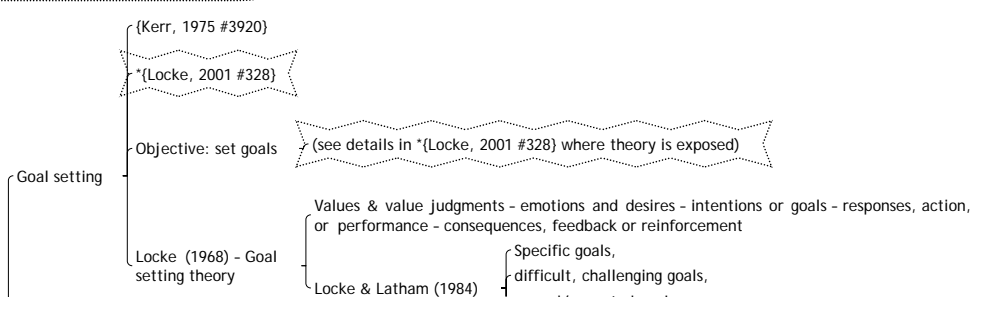


Motiv

Theories of motivation



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owned/accepted goals,
objective, timely feedback

*(Hackman, 1976 #221)

structure drives attitudes
2. Positioning and contribution to literature
In the tradition of work redesign (or "job enrichment").
Yet little is known about the reasons why "enriched" work sometimes leads to positive outcomes.
Gap: inadequate measurability of conceptual tools.
Present work focuses on how the characteristics of jobs and people interact to determine when an "enriched" job will lead to beneficial outcomes.
Complement Porter & Lawler

jobs characteristics impact internally motivated work behavior via the psychological states they engender.
Individual attributes moderate responsiveness to jobs characteristics.
Causal core of the model: the psychological states

Core job dimensions (hierarchy)
multiplicative { Autonomy, Feedback }
additive { Skill variety, Task identity, Task significance }

Psychological states
Experienced meaningfulness at work
Experienced responsibility for outcome at work
Knowledge of actual results of work activities

Outcomes
High internal work motivation
High quality work performance
High satisfaction with work
Low absenteeism and turnover

Variants - Responsibility - +{Langer, 1976 #4914} { being given responsibility increase commitment, soc psy exp, in geriatric env. }

Comparisons *(Griffin, 1983 #215)
Task design (Porter&Lawler 71)
vs. Social Information Processing (Salancik&Pfeffer 77)
Result: both apply but only redesign impacts productivity

(SCB): how takes into account social information processing? Does not address any interpersonal or situational factors in the workplace that might impact the psychological states. What about team work, culture, etc.? Are job dimensions intrinsic in the work or are they experienced, and if so, how? Also ahistorical: how does previous experience, education, socialization, influence person's states?

Classic soc psychology self?
self perception? {Deci, 1971 #4477} { External reward such as money decrease internal motivation, Verbal reinforcement does not affect intrinsic motivation, Deci (1985) - Intrinsic motivation - linking behaviour to rewards reduces intrinsic motivation }
+{Lepper, 1973 #3071} - overjustification hypothesis
attribution vs. persuasion methods? +{Miller, 1975 #4949} - attributional more efficient (kids)

{Collins, 1999 #4484} { creativity is motivated by the enjoyment and satisfaction that a person derives from engaging in the creative activity, creativity may be inhibited by external pressures that detract from the person's inherent enjoyment of the activity. }

{Amabile, 1999 #4697}
Intrinsic Motivation Principle - "intrinsic motivation is conducive to creativity; controlling extrinsic motivation is detrimental to creativity, but informational or enabling extrinsic motivation can be conducive, particularly if initial levels of intrinsic motivation are high"
Distinction made between synergistic extrinsic motivators : (provide information or enable the person to better complete the task and which can act in concert with intrinsic motives) and nonsynergistic extrinsic motivators: (lead the person to feel controlled and are incompatible with intrinsic motives).

see {Battilana, 2004 #4527} for a complete discussion
Eisenberger and Armeli (1997) argue that, contrary to prevalent views, salient reward can be used to strengthen creative performance without any loss of intrinsic creative interest. They suggest that to maximize generalized creativity, (1) the requirement of high creative performance should be explicit, and (2) the reward should be sufficiently salient to overcome competing activities.

Techniques of motivation

Intrinsic vs. extrinsic & Creativity

Critique

see social information processing +{Salancik, 1978 #454}
see critique of previous theories in {Salancik, 1977 #3495}
criticism of need satisfaction models
Importance of situational constraints as alternative explanations for work attitudes and behaviors
need is an outcome, not exogenous

New Perspectives?

Future directions (AMR Special issue {Steers, 2004 #4611}) - Role of time in goal-setting (Fried & Haynes, 2004) (Link with Gersick, 1988)

To place

Job Attitudes - {Bae, 2001 #4525}

13. Motivation

- Mithell, Terence "Matching Motivational Intervention to Organizational Contexts," Research in Organizational Behavior (Vol. 19, 1997)
- 01. Instit
- 05. Learning
- 11. Cogn/Att
- 08. Org Econ
- 18. Power Influence - +{Miller, 1975 #4949} - attribution more efficient than persuasion

To Scan micro

dsfsd