

THE DEVELOPMENT OF AN INTEGRATED MODEL OF WORK MOTIVATION: A BOTTOM-UP INQUIRY PROCESS

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Although work motivation is a very important issue in organizational psychology, related studies in Chinese societies are just beginning. Using a bottom-up approach, this study inquires the core constructs of work motivation and their antecedents and consequences.

In the two pilot studies, the researcher first reviews the literature to develop an integrated theoretical framework, and then interviews 524 business employees individually by using a critical incident technique to collect 955 motivation events. These event data are used to develop a Work Motivation Inventory. The inventory is then administered to 750 business employees. Using different factor analysis procedures, a four-factor structure finally emerged.

The purposes of the present study are to further develop measures of those antecedents and consequences variables, and then to test the integrated path model which is formulated by the core motivation constructs and their antecedents and consequences. Subjects are 1,111 business employees. Results show that the range of internal consistent coefficients of those measures is from .65 to .95, with a median of .87. The revised Work Motivation Inventory still gets a stable four-factor structure and higher explained variance. The correlations and their regression coefficients between the motivation constructs and their only direct consequence variable, intention to work

hard, are all significant.

Results concerning the effects of motivational antecedents on the psychological states (i.e., motivation constructs) support most of the four major hypotheses. Namely, the human-related variables (i.e., leader behaviors and ruler-dominant organization climate) are the major antecedents of those affective motivation states; whereas the work-related variables (i.e., job characteristics and performance feedback) are more related to cognitive motivation or work emotion. The effects of motivation states on their consequences also support the proposed hypothesis. That is, people who have positive motivation states intend to work harder, thereafter with higher job performance and job satisfaction, lower turnover intention and absenteeism, and better life adjustment.

Results of path analysis indicate that most of the predicted paths in the conceptual framework are significant. The data structure, however, is more complicated than the conceptual framework. The researcher finally discusses the theoretical and culture meanings of above results and future research directions.

Keywords: Work motivation, Emotion, Affective experiences, Affective reciprocity, Social motivation, Leader behavior, Ruler-dominant organization climate