



SIG 09 - OB - Organizational Behaviour

With our theme **Exploring the Future of Management: Facts, Fashion and Fado**, we invite you to participate in the debate about how to explore the future of management. We look forward to receiving your submissions.

T09_06 - Motivation and Trust: Current Links and Challenges

Proponents:

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Short description:

Work motivation is a longstanding topic in organizational studies and several theories and constructs have been proposed to explain which factors compel individuals to initiate action, to work hard and sustain their effort. Moreover, job and work environment characteristics, national culture and the person-organization fit have been recognized as determinants that can play a significant role in generating motivation. Starting both from these premises and from the more recent approaches to the study of work motivation the track aims at exploring the relation of motivation to organizationally relevant antecedents and outcomes such as trust, leadership, goal-setting, and organizational justice.

Long description:

Work motivation is a longstanding topic in organizational studies (Latham & Pinder 2005), and several theories and constructs have been proposed to explain which factors compel individuals to choose a course of action, to work hard and sustain their effort. According to Locke (1997), one approach to organizing the diverse theories of motivation has been to classify them in terms of their “distance” from, or “closeness” to the action. A range of theoretical approaches developed to analyse outcomes and antecedents of motivation including basic distinctions between extrinsic and intrinsic motivation, self-determination theory, analyses of work values, social cognitive theory, prosocial and public service motivation (Perry & Wise 1990, Grant 2005, Gagne & Deci 2005). However, motivation is not only stemming from individual characteristics: it is a psychological process resulting from the interaction between the individual and the environment. It is affected by a number of external factors including incentives, such as, rewards and status, as additional (and not individually-controlled) drivers. For example, while incentive regimes should be designed to encourage collaborative behaviour, trust and motivation (Searle et al. 2011) in order to enable organizational performance, particularly organizations may also create incentive regimes that trigger individual misbehaviour and wrongdoing such as bribery, fraud and



others. Moreover, the job and work environment characteristics, national culture and the person-organization fit have been recognized as determinants that can play a significant role in generating and/or supporting work motivation (Latham & Pinder 2005). Starting both from these premises and from the more recent approaches to the study of work motivation the track aims at exploring the relation of motivation to organizationally relevant antecedents and outcomes such as trust, leadership, goal-setting, and the organizational justice. Possible themes include: 1) analyses of the effects of different types of work motivation on organizational and individual level outcomes and with a view of comparing international differences 2) analyses of the link between work motivation and both individual and organizational performance (in particular identifying boundary conditions, intended and unintended effects) 3) the set of institutional, contextual and organizational factors that may influence the development or the inhibition of work motivation; 4) the way work motivation relates to job satisfaction, organizational commitment, OCB, leadership, trust and other concepts related to the area of organizational behavior; 5) work motivation, well-being and happiness; 6) motivation and incentives, 7) private-public sector differences.

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