

Motivation and performance at work

Master: ORGANIZATIONAL AND OCCUPATIONAL HEALTH PSYCHOLOGY

1st year / 2nd semester

Coordinators	Zoltan Bogathy, PhD, invited professor
Type of discipline:	Compulsory
Number of allocated hours	42
Credits	8

Short description

This course is designed to present and analyse essential aspects about motivation at work and implications for in role and extra role performance. Theoretical information and practical activities that are aimed at understanding underlying factors, individual and situational, creating and maintaining functional motivating systems and also skills development activities will be carried out.

Competencies (to be developed)

- Identifying and develop frames of understanding for work motivation
- Skills develop appraisal and reward systems

Objectives

- To a background and advancements for understanding work motivation and work performance
- To introduce and discuss psychological processes that provide the theoretical foundation for the work motivation
- To learn how to develop and implement appropriate appraisal and reward systems

1
Course: WORK MOTIVATION: MAIN THEORETICAL APPROACHES (1)
References George, JM, & Jones, GR (2008). Understanding and managing organizational behavior (5th ed.). Upper Saddle River, NJ: Pearson
2
Course: WORK MOTIVATION: MAIN THEORETICAL APPROACHES (2)
References George, JM, & Jones, GR (2008). Understanding and managing organizational behavior (5th ed.). Upper Saddle River, NJ: Pearson Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. <i>Academy of Management Journal</i> , 44, 1102-1121.

3
<p>Course: FAIRNESS, JUSTICE, EQUITY</p> <p>References Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. <i>Journal of Applied Psychology</i>, 86, 386-400. Simons, T., & Roberson, Q. (2003). Why managers should care about fairness: The effects of aggregate justice perceptions on organizational outcomes. <i>Journal of Applied Psychology</i>, 88, 432-443.</p>
4
<p>Course: THE ROLE OF PERSONALITY DIMENSIONS</p> <p>References Barrick, M. R., Stewart, G. L., & Piotrowski, M. (2002). Personality and job performance: Test of the mediating effects of motivation among sales representatives. <i>Journal of Applied Psychology</i>, 87, 43-51. Judge, T. A., Bono, J. E., & Locke, E. A. (2000). Personality and job satisfaction: The mediating role of job characteristics. <i>Journal of Applied Psychology</i>, 85, 237- 249.</p>
5
<p>Course: ATTITUDES AT WORK: JOB SATISFACTION</p> <p>References Edwards, B.D., Bell, S.T., Arthur, W., Decuir, A.D. (2008). Relationships between facets of job satisfaction and task and contextual performance. <i>Applied Psychology: An international Review</i>, 57 (3), 441-465 Weiss, H. M., Nicholas, J. P., & Daus, C. S. (1999). An examination of the joint effects of affective experiences and job beliefs on job satisfaction and variations in affective experiences over time. <i>Organizational Behavior and Human Decision Processes</i>, 78, 1-24.</p>
6
<p>Course: ATTITUDES AT WORK: ORGANIZATIONAL COMMITMENT</p> <p>References Gellatly, J.R., Hunter, K.H., Currie, L.G., Irving, P.G. (2009). HRM practices and organizational commitment profiles. <i>The international Journal of Human Resource Management</i>, 20 (4), 869-884. Xu, L., Bassham, L.S. (2010). Reexamination of factor structure and psychometric proprieties of the three-component model of organizational commitment. <i>North American Journal of Psychology</i>, 10 (2), 297-312</p>
7
<p>Course: WITHDRAWAL AND OTHER DISFUNCTIONAL BEHAVIORS AT WORK</p> <p>References Bennett, R. J., & Robinson, S. L. (2000). Development of a measure of workplace deviance. <i>Journal of Applied Psychology</i>, 85, 349-360. Boswell, R., Olson-Buchanan, J.B. (2004). Experiencing mistreatment at work: the role of grievance filing, nature of mistreatment, and employee withdrawal. <i>Academy of Management Journal</i>, 47 (1), 129-139.</p>
8
<p>Course: GOALS AND INCENTIVES Seminar: Analyze and develop appropriate reward systems (1)</p> <p>References Bell, B. S., & Kozlowski, S. W. J. (2002). Goal orientation and ability: Interactive effects on self-efficacy, performance, and knowledge. <i>Journal of Applied Psychology</i>, 87, 497-505. Pritchard, R. D., Jones, S. D., Roth, P. L., Stuebing, K. K., & Edeberg, S. E. (1988). Effects of group feedback, goal setting, and incentives on organizational productivity. <i>Journal of Applied Psychology</i>, 73, 337-358.</p>

9
<p>Course: REWARD SYSTEMS Seminar: Analyze and develop appropriate reward systems (2)</p> <p>References Bau, F., Dowling, M. (2007). An empirical study of reward and incentive systems in German entrepreneurial firms. <i>Schmalensbach Business Review</i>, 59, 160-175 Lawler, E.E., Worley, C.G. (2006). Winning support for organizational change: designing employee reward systems that keep on working. <i>Ivey Business Journal</i>, March-April, 1-5.</p>
10
<p>Course: PERFORMANCE AT WORK: MAIN ANTECEDENTS Seminar: Maximizing employee in-role performance</p> <p>References D'Amato, A., Zijlstra, F.R.H. (2008). Psychological climate and individual factors as antecedents of work outcomes. <i>European Journal of Work and Organizational Psychology</i>, 17 (1), 33-54. Van Yperen, N. W., & Hagedoorn, M. (2003). Do high job demands increase intrinsic motivation or fatigue or both? The role of job control and job social support. <i>Academy of Management Journal</i>, 46, 339-348.</p>
11
<p>Course: IN-ROLE AND EXTRA-ROLE PERFORMANCE Seminar: Maximizing employee extra-role performance</p> <p>References Chen, Z., Eisenberger, R., Johnson, K.M., Sucharski, J.L., Aselage, J. (2009). Perceived organizational support and extra-role performance: Which leads to which. <i>The Journal of Social Psychology</i>, 149 (1), 119-124 Griffin, M.A., Neal, a., Parker, S.K. (2007). A new model of work role performance: positive behavior in uncertain and interdependent contexts. <i>Academy of Management Journal</i>, 50 (2), 327-347</p>
12.
<p>Course: PERFORMANCE MANAGEMENT AND APPRAISAL Seminar: Developing performance evaluation systems (1)</p> <p>References Williams, R., Fletcher, C. (2002). Performance management and organizational effectiveness. In I.T. Robertson, M. Callinan & D. Bartram (eds.). <i>Organizational effectiveness. The role of Psychology</i> (pp. 135-158). Chichester: John Wiley & Sons.</p>
13
<p>Course: DESIGNING MOTIVATIONAL WORK SETTING Seminar: Developing performance evaluation systems (2)</p> <p>References Arnold, J., Schoonman, W. (2002). Maintaining and enhancing motivation as a contribution to organizational effectiveness In I.T. Robertson, M. Callinan & D. Bartram (eds.). <i>Organizational effectiveness. The role of Psychology</i> (pp. 159-180). Chichester: John Wiley & Sons</p>
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<p>Group presentations</p>

Evaluation

Written exam

The same evaluation method will be maintained for each evaluation session.

ATTENDANCE

Is required for 10 out of 14 courses/seminars.

Contact:

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