Work Motivation Research in the Past Decade: What Do We Know, and Where Do We Go?

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Article Info

Abstract

The purpose of this article is to evaluate the status of literature on work motivation in industrial/organizational psychology (i/o) field. I apply a qualitative research technique- 'co-occurrence of key words' to analyze 503 peer-reviewed articles published between the years 2010 and 2019. Specific research themes are extracted. The themes indicate that work motivation is instrumental in achieving certain behavioral outcomes and human resource outcomes in organizations. Most significantly, work motivation is espoused through specific job characteristics. A study of these (job) characteristics has important implications for human resource practice. Recent research on the topic also found substantial interest in practices followed by public organizations. While these research directions by no means exhaust the possibilities for research on motivation. We hope it can inspire a dialog among industrial/organizational psychology theorists and practitioners.

1. INTRODUCTION

Work motivation remains one of the most important topics that is extensively researched in industrial/ organizational (I/O) psychology literature (Kanfer & Frese, 2017). These studies have examined the influence of individual's personality and volition, work content, and work context on motivation. Over the years, the results of these studies have contributed to designing jobs, developing careers, and shaping the attitudes of employees in organizations (Naji et al., 2022). The increasing interest in the topic also positioned work motivation as a major research topic within the broader i/o psychology and lead to the development and critique of various theories. A cursory search of the number of publications appearing with the key word "employee motivation" or "work motivation" clearly reflects the maturity of the topic. Recent changes to nature of work, and working arrangements necessitate the need for renewed vigor in investigating this variable. Various aspects such as the role of motives, socio-technical context, and goal orientation (Kanfer, & Frese, 2017) need to be understood to better explain work motivation. On the other hand, work motivation has also been greatly influenced by studies from other management disciplines. With this progress and renewed interest on work motivation research, we set the following two objectives for this paper:

1. Synthesize and evaluate the status of work motivation literature in i/o psychology
2. Identify central themes and their major contribution to the dissemination of ideas both within the domain of i/o psychology.

2. STATUS OF LITERATURE

2.1. *Status Of Literature (Common Ground)*

Employee motivation is considered to be important for organization's success in the global marketplace. Leveraging the strengths of its employees to remain competitive is the rai·son d'ê·tre of organization's leaders and culture. Scholarly work on the topic explored the definition, antecedents, outcomes, and regulating role of employee motivation in industrial/organizational (i/o) psychology lliterature. Scholars from i/o psychology have also called for renewal of work motivation theory to reflect modern employment relations, and consolidation of theoretical corpus. In this direction, Kanfer (2009) recommends an integrated theory of motivation, and changing the methods and measurement of motivation.

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Locke and Latham (2004) in their target article for the special issue of work motivation in Academy of Management Research journal propose better understanding of sub-conscious motivation, renewed theory building through introspection, role of individual volition to explain motivation, and constructs that bridge the context based theories and trait-based theories of motivation. We elaborate on some of these works in the next section. We also see that similar rigor or interest to study work motivation in project management may be lacking.

2.2. Status Of Literature (Complication)

Work motivation continues to be significant and relevant in i/o psychology research. In the recent years, scholars have focused their attention on investigating the effects of work motivation on constructs such as employee performance, stress, and human resource practices in organizations. Reviews also focused on examining the validity of seminal theories to consider their relevance to modern organizations. In this section, we present some influential works in the last decade.

Wendsche and Lohmann-Haislah (2017) use job-demand-resource model (Bakker, & Demerouti, 2007) to determine the effects of work motivation on psychological stress of employees. A meta-analysis of 86 publications and 38,124 employees reveals that work motivation is a moderate predictor of psychological stress. Psychological stress is operationalized through constructs such as physical demands, emotional demands, role stressors, social conflicts, and time-related pressures on the job.

A critique of self-determination theory (Deci & Ryan, 2004) is presented by Cerasoli, Nicklin and Ford (2014) through a meta-analysis of 154 peer-reviewed publications and 212,468 subjects. The effects of intrinsic and extrinsic incentives on the performance of sales personnel is investigated. Contrary to the premise of self-determination theory (extrinsic motivation undermines the effects of intrinsic motivation), the study concluded that only those extrinsic incentives where the relation between the incentive and job performance is clear, undermines intrinsic motivation. Furthermore, intrinsic motivation is a strong predictor of quality of performance than quantity (of performance).

Reviews have also focused on work motivation as an outcome rather than a predictor variable. Jiang, Lepak, Hu, & Baer (2012) use ability-motivation-opportunity model to study the effects of human resource practices on proximal organizational outcomes such as motivation, and distal outcomes such as voluntary turnover, and financial performance of the company. The study concludes that skill enhancing human resource practices are positively correlated to motivation. Furthermore, motivation moderates the relationship between human resource practices and distal outcomes of financial performance.

Systematic reviews of theories and literature also called for promoting alternative research methods and theoretical lenses. Kanfer and Chen (2016) reviewed articles from the journal Organizational Behavior and Human Decision Process in the last 50 years. They conclude that expectancy theory, and goal-setting theory continue to dominate as a choice of theoretical lens for scholars. Thus, motivation is largely considered a consciously-mediated process with goal choice and self-regulation as explanatory constructs. They call for considering sub-conscious variables such as emotions, and contextual variables such as work situations or events as determinants of motivation. Temporal aspects such as the effects of delayed rewards also need to be investigated on motivation.

In a similar direction, Pindek and Spector (2016) conduct a content analysis of peer-reviewed articles between the years 2010 and 2014 published in Journal of Occupational Health Psychology, and Work & Stress. They recommend opportunities to revitalize research in work psychology though considering explorative/ inductive methods over theory-intensive deductive methods, longitudinal studies that capture temporal factors when explaining the effects of work motivation on health and well-being of employees in the long run, and use of qualitative research methods to hypotheses testing rather than to merely complement quantitative research methods.

2.3. Status Of Literature (Concern)

Micro level phenomena- individuals, processes, structures; and their interaction greatly contributed to the advancement of management theory (Felin, Foss, Heimriks, & Madsen, 2012). Microfoundations, which are used to explain micro-level phenomena can be considered as a theoretical approach supported by empirical evidence that explains how individuals, structures, and processes interact to produce a phenomenon. This phenomenon can be produced at a higher level to where the individuals, structures, and processes will interact-as a proximal outcome. Alternatively, the individuals, structures, or processes may regulate (mediate or moderate) the relation between their interaction, and the phenomenon as a distal outcome (Felin, Foss, Heimriks, & Madsen, 2012). Microfoundations then can be used to explain employee motivation as well. Extant literature defines motivation as an outcome of individual's commitment to goal-choices, a conscious or a sub-conscious effort to satisfy one's needs, or an outcome of the individual's interaction with the work environment. Furthermore, seminal works have presented the construct of motivation as a determinant, outcome, and regulating variable. This warrants motivation to be explained using microfoundations perspective.

Felin, Foss, , Heimriks, and Madsen, (2012) further explain why mircofoundations matter when explaining phenomenon. A discipline in its early stages assumes that micro-level phenomena (interaction between individuals, processes, and structures) or their regulating effects can be explained normatively, and the outcome phenomena will remain unchanged. As the disciplines advance, the differences between individuals, processes, and structures become

more conspicuously acknowledged, and therefore the difference in the (outcome) phenomena as well. In the context of motivation studies, differences between individuals, processes, and organization structures have been acknowledged for their varying efforts on employee motivation. This is particularly evident where determinants of motivation (such as intrinsic and extrinsic rewards (Delaney, & Royal, 2017); employee recognition (Belenzon, & Schankerman, 2015, role clarity or ambiguity (Gillet, Fouquereaue, Lafreniere, & Huyhebaert, 2016), outcomes (such as human capital Kaifeng, Lepak, & Baer, 2012; career commitment (Kim, Kang, Lee, & McLean, 2016) were found to have differences in their relation to motivation.

2.4. Status Of Literature (Course Of Action)

A prevalent trend to construct a research question is through 'gap-spotting' (Alvesson & Sandberg, 2014)-identifying or constructing gaps in the existing literature to generate research questions. However, scholars have argued against this approach that only incrementally adds to the theory and does not offer novel high impact research (Alvesson & Sandberg, 2014). Alvesson and Sandberg (2014) call for a view of knowledge production that increases the likelihood of generating novel ideas through synthesis and questioning of existing literature. Using a 'box' as a metaphor for knowledge field, they call for scholarship that moves between these boxes that is inspired from varied literature, research questions, and social groups. This will require embracing thematic, methodological, or theoretical variations of an area of research across the knowledge fields. Extending these arguments, Oswick, Fleming, and Hanlon (2011) state that extensively borrowing theories from one knowledge field into another is detrimental to creating new knowledge. The focus then remains on merely adapting the theories borrowed from one (knowledge) field to a new knowledge field. This approach prevents critical evaluation of the theories. They propose 'conceptual blending' through meaningful two-way exchange of ideas between the domains. In the context of our study, we review employee motivation construct in two domains- i/o psychology, and project management. We examine the similarities and differences in the research themes, and constructs related to motivation. It is expected that this juxtaposition will potentially contribute to a better understanding of this construct in both the fields.

3. METHODOLOGY

In line with the objectives, we adopted qualitative research methods, specifically using co-occurrence of key words. Words are counted for their presence in the document using binary counting method- each word appearing with one another word. Each word would have to appear for a minimum of 10 times in the entire corpus to be considered for analysis. The co-occurrence of words is run iteratively until the words with proximity (word pairs appearing together) are grouped in 1 cluster. EBSCO Host was used to identify most recent articles published between the years 2010 and 2018. 3860 articles were extracted from the first iteration. In order to compare the extant literature in I/O psychology and project management, this theoretical corpus was further refined using the key word themes that summarized motivation research in project management. 503 articles were extracted and considered for final review

We represent the inter-connections between the constructs as a social graph. Traditionally, social graphs have been used to show the interconnections between people, groups, or organizations, commonly called 'actors'. Each of these actors is represented as a dot or a node, and the relation between them is represented as lines. More recently, qualitative research studies are using social graphs to depict data (Ertug, Gruber, Nyberg, & Steensma, 2018). Ravasi (2017) also advocates use of visualization for data. As a tool to organize fragmented ideas, visualization such as this can facilitate convergence towards a central theme(s) for a construct. Depiction of visual proximity between the nodes also effectively orients the readers to know the conceptual similarities and differences. Greater proximity between the nodes indicates greater conceptual similarity. For our paper, we have considered various constructs associated with work motivation as nodes. Using VosViewer 1.6.10 (created by Lieden University Center for Science and Technology), an open source data analysis and visualization tool, we organized these constructs into various clusters which are color-coded, i.e.; nodes and lines associated with constructs within one cluster have a unique color.

4. I/O PSYCHOLOGY: WORK MOTIVATION (COURSE OF ACTION)

Motivation is defined as a set of energetic forces that originate both within as well as beyond the individual's being that influence, the initiation, direction, intensity, and duration of actions (Pinder, 1998 as cited in Kanfer & Chen, 2016).

At the same time, there have been significant advances in the last decade that underscore the importance of contextual variables- job design, financial and non-financial incentives, organization culture, and supervisor-employee relations. Externalities such as these affect the employees' job attitudes. Furthermore, it links human resource management constructs such as human capital, leadership, performance management, and working conditions.

4.1. Cluster 1:(Work Characteristics Leading To Attitudinal Outcomes)

Research on topics in this area show the effects of employee motivation on important people management outcomes Thus, the co-occurrence of key word analysis reveals the following constructs in this group- academic libraries, organizational commitment, performance standards, productivity, quality of work-life, rewards, sales personnel, and trust. The research themes within this group can be summarized as follows (*c.f.* Dewhurst, Guthridge, & Mohr, 2010; Kunte & Rungruang, 2018; Pillay, & Cardenas, 2015; Kuvaas, Buch, Gagné, Dysvik, & Forest (2016); Yen (2015); Dahlgaard-Park (2012)).

- The importance of non-financial rewards on employee behavior. Variables such as praise, individual attention, opportunities to assume leadership roles leads to increased job satisfaction
- Trust and core-values (respect, fairness, and honesty) in managerial context leads to employee motivation, organizational commitment, and loyalty
- A review of theories on employee motivation (job design theories) juxtaposed with theories on employee engagement (from the job burnout and positive psychology perspective) to derive an operational definition for employee engagement.
- Alternative conceptualization of motivation from neuro-science perspective where conscious motivation competes with unconscious motivation to determine organizational performance
- Autonomy mediates the relationship between pay and performance efforts & turnover intent of sales personnel. Base pay is positively correlated with performance efforts but negatively correlated with turnover intent. Merit-based pay is positively correlated to controlled motivation
- Work motivation mediates the relationship between perceptions of office politics and work efforts

4.2. Cluster 2: (Work Characteristics Leading To HR Outcomes)

Research on the consequences of work motivation has proliferated in the recent past. An extensive body of research investigated attitudinal outcomes of the employees as a result of work motivation. The co-occurrence analysis of key words reveals the following constructs- autonomy, employee attitudes, employee characteristics, employee productivity, employee turnover, human resource management, incentives, job characteristics, job performance, management personnel, organizational behavior, organizational effectiveness, pro-social behavior, salaries, self-determination, supervisor-employee relations, well-being, and working conditions. The research themes within this cluster is summarized as follows (Frazier, & Tupper, (2018). Batova, 2018; Bear & Hwang, (2015); Curtis, & Kelly, 2013).; Shaw, & Gupta, 2015); Lee, 2019).; Khoreva, & Wechtler,, (2018)).

- Employer's pro-social motivation (definition derived using self-determination theory of motivation) on employee psychological safety
- The effects of task characteristics on work motivation. Perceptions of task characteristics where the employees viewed the purpose of their work to achieve financial savings and efficiency for the organization decreased their motivation. The employee motivation increased when they were more involved in crafting their jobs.
- Contextual pro-social motivation is positively correlated with manager's willingness to act as a mentor.
- Coaching is positively correlated with autonomous motivation (derived from self-determination theory)
- Financial incentives are more significant than perceived in eliciting job performance. Introduction of financial incentives does not undermine the importance of intrinsic incentives. Thus, arguments against cognitive evaluation theory of motivation are put forward.
- Performance-based human resource practices is a weak predictor of employee motivation when individuals have low self-efficacy, high degree of autonomy at work, and availability of resources. Thus, perceptions of self, task characteristics, and availability of resources moderate the relationship between HR practices and employee motivation (expectancy theory used a lens)
- Skill, motivation, and opportunity enhancing HR practices is a determinant of in-role job performance; this relationship mediated by social well-being of the employees. Psychological well-being of the employees partially mediates the relationship between motivation based HR practices and job performance of the employees.

4.3. Cluster 3: (Motivation As A Regulating Variable Between Work Characteristics Or Extrinsic Motivators And HR Outcomes)

Theorizing and addressing the question of what motivates employees leads to a dominant perspective of work motivation- goal orientation (Kanfer & Chen, 2016). In this, goal-setting theory (Latham & Locke, 1991) has been influential in shaping the research on employees self-regulation in task goal choice. More recent research saw an

integration of goal-setting and an employees goal pursuit with other constructs such as equitable financial incentives, and fairness in employee performance. This research emanates largely from personnel management, and i/o psychology. The co-occurrence of key word bands the following key words: creativity, customer satisfaction, employee reviews, goal setting, industrial psychology, labor incentives, labor turnover, monetary incentives, organizational goals, pay for performance, performance evaluation, personnel management, psychological aspects, and wages. The research themes for this cluster is summarized below: (*c.f.* Hossein, Moon, Yun, & Choe, 2012; Kaifeng, Lepak, Jia, & Baer, 2012; Kim, Kang, Lee, & McLean, 2016; Sun, Lee, & Sohn, 2019; Mafini & Dlodlo, 2014)).

- Organizational work environment, and interaction with the system affects user performance; this relationship mediated by the user's psychological traits (employee's psychology affects the relation between work environment, how the employee interacts with the work environment, and employee performance)
- Three major human resource practices-skill enhancing, motivation-enhancing, and opportunity enhancing on human capital, motivation, employee turnover, operational outcomes, and financial outcomes. Skill enhancing practices are less related to employee motivation than motivation enhancing, and human capital enhancing practices. The HR practices have significant influence on financial performance , mediated by employee motivation.
- Career commitment mediates the relationship between one's ethical behavior and career success
- Meaningful nature of work mediates the relationship between work characteristics and turnover intent
- Extrinsic motivators such as renumeration, quality of worklife, supervision, and team work is positively correlated to job satisfaction

4.4. Cluster 4 (Motivation As A Regulating Variable Between Work Characteristics, Behavioral Outcomes & Performance Outcomes With Self-Determination Theory As Lens)

A dominant theoretical lens in the recent past to explain work motivation- *self-determination theory* (Deci & Ryan, 2004). This theory addresses the links between work motivation, behavioral outcomes, and performance outcomes with individual's motivation states as a regulator. More specifically, this theory differentiates the type of motivation employees being salient to a specific level of behavioral or performance outcome of the individual. Intrinsically motivated employees tend to show high quality performance and wellness in their jobs (Thabit, Almaamari, Abdulrab, AlMamary, & Alshammari, 2022). On the other hand, extrinsically motivated employees depending on their perceptions of being controlled by others, perceptions of approval or disapproval from their workplace, and identification with one's job leads to performance and behavioral outcomes. In explaining how the employees expend their efforts in relation to the type of motivation, Kanfer and Ackerman (1989), and later Beck & Schmidt (2012 as cited in Kanfer & Chen (2016) propose that employees have limited resources that may be allocated to the tasks performed. Motivation is explained as a decision on how the individuals evaluate the availability of resources and allocate these resources to perform the tasks. Thus, this theory integrates well with the notion of goal choices and goal pursuit based on the type of motivation as described in self-determination theory. In this direction, this cluster reveals the research themes and constructs which gravitate towards self-determination theory. The constructs are autonomy, cross-sectional studies, job satisfaction, occupational stress, self-determination theory, structural equation modeling, work-life balance, and workplace. The research themes can be summarized as follows : (Gillet, N., Fouquereau, E., Lafrenière, M.-A. K., & Huyghebaert, T. (2016); Österberg, J., & Rydstedt, L. (2018); Zito, M., Cortese, C. G., & Colombo, L. (2016)).

- Work motivation conceptualized by drawing on self-determination theory. Perceived autonomy at work predicts job satisfaction mediated by intrinsic motivation. Perceived autonomy predicts job stress where the relationship is mediated by external regulation, and amotivation.
- Lack of satisfaction of needs negatively correlated with work motivation, and personal accomplishment while organizational support and work motivation positively correlated with personal accomplishment. (Work motivation definition grounded in self-determination theory)
- Autonomous motivation is related to anxiety when role ambiguity is low, and controlled motivation is strongly related to anxiety when role ambiguity is high (role clarity as a moderator between motivation and behavioral outcomes)
- Job characteristics significantly correlate with work motivation and job satisfaction, and negatively to turnover intent.
- Work motivation explained through the lens of job- demand resource model. Workflow mediates the relationship between availability of job resources and decreasing work exhaustion.

4.5. Cluster 5: (Motivation As Defined By Achievement Of Higher Order Goals)

Motivation has been a 'fluid' concept and more recently its definition has been influenced by major changes in working arrangements, technology, and organizational context. With the rise of service economy and protean careers,

employees are becoming more engaged in preparing themselves for future jobs, and careers. The contextual influences are more profound with team-based work becoming a norm in most modern organizations. A myriad of constructs such as employee engagement, intrinsic motivation, extrinsic motivators have been investigated for their effects on team member motivation. When integrated with goal-choice perspective to work motivation, these studies explain how the individual's higher order goals are linked to the lower order goals. Higher order goals are also termed as 'distal' or 'be' goals (Kanfer & Chen, 2016). These may be typified by an employees' proclivity to go beyond one's job to remain motivated. Opportunities to contribute to community (a higher order goal) is seen as an effective practice to increase employee engagement by most modern organizations. While such opportunities are extrinsic and provided by the organizations, the implications it has on job designs (such as allowing employees to assume an active role in choosing such activities) is intrinsically motivating. The research themes and the constructs extracted in this cluster reflect these trends. The constructs are -employee engagement, environmental management, extrinsic motivation, intrinsic motivation, intrinsic rewards, information technology, social responsibility, stakeholders, and work engagement (*c.f.* Akkermans, J., de Lange, A. H., van der Heijden, B. I. J. M., Kooij, D. T. A. M., Jansen, P. G. W., & Dikkers, J. S. E. (2016).; Bode, C., & Singh, J. (2018); Singh, R. (2016); Giancola, F. L. (2014). The research themes are:

- Subjective age (perceptions of time remaining to stay engaged in active job) positively correlated with work motivation, but actual age is unrelated to work motivation.
- Opportunity to develop skills is also a determinant along with altruistic motivation in determining pro-social behavior
- Intrinsic motivators are more significant when compared to extrinsic motivators in determining work motivation

4.6. Cluster 6: (Dichotomous Nature Of Motivation)

Herzberg proposed the two-factor theory of motivation identifying factors leading to employee motivation (such as nature of work, opportunity for assuming responsibility, recognition, advancement, and growth in the job), and hygiene factors which are necessary conditions in employment for employee satisfaction (working conditions, and salary). This dichotomous conceptualization of work motivation is still a relevant lens to explain motivation in modern organizations. These trends are replicated in the cluster 6 with the constructs- corporate culture, decision making, health promotion, industrial hygiene, job enrichment, job security, supervisors, and work environment (*c.f.* Parker, S. K. (2014); Sauermann, H. (2018).; Johnston, Wang-Shen Lee (2013); Ruuskanen, P., Selander, K., & Anttila, T. (2016)). The research themes in this cluster are:

- Work motivation is a determinant of employee learning, and maintaining employees' physical and mental health
- Employees working in start-up organizations value independence and responsibility at work over job security and compensation. This is different from employees working in established organizations
- Promotions significantly improve perceptions of job security, pay, and overall job satisfaction in the short term but negligible effect on overall employee wellness.
- Third sector employees working in a unionized environment perceive their jobs to be less secure and more autonomous than those working in private or public sector

4.7. Cluster 7 (Employee Psychology As A Driver For Organization Culture And Practice)

Recent trends in human resource management is to move away from a set of practices that is applicable to all employees in the organization to that which treats employees differentially (Gelens, Hofmans, Dries, & Perpermans, 2014). Understanding the employees' motives- both intrinsic and extrinsic forms an essential part of shaping these human resource practices. Modern business organizations acknowledge the differences in employee motives. Human resource practices are shaped such that they provide extrinsic motivation, and generate intrinsic motivation. Some of these practices are related to employee recognition, and opportunities for decision-making. This cluster reflects these findings with the constructs- business organizations, employee psychology, goals, human capital, innovation, motivation, qualitative research, and self-regulation. (*c.f.* Delaney, M. L., & Royal, M. A. (2017); Li Sun, & Fuschi, D. L. (2015);); Belenzon, S., & Schankerman, M. (2015); Podmetina, Volchek, Dabrowska, & Fifegenbaum (2013). The research themes in this group are:

- Intrinsic and extrinsic motivation are components of employee engagement. Significant differences exist between employees' intrinsic and extrinsic motives
- Intrinsic motivation is more motivating to employees than extrinsic motivation

- Employee recognition is motivating for a heterogenous workforce that may have other different motivators. Recognition is expressed as an opportunity to make decisions which in turn is decided by the business model used by the organization to undertake the project. (Employee recognition is a significant motivator)
- Intrinsic and extrinsic motivators are drivers to development of innovation culture in organizations; specifically, personnel education is important to drive innovation.

4.8. Cluster 8 (Motivation In Public Administration)

Public service motivation research garnered interest with the growing attention on managing employee performance engaged in civil services and administration (Christensen, Paarlberg, & Perry, 2017). While some studies have used the intrinsic-extrinsic dichotomy to explain why individuals choose careers in public service (Chen, Chen, & Xu, 2018), role of workplace practices as determinants of public service motivation (Chen, Hsieh, & Chen, 2014; Palma, 2016), and outcomes of this construct (such as job satisfaction, Liu, Tang, and Yang, 2015; pro-social behavior, van-Loon, Vandenabeele, & Leisin, 2017) have been researched. Conceptual papers directed at refining the construct of public service motivation are also prevalent (Bozeman, & Su, 2015; Vandenabeele, Brewer, & Ritz, 2014). Thus, this cluster includes the constructs- civil service, public administration, public sector, and public sector motivation. The research themes are (Dur, R., & Zoutenbier, R. (2015); Christensen, R. K., Paarlberg, L., & Perry, J. L. (2017).; Breaugh, J., Ritz, A., & Alfes, K. (2018); Fernandez, S., & Pitts, D. W. (2011); Cristescu, Stanila, & Andrecia (2013)).

- Public sector employees are more altruistic than private sector employees
- Cooperation at workplace, conveying job significance, and public service leadership are determinants of public service motivation (literature review)
- Work motivation among public sector employees conceptualized using self-determination theory. Organizational characteristics positively correlate with public service motivation, and job satisfaction
- Employee training & development, empowerment, and involvement in decision making is a determinant of public service motivation
- Work characteristics are a determinant of public service motivation

4.9. Cluster 9 (Leadership And Work Motivation)

There is burgeoning interest in research that investigates the effects of leadership style on employee motivation (*c.f.* Yuan-Duen Lee, & Chen-Tsung Kuo, 2019; Bro, Andersen, & Bøllingtoft, 2017), and on other pro-social behavior of employees where motivation moderates the relationship (*c.f.* Graves, Sarkis, & Zhu, 2013; Bottomley, Mostafa, Gould, & León, 2016). Interestingly, employees' perceptions of meaningful work which were traditionally presented as determinants of work motivation, were studied as an outcome variable with self-efficacy, core-job characteristics, and individual's goals acting as mediators to explain the relationship between transformational leadership, and meaningfulness of work (Dust, Resick, & Mawritz, 2014). Thus, the cluster includes the constructs- leadership, leadership style, self-efficacy, teams in work organizations, and transformational leadership. The research themes can be summarized as follows (*c.f.* Bro, L. L., Andersen, L. B., & Bøllingtoft, A. (2017); Lin, X. S., Qian, J., Li, M., & Chen, Z. X. (2018); Deichmann, D., & Stam, D. (2015); Prochazka, J., Gilova, H., & Vaculik, M. (2017)).

- Employee's perceived impact on the job moderates the relationship between transformational leadership style and employee motivation
- Transformational leadership moderates the relationship between the employees' growth needs, and employees' positive outcomes
- Transformational leadership, and transactional leadership are determinants of work motivation
- Self-efficacy is a weak moderator of the relationship between transformational leadership and employee engagement

5. Conclusion

The article underscores the need to advance work motivation research. In this direction, a systematic literature review is conducted. Central themes from peer-reviewed articles published on the topic are extracted. Work motivation research in i/o psychology has matured and made progress by adopting ideas from other disciplines, considering an array of research designs, and engaging in constant re-evaluation of theories. The themes indicate that work motivation is instrumental in achieving certain behavioral outcomes and human resource outcomes in organizations. Most significantly, work motivation is espoused through specific job characteristics. A study of these (job) characteristics has important implications for human resource practice. Recent research on the topic also found substantial interest in practices followed by public organizations. While these research directions by no means exhaust the possibilities for research on motivation

(Locke, & Latham, 2004), we hope it can inspire a dialog among industrial/organizational psychology theorists and practitioners

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