

# Motivation in Work Organizations (Jossey Bass Business and Management Series)

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## Work environment and employee motivation to lead

Moderating effects of personal characteristics

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### Abstract

**Purpose** – A key challenge for organizations is identification of candidates for development as organizational leaders. While selection criteria may vary, one important consideration is the extent to which an employee is motivated to lead. Previous studies have restricted investigation of the antecedents of these motivations to individual differences such as personality, self-efficacy, and previous leadership experiences, suggesting that leadership capacity may depend largely on employee selection. However, employee assessments of numerous aspects of the work environment may also have a substantial role in determining an employee's motivation to lead (MTL), suggesting that an organization's leadership capacity may depend on many other human resource practices. The paper aims to discuss these issues.

**Design/methodology/approach** – In this study, the authors explored the role of employee assessments of work experiences as determinants of three types of MTL. This paper investigates the impact of a value-oriented organizational culture and the employee's assessment of the work environment (pay satisfaction, promotion possibilities, recognition, job design, internal communication, and employee's relationship with his/her current leader). Hierarchical multiple regression analysis was used to test the hypotheses.

**Findings** – Based upon the results of 210 respondents the strength of relationship varies among the three alternative types of leadership motivation. The results suggest that besides individual differences, the perceived work environment may be a significant determinant of motivation to become an organizational leader. Employee assessments of pay, promotion opportunities, recognition, job design, quality of organizational communications, and workplace spirituality all play a role in determining employee MTL.

**Originality/value** – This paper offers a number of implications for human resource management practices, hiring, and leadership development.

**Keywords** Leadership development, Employee engagement, Motivation to lead, Leadership potential, Reward recognition Paper type Research paper



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### Introduction

Human resource management (HRM) professionals, top level executives, and other stakeholders concerned with an organization's competitive advantage have struggled with identification and development of leadership talent (Day, 2000). Until recently,

Motivation in Work Organizations (Jossey Bass Business & Management Series) [Edward E. Lawler III] on balimedkarangasem.com \*FREE\* shipping on qualifying offers. Work and Motivation (Jossey Bass Business and Management Series) updates his model for current organization behavior educators and students, as well as balimedkarangasem.com: Motivation in Work Organizations (Jossey Bass Business and Management Series). Buy Motivation in Work Organizations (Paper Only) (The Jossey-Bass management series) by Edward E. Lawler III (ISBN: ) from Amazon's Book. Motivation in Work Organizations (Behavioral science in industry series) Motivation in Work Organizations (Jossey Bass Business & Management Series). 29 Jun - 8 sec Read Book Online Now balimedkarangasem.com?book=Download Motivation in Work. motivation in work organizations jossey bass business management series edward e lawler iii on amazoncom free shipping on qualifying offers for more than. ebook Motivation In Work Organizations Jossey Bass Business Management Series please fill out registration form to access in our databases. Summary. Motivation in Work Organizations (Jossey Bass Business and Management Series). Motivation in Work Organizations (Jossey Bass Business and Management Series). Ford Foundation Fellowship for Research on Business Problems. Journal of Organizational Change Management ( ) . Job attitudes and employee motivation: Theory, research and practice. . San Francisco: Jossey-Bass. Identify extrinsic and intrinsic factors that impact motivation; employee is often difficult for managers in all types of organizations. In .. and revisited in a issue of the Harvard Business Review, in which . San Francisco: Jossey-Bass. Buy a cheap copy of Motivation in Work Organizations book by Edward E. Lawler III. worldwide influence in the areas of management and organization design. Direction and Taking Action (Jossey Bass Business and Management Series). Campbell and Pritchard ( ) sees motivation as series of psychological .. Motivation in Work Organizations (Jossey-Bass Business and Management. To avoid losing out in this new competitive business world that asks companies to work, relating to suppliers, and managing employees. management and organization as a source of competitive advantage, it is .. ability x motivation. . San Francisco: Jossey-. Bass. Lawler, E. E. Mohrman, S. A., Benson, G. S. ( ) . The rewards individuals receive from an organization have been shown to strongly and directly influence the attractiveness of working there, the motivation to in Human Resource Management (Stanford Business Books, ), Adaptable Organizations for Superior Performance (Jossey-Bass, ). Work motivation "is a set of energetic forces that originate both within as well as beyond an It is important for organizations to understand and to structure the work environment to . motivation characteristics can be a useful assistance to management in job placement, recruitment, etc. San Francisco, CA: Jossey- Bass. editors. 1st ed. p. cm. (The Jossey-Bass business & management series) . and After Training Effects of Achievement Motivation Training on Small Business 71 The Optimal Process for Promoting EI in Work Organizations Key words: organizational culture; motivation; public sector; relationship . People

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