Contents

Series Foreword		ix	
Gener	General Introduction		
PAR	T I Motivation, Performance, and Effectiveness	1	
1	Work Motivation: The High Performance Cycle Edwin A. Locke and Gary P. Latham	3	
2	The Translation of Work Motivation into Performance Uwe Kleinbeck and Klaus-Helmut Schmidt	27	
3	An Action Control Conceptualization of Goal-Setting and Feedback Effects Conny H. Antoni and Jürgen Beckmann	41	
4	Performance Quality and Work Motivation Miriam Erez	53	
5	Intrinsic Motivation Reconsidered Henk Thierry	6'	

PART	I II Design Principles for Improving Work Motivation	83
6	The Job Characteristics Model of Work Motivation Revisited Jen A. Algera	85
7	The Role of Goal Setting and Feedback in Job Design Klaus-Helmut Schmidt and Uwe Kleinbeck	105
8	Enhancing Work Motivation Through Productivity Measurement and Feedback Robert D. Pritchard	119
9	Designing Productive Leadership Systems to Improve Both Work Motivation and Organizational Effectiveness George B. Graen	133
10	Motivational Determinants of Absence Behavior Hans-Henning Quast, Uwe Kleinbeck, and Sieglinde Stachelhaus	157
11	Increasing Job Attendance Through Training in Self-Management: A Review of Two Field Experiments Gary P. Latham and Collette A. Frayne	169
PART	III Development and Change in Motivation	189
12	Relationships Between Employee Quality Circle Involvement and Need Fulfillment in Work as Moderated by Work Type: A Compensatory or a Spillover Model? Tamao Matsui and Mary Lou Uy Onglatco	191
13	The Effects of Unemployment on Work Values and Motivation N. T. Feather	201

		CONTENTS	VII
14	Work Motivation of Youngsters Entering the Labor Market P. Coetsier and R. Claes		231
15	Who Shares Whose Values: Identity and Motivation in Organizations Hubert J. M. Hermans		247
16	Major Work Meaning Patterns Toward a Holistic Picture S. Antonio Ruiz Quintanilla		257
Author Index Subject Index			273 281