CONTENTS

Foreword by Albert Bandura xi

Preface: The Evolution of Motivation Theory in Psychology xiii

PART I: THE THEORY

1. Goal Setting Theory: An Introduction 1

   Goals as Regulators of Action 1
   The Concept of Goal and Related Concepts 6
   Levels of Explanation 8
   The Domain of Goal Setting Theory 9
   Cognition and Motivation 10
   Goal Setting Theory: A Brief History 11
   Goal Setting in Contemporary Work Motivation Theory 15
   Dimensions of Goals 25

2. Core Findings 27

   Goal Difficulty and Performance 27
   Specific, Difficult Goals vs. Do Best or No Assigned Goals 29
3. **Goals, Expectancies, Self-Efficacy, Valences, and Performance** 63
   - Goal Theory vs. Expectancy Theory 64
   - Goals, Self-Efficacy (Expectancy), and Performance 70
   - The Concept of Subjective Difficulty 75
   - Valences, Goals, and Performance 76
   - Goal Theory vs. Atkinson's Theory 81
   - Conclusion 85

4. **Goal Mechanisms** 86
   - Effort 87
   - Persistence 90
   - Direction 92
   - Summary of Direct Goal Mechanisms 94
   - Task Strategies 95
   - Goal Mechanisms for Group and Organizational Goals 106
   - Conclusion 108

5. **Determinants of Goal Choice** 109
   - Level of Aspiration 110
   - Factors Affecting Perceived Performance Capability 112
   - Factors Affecting Perceived Desirability or Appropriateness of Performance Goals 117
   - Conclusion 122

6. **Goal Commitment I** 124
   - The Measurement of Commitment 125
   - The Commitment-Performance Relationship 128
   - Determinants of Goal Commitment 132
   - Goal Intensity 148
   - Qualitative Factors in Commitment 150
   - Commitment at the Macro Level 150
   - Conclusion 150

7. **Goal Commitment II: Assignment, Participation, and Choice** 153
   - Assigned vs. Participative Goals 154
   - Self-Set Goals 167
8. Goals and Feedback (Knowledge of Results)  173

- Goal Setting as a Mediator of Feedback  174
- Feedback as a Moderator of Goal Setting  189
- Goals and Feedback Together vs. Either One Alone  192
- Mechanics of the Goal-Feedback Interaction  197
- Feedback and Nonspecific Goals  204
- Conclusion  205

9. Other Moderators: Ability, Demographic Variables, Personality, Task Complexity, and Situational Constraints  206

- Ability  206
- Demographic Variables  209
- Personality Variables  213
- Task Complexity  218
- Situational Constraints  222
- Conclusion  223

10. Goals and Affect  226

- Affect (Emotion) and Appraisal  226
- The Measurement of Appraisal  231
- Performance, Success, and Satisfaction  232
- Affect and Achievement  237
- Boredom and Interest  238
- Role Clarity and Harmony  240
- Failure, Conflict, Anxiety, and Stress  240
- Inequity  242
- Results of Experimental Field Studies  243
- Results of Correlational Field Studies  245
- Resolving the Performance vs. Success Dilemma in Goal Setting  246
- The Action Consequences of Affect  248
- Conclusion  251

11. Integration: The High Performance Cycle  252

- Demands (Challenge)  253
- Expectancy, Self-Efficacy, and Valence  255
- Moderators  257
- Mediating Mechanisms  261
- Performance  262
Rewards 263
Satisfaction 265
Consequences of Satisfaction and Dissatisfaction 265
Conclusion 267

PART II: APPLICATIONS

12. Applications: The Role of Goal Setting in Human Resource Management 269
   Job Analysis 270
   Situational Interview 271
   Performance Appraisal 275
   Training 277
   Labor Relations 281
   Equity Effects 287
   Motivation 288
   Leadership 289
   Decision Making 290
   Impression Management 291
   Conclusion 292

PART III: THEORETICAL EXTENSIONS

13. Goal Setting and Strategy Effects on Complex Tasks 293
   The Model 294
   Tax Complexity and Goal Effects 307
   Goal Properties, Plans, and Task Complexity 310
   Participation and Feedback Effects on Complex Tasks 316
   Discussion 318

14. Macro vs. Micro Goal Setting Research: A Call for Convergence 320
   Key Goal Setting Issues 323
   Methods for Researching Macro Goals 333
   Conclusion 336

Appendix A Studies Showing Significant or Contingently Significant Relationships between Goal Difficulty and Performance 337
<table>
<thead>
<tr>
<th>Appendix B</th>
<th>Studies Showing Significant or Contingently Significant Differences between Specific, Hard Goals and Do Best or No Goals</th>
<th>341</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix C</td>
<td>Guidelines for Conducting Successful Goal Setting Studies in Laboratory Settings</td>
<td>347</td>
</tr>
<tr>
<td>Appendix D</td>
<td>Guidelines for Conducting Successful Goal Setting Studies in Field Settings</td>
<td>351</td>
</tr>
<tr>
<td>Appendix E</td>
<td>Goal Setting Questionnaire</td>
<td>355</td>
</tr>
<tr>
<td>Appendix F</td>
<td>Leading Goal Setting Researchers</td>
<td>359</td>
</tr>
<tr>
<td>Appendix G</td>
<td>Goal Setting Research Questions That Need to Be Addressed</td>
<td>361</td>
</tr>
</tbody>
</table>

**References**  365

**Author Index**  399

**Subject Index**  409