

Conference Paper

The Impact of Motivation on Proactive Behavior in the Perspective of Self-Determination Theory

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Abstract

Using the Self-Determination Theory, the authors investigate the consequence of motivation. Specifically, this study analyzes the impacts of amotivation, extrinsic motivation, and intrinsic motivation toward proactive behavior of headquarter employees. Answering research problems and examining hypotheses, the authors applied regression technic to analysis eighty three data collected in the state organization which cover the Divisions under Directors of Finance and Human Resources and Sales Division outside of Finance & Human Resources Directors. The results of this research show that amotivation, extrinsic motivation, intrinsic motivation significantly and directly affect headquarter employee's proactive behavior. These findings imply that company should give attention to the emergence of amotivation because amotivation can reduce or eliminate an employee's proactive behavior in work which can ultimately disrupt the company's performance. Moreover, the authors conclude by presenting theoretical and managerial implication.

Keywords: self-determination, motivation, amotivation, extrinsic motivation, intrinsic motivation, proactive behavior

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1. Introduction

The success of an organization is greatly influenced by the individual performance of its employees. In spite of the ability/skill and mental condition of employees are very necessary to produce proactive behavior in work, one's motivation is also important and serves to create proactive behavior (Dessler, 2013). Motivation can be used as a basis for encouragement to encourage enthusiasm in work. The role of work motivation is so important to support the company's progress. Employees who are highly motivated will have high performance as well and ultimately will create high company performance. Employees who do not have work motivation will tend to lead to low performance. Furthermore, the results of research conducted by Robinson and Bennet (1995) show

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that employees who are not motivated tend to deviant behavior such as extending breaks, violating rules and procedures.

2. Literature Review

2.1. Self-Determination Theory

Self-Determination theory is one approach used to explain motivation. As one of the motivational theories, Self-Determination theory assumes that all individuals have natural, innate and constructive tendencies to develop a sense of self (Ryan & Deci, 2002). Ryan and Deci (2002) reveal that motivation is not static but dynamic. Self-Determination theory divides motivation into a stage that can rotate. Deci and Gagne (2015) share a person's motivation with a scale that shows a person's motivational tendency. Self-Determination Theory divides motivation in three levels, namely amotivation, extrinsic motivation (controlled motivation), and intrinsic motivation (autonomous motivation) (Vandercammen et al., 2014).

This study uses Self-Determination Theory as a theoretical approach to explain the level of motivational tendencies in carrying out an action. Amotivation is a condition where a person has no motivation in doing something. When employee motivation is determined by extrinsic motivation, employees will work on outside encouragement, such as employees who work on orders or to receive awards or avoid penalties (Deci & Ryan, 2002, 2008; Ryan & Deci, 2000). Conversely, Gagne & Deci (2005) and Ryan & Deci (2000) state that employees who are motivated to work because the work is in accordance with the interests and values possessed by employees, then it is a manifestation of intrinsic motivation. Employees who work based on encouragement from within themselves have awareness to be good employees and have feelings of shame and guilt when doing bad work (Broeck, et al., 2008).

2.2. Work Motivation

Guay et al. (2010) explained that motivation is a reason for someone to do something. Furthermore Broussard and Garrison (2004) say that motivation becomes an attribute that moves individuals to take action. Motivation makes employees do their jobs consistently, competently and are able to do their jobs well. Conversely, if viewed from the opposite perspective if motivation is lower, the lower the value of the work that is meaningful to employees that creates lower effort given to the job (Jones, 2010).

In the SDT perspective, work motivation includes three elements, namely amotivation, intrinsic motivation, extrinsic motivation (Gagne & Deci, 2005).

Amotivation is a condition when a person has absolutely no motivation from within himself to do everything. Even though someone moves in doing something at the stage of amotivation, the movement is not based on an intention that arises from within themselves (Gagne & Deci, 2015). The character of someone who experiences amotivation is characterized by the lack of encouragement or motivation to act something (Ryan & Deci, 2000). Furthermore, Gagne & Deci (2015) explained that at the amotivation stage, an employee does not have the motivation to behave proactively, and truly individually does not know the reason why he does his job or task. An example of amotivation is reflected in the behavior of an employee who uses his work time to carry out activities not related to work and feels that the work done does not have meaning or value for him.

When employee motivation is determined by extrinsic motivation, also known as controlled way motivation, the theory of self-determination is work behavior based on external encouragement, such as employees who work on orders or to receive awards or avoid punishment (Deci & Ryan, 2002 Ryan & Deci, 2000). Gagne, and Deci (2005) describe the stages of extrinsic motivation which can be seen in Figure 1. External Regulation is the first stage of extrinsic motivation. At this stage an employee will behave or do something because of the encouragement such as the form of punishment and gifts given if an employee successfully reaches a certain point specified. Such behavior is classified as controlled motivation. Introjected regulation is the second stage of extrinsic motivation. In this stage a person will still act because there are external factors, only at this stage there has been an internal urge to act based on that person's ego. An example of introjected regulation is that someone gives money to beggars because the person wants to be called a hero.

Identified regulation is the third stage of extrinsic motivation. At this stage a person will do something because there has been an impulse from within because there has been a similarity in the value of the work done with the value that is held by him. For example, a nurse will work very well and provide satisfying service to patients because he has a purpose in life to help others. Identified regulation has approached autonomous motivation. Integrated motivation is this stage where a person will act according to his goals, values, and regulations. Dorogan Integrated motivation is a reflection of autonomous motivation. Ryan, Mims, and Koestner (1983) found an extrinsic motivation in the form of giving a reward that is tangible to increase the intrinsic motivation of a

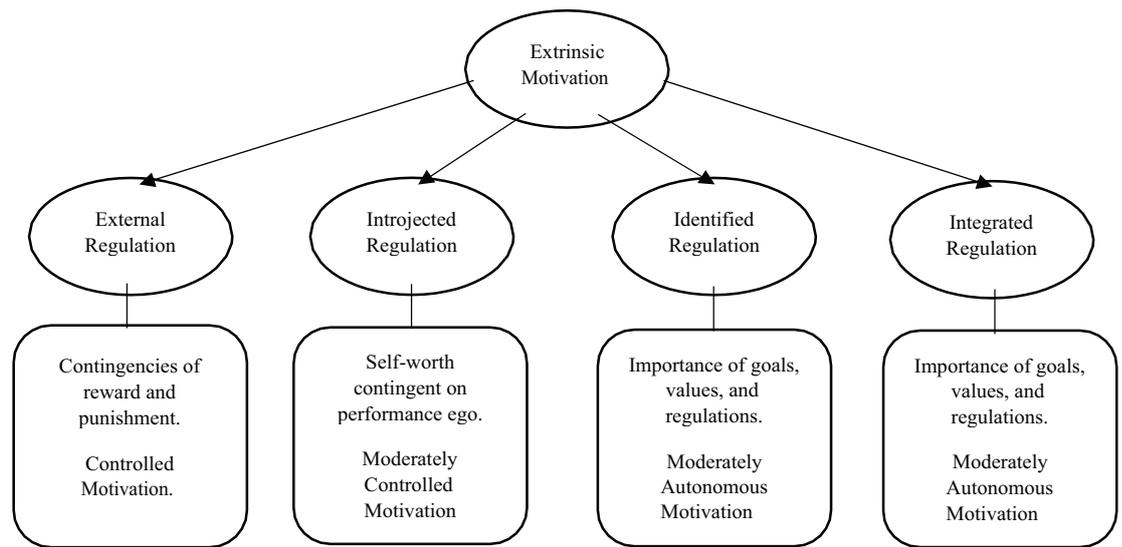


Figure 1: Steps in Extrinsic Motivation Source: Gagne & Deci (2005).

worker. But if giving rewards is not done it can also reduce or damage the intrinsic motivation of an employee.

2.3. Intrinsic Motivation

Almost the same as autonomous motivation, but intrinsic motivation has a stronger inner drive. At this stage a person will act because of the attraction and enjoy every activity carried out. Gagne & Deci (2005) and Ryan & Deci (2000) state that employees who are motivated because the work is in accordance with the interests and values possessed by employees, then this is a manifestation of intrinsic motivation. Employees will work based on encouragement from within themselves, and arise a sense of not wanting to be a bad employee, the emergence of feelings of shame, or guilt (Broeck, Vansteenkiste, Witte, 2008). SDT addresses the relative strengths of autonomous motivation compared to controlled motivation rather than the amount of motivation itself (Deci and Gagne, 2015). The SDT stages are described in Figure 2.

2.4. Proactive Behavior

Proactive behavior is also an important determinant of organizational success (Crant, 2000). The results of the Chiaburu et al. (2007) study show that the basis of proactive behavior is motivation that comes from internal encouragement such as the need for achievement, and self-association (psychological needs). Furthermore, Crant (2000) states that proactive behavior comes from a motivation that arises. Proactive work

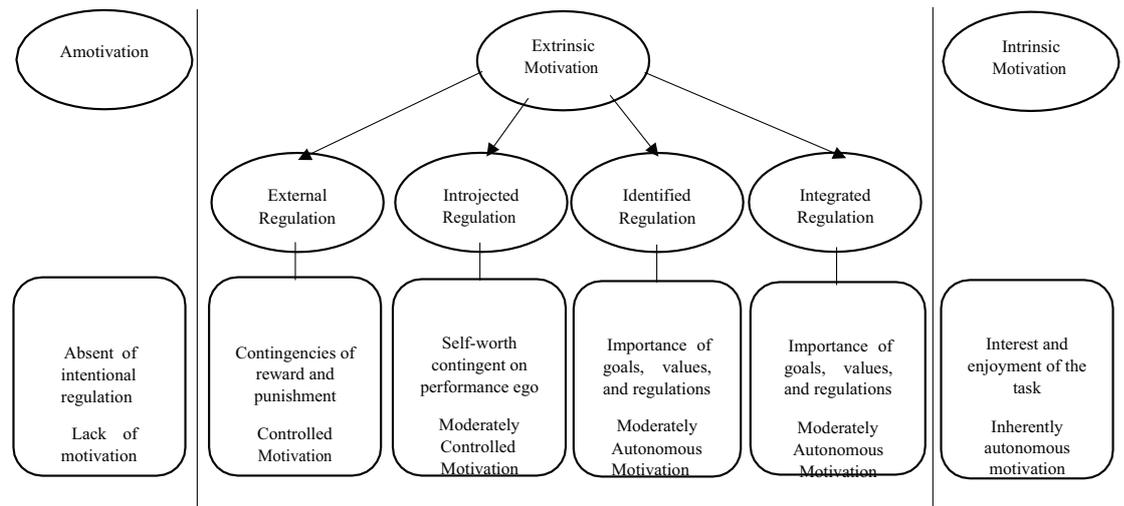


Figure 2: Steps in the Self-Determination Theory. Source: Gagne & Deci (2005).

behavior is work behavior in which individuals have initiatives from themselves to make changes in achieving better results (Parker et al., 2010). Self-derived motivation is referred to as intrinsic motivation and extrinsic motivation at the stage of internal regulation.

Crant (2000) says that proactive behavior is a behavior aimed at creating a new opportunity in a work context. Schnake (1991) says that proactive behavior is the right that employees have to be responsible for giving ideas to solve problems. Furthermore, proactive behavior can be directed or directed or self-oriented and in the future that is initiated by individuals in an effort to bring positive changes in the workplace (Bindl & Parker, 2011). Proactive behavior is an important determinant of organizational success (Crant, 2000). Proactive behavior is motivation that comes from internal encouragement such as the need for achievement, and self-association (psychological needs). The presentation is the result of research from Chiaburu et al. (2007). Furthermore, Crant (2000) states that proactive behavior can be derived from several types of work motivation. Proactive work behavior involves changing self-initiation to achieve the desired future (Parker et al., 2010).

An organization can be grouped into several sectors, namely, public organizations (government), private (business / private), and hybrid sectors. Employees in each sector have different motivational work motivation. This is evidenced by the results of research from Wittmer (1991) which states that salaries are the main thing that motivates employees in private sector organizations to do their work while for public sector organizations and hybrid sectors, salary is not the main thing that motivates employees to work.

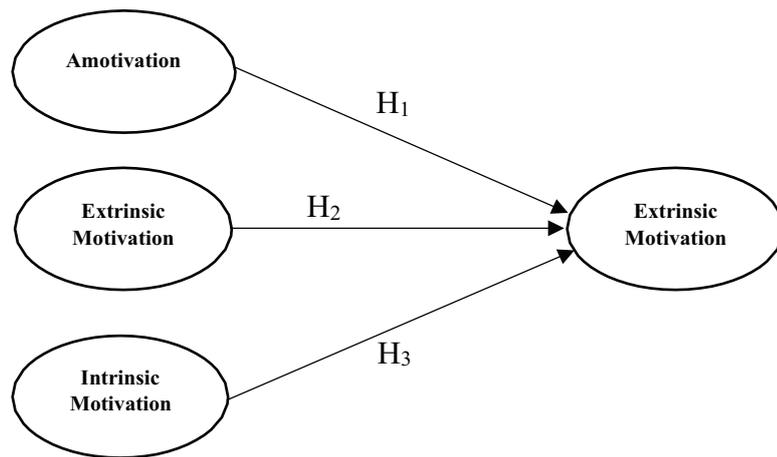


Figure 3: Conceptual Model.

2.5. Hypothesis Development

An employee who has amotivation will cause the employee to tend not to work optimally or not to produce the expected results of the organization. In conditions of amotivation creates a condition where a person will feel motivated to do something. Crant (2000) states that proactive behavior can be derived from several types of work motivation. Even though someone moves in doing something at the stage of amotivation then the movement is not based on intention from within self / controlled motivation. Proactive behavior will not arise when a person experiences amotivation because proactive behavior is based on motivation and motivation based on what is described by Crant (2000). So that the research hypothesis proposed in this study are:

H1: Amotivation has a negative effect on proactive behavior.

Crant (2000) states that proactive behavior can be derived from several types of work motivation, namely intrinsic motivation and extrinsic motivation. Employees with extrinsic motivation will be able to provide proactive behavior if the activities carried out in accordance with values, goals, and motivation Straus, Parker and O'shea (2017) state that proactive behavior can arise from motivational motivation in the workplace, even if someone is under extrinsic motivation. So that the research hypothesis proposed in this study are:

H2: Extrinsic motivation has a positive effect on proactive behavior.

Intrinsic motivation encourages a person to do a job because the person has a sense of liking and enjoys the job (Gagne & Deci 2005). Likewise (Crant, 2000) proactive behavior is basically influenced by motivation. Further proactive behavior can be directed or directed or self-oriented and in the future that is initiated by the individual in an effort to bring positive changes in the workplace (Bindl & Parker, 2011). Employees

who have intrinsic motivation will work based on internal encouragement, and a sense of not wanting to be a bad employee arises, the appearance of shame, or guilt (Van den Broeck et al., 2008). Employees with intrinsic motivation will enjoy giving new ideas and innovations to improve performance because this gives employees satisfaction to behave proactively. So that the research hypothesis proposed in this study are:

H3: Intrinsic motivation has a positive effect on proactive behavior.

3. Methods and Equipment

This study uses a quantitative research approach. The use of a quantitative approach is because research aims to achieve generalization of a research result through testing hypotheses done empirically. Quantitative research approaches are preceded by initial research that is explorative in order to get a complete understanding of the observed phenomena. Based on that understanding, researchers formulated research problems and submitted hypotheses which were then tested. The results of further exploratory research are used as the basis for conducting conclusive research.

The data used in this study are cross-sectional data, namely data collected once in the study. Data is limited to senior managers, senior managers, managers, assistant managers and staff under the Finance and HR Directors, namely Accounting & Tax Division, Treasury & Finance Division, Asset Management and Restructuring Division, HR Division and Sales Division who are outside the Directors of Finance and HR. In this study the sample used was all employees totaling 83 employees consisting of six positions in four divisions under the Finance and HR Directors and one division outside the finance and HR Directors namely PT PPI (Persero) Sales Division.

Data collection is done by distributing physical questionnaires that are assisted by the Human Resources (HR) division, which then the HR division will call one person from each division to represent the questionnaire and as the person responsible for returning the questionnaire to the researcher. Perceptions of respondents in this study were measured using a Likert scale. Questions in the questionnaire were made using a 1-5 scale to represent the opinions of respondents where the value for scale 1 was strongly disagree and the value for scale 5 was to strongly agree.

Measurement of variables using several measurements used by previous researchers. Amotivation variables using measurements of Gagne et al. (2015), namely "I don't want to spend all of my time completing work"; "I only want to spend a little time on my work because I think my work is not worthy of attention"; "I don't know why I work in this field and I feel my work is in vain".

Extrinsic motivation variable with three dimensions using the proposed measurement Gagne et al. (2015). The dimension of extrinsic regulation is measured by "I want to give my effort to work to get recognition"; "I want to give an effort to my work because other people will appreciate me more"; "I want to give an effort to my work because to avoid criticism from others"; "I want to give my business to work to get rewards in the form of money"; "I want to give my business to work to get a greater guarantee of employment (the opportunity to be a permanent employee)"; "I want to give my business to work to avoid the risk of losing my job". The dimension of interjected regulation was measured by "I want to give my effort to work to prove that I am able to work"; "I want to give my business to work because the job makes me proud"; "I want to give my effort to work to avoid shame on myself"; I want to give my business to work because I don't want to feel myself bad. The dimension of identified regulation is measured by "I want to give my business to work because I feel important in the work I do"; "I want to give my business to work because this work has values that are in harmony with the values that I adhere to in my life"; I want to give my business to work because this work has a significant influence on me. "

Variable intrinsic motivation is measured by measurements proposed by Gagne et al. (2015), namely "I want to give my business to work because I feel happy with this job"; "I want to give my business to work because what I do in work is very interesting"; "I want to give my business to work because the work I do is interesting". Meanwhile, proactive behavior variables adopted measurements from Griffin et al. (2007), namely "In my work I give advice to make work units more effective"; "In my work I develop and improve methods or methods of work so that the unit / department has a better performance"; "In my work I improve the way I finish working".

4. Results and Discussion

To test validity is used a bivariate Pearson method. Each item statement in this research questionnaire was declared valid. It can be said to be valid because the value of the r (correlate item) has a value greater than the r table value (0.237). The value for determining the reliability of an instrument is the value of *Cronbach's Alpha* greater than 0.7. The reliability test results show that *Cronbach's Alpha* of each variable is smaller than the standard value of 0.7 so that all variables are declared reliable. To test whether the data is normal or not, the researcher uses the *Kolmogorov-Smirnov* analysis. If the significance value of the Kolmogorov Smirnov test is > 0.05 ($\alpha = 5\%$), then the data is normally distributed. The One Sample *Kolmogorov-Smirnov* test obtained a probability

number or asymp. Sig. (2-tailed) of 0.383 which means that the value is greater than 0.05, which shows data on normal research variables.

The results of the heteroscedasticity test using the Glejser method which then obtained the significance value of the independent variable greater than 0.05. So that it can be said that the three variables above do not experience heteroscedasticity problems. The linearity test uses a test for linearity at a significant level of 0.05. Obtained a significant value of 0.330 for amotivation, 0.926 for extrinsic motivation, and 0.145 for intrinsic motivation. Significant value obtained above is greater than 0.05 so that there is a linear relationship between the independent variable and the dependent variable. VIF value is amotivation 1,435 then extrinsic motivation 1,318 and intrinsic motivation is 1,405. It can be concluded that all independent variables are free from multicollinearity. The results of VIF are smaller than 5.

Furthermore, a partial test is carried out to know whether each variable, namely amotivation, extrinsic motivation and intrinsic motivation affect proactive behavior. Table 4.1 summarized the result of t-test.

TABLE 1: Summary of t-test.

Hypothesis	Standardized Beta Coefficient	Adjusted R Square	Sig.
Amotivation has a negative effect on proactive behavior. (H1)	-0,658	0,426	0,000
Extrinsic motivation has a positive effect on proactive behavior. (H2)	0,415	0,162	0,000
Intrinsic motivation has a positive effect on proactive behavior. (H3)	0,663	0,432	0,000

Standardized Beta Coefficient value of -0.6658 with a significant level of 0,000 which is smaller than 0.05, so that the amotivation variable partially negatively affects the proactive behavior variable. Adjusted R Square value of 0.426 which means that the Amotivation variable has an effect (42.6%) on Proactive Behavior. This negative influence indicates that the employee’s amotivation will reduce the level of employee proactive behavior at work. The results of this study are in accordance with the presentation of Gagne & Deci (2015), explaining that at the amotivation stage an employee does not have the motivation to behave proactively and truly individually does not know the reason why he does his job or task. Furthermore Ryan & Deci (2000) say that the character of an amotivation is characterized by the lack of encouragement or motivation to act something (Ryan & Deci, 2000).

Standardized Beta Coefficient value of 0.415 with a significant level of 0,000 which is smaller than 0.05 so that the extrinsic motivation variable partially has a positive effect on the variable proactive behavior. Adjusted R Square value is 0.162 which means that the extrinsic motivation variable has an influence (16.2%) on proactive behavior. This positive influence means that the higher the extrinsic motivation that employees have will affect and increase the level of proactive behavior of employees at work. Extrinsic motivation affects proactive behavior with a standardized beta coefficient of 0.415, that number is less than the standardized beta coefficient of intrinsic motivation of 0.663 which affects proactive behavior. The results of this study are in accordance with the explanation from Straus et al. (2017) which states that proactive behavior can arise from motivational motivation in the workplace, even if someone is under the drive of extrinsic motivation.

Standardized Beta Coefficient value is 0.663 with a significant level of 0,000 which is smaller than 0.05, so that the intrinsic motivation variable partially has a positive effect on the proactive behavior variable. Adjusted R Square value is 0.432 which means that intrinsic motivation variables have an influence (43.2%) on proactive behavior. This positive influence means that the higher employee's intrinsic motivation will influence and increase the level of proactive behavior of employees at work. Intrinsic motivation has a standardized beta coefficient of 0.663 which is greater than the standardized beta coefficient for proactive behavior. The results of this study found that intrinsic motivation has a greater influence on proactive behavior. The results of this study are consistent with the research conducted by Bindl & Parker (2011) who found that proactive behavior can be directed or directed or self-oriented and in the future that is initiated by individuals in an effort to bring positive changes in the workplace (Bindl & Parker, 2011). Intrinsic motivation encourages a person to do a job because the person has a sense of liking and enjoys the work, (Gagne & Deci 2005) and creates proactive behavior in work because (Crant, 2000) proactive behavior is basically influenced by motivation.

5. Conclusion

Based on the results of the research on the effect of amotivation, extrinsic motivation, intrinsic motivation on the proactive behavior of employees of the PT PPI (Persero) head office in 2018, the following conclusions are obtained. First, Indicates that Amotivation has a significant negative effect on the employees' proactive behavior at the PT PPI (Persero) head office. Second, Extrinsic Motivation has a significant positive effect on employees' proactive behavior at PT PPI (Persero) head office. Third, intrinsic motivation

has a significant positive effect on the employees' proactive behavior at the head office of PT PPI (Persero).

For the Head Office of PT PPI (Persero) should pay attention to the emergence of amotivation because amotivation can reduce and even eliminate the proactive behavior of an employee in the work which in turn can disrupt the performance of the company. One company can do to prevent / eliminate amotivation is to create a comfortable work environment and create good communication between subordinates and superiors. Extrinsic motivation should also be considered so that proactive behavior can be created at work. The results of descriptive statistics on the age and working duration of an employee were found to be no difference in an age cluster and an employee's long time working to create an extrinsic motivation. So that in this case the company can provide the same motivation to all levels of age and length of work. Motivations originating from the workplace can lead to proactive behavior (Straus, Parker & O'shea, 2017).

Intrinsic motivation is an important part in creating proactive behavior, because in this study proves that intrinsic motivation has an adjusted r square value of 0.432, which means 43.2% intrinsic motivation influences employee proactive behavior. Descriptive statistical results on the age and duration of work of an employee were found to be no difference in an age cluster and an employee's long time to create an intrinsic motivation. So that in this case the company can provide equal treatment to all levels of age and length of work to bring up intrinsic motivation of employees. Companies can reward employees who excel so that employees feel valued and make employees enjoy their work. In addition, companies can provide motivation to employees who have not shown proactive behavior, because (Mims, and Koestner, 1983) extrinsic motivation can make employees have intrinsic motivation.

This research has limitation. Based on the limitation identified, further researchers is suggested to add a larger number to the population and sample in the study. Researchers can do a 2-point test where the next researcher can spread the research questionnaire 2 times to prove Deci's argument stating that motivation is dynamic and knows the impact of changes in motivation on proactive behavior.

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