

Expectancy Model & Fundamental Motives: Towards a Preliminary Framework of Knowledge Contribution Motivation

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Outline

- Background of study
- Focus and objectives of study
- Literature review
- Conceptual framework
- Discussion

Background of study

This study is motivated by the pressing concerns from the industry to improve the management of knowledge transfer

- Personal experience
- Interviews with practitioners
- Literature

Focus & Objectives

This study focuses on knowledge contribution behavior of the source individuals

- Focus
 - Motivation of individual employees to contribute knowledge at work.
- Objectives:
 - Integrates previous findings from similar studies
 - Propose an alternative conceptual framework to address some important gaps from current literature
 - Highlights the role of HRM in KM

Literature Review

The main research gap is the motivational assumption that is found in most studies on knowledge sharing motivation: A unitary view of intrinsic motivation (IM)

- Underlying motivational assumption: Unitary vs. multifaceted view of intrinsic motivation (IM)
- Relationship between intrinsic and extrinsic motivation

Unitary concept of IM

The unitary view of IM suggests that all motivated behaviors can be explained by one or a few innate psychological needs

- Unitary view of IM:
 - IM is pleasure (Weiner 1999)
 - IM is self-determined (Deci & Ryan 1985)
 - IM is the experience of flows (Csikszentmihalyi 1990)
- One or a few innate psychological needs are intrinsically motivating:
 - Mastery or competence (White 1959)
 - Autonomy, relatedness, competence (Deci & Ryan 2000)

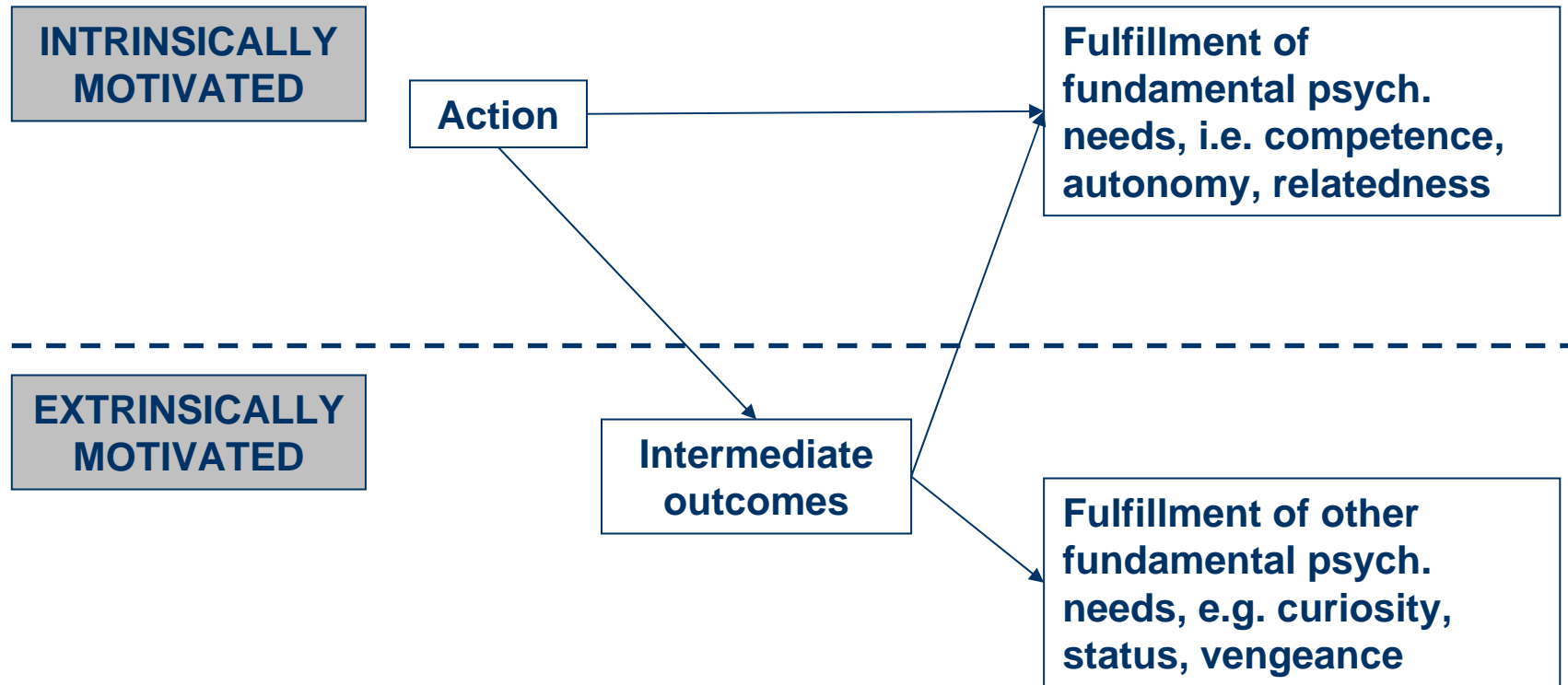
Conceptualize Intrinsic & Extrinsic Motivation

There are ambiguity associated with the conceptualization of IM & EM according to the unitary view of IM

- Individuals are intrinsically motivated if the action leads to the fulfillment of innate psychological needs directly
 - Are there other psychologically significant fundamental needs apart from the few suggested?
 - If action leads to the fulfillment of these ‘other’ fundamental needs, is it an intrinsically motivated behavior?
- Individuals are extrinsically motivated if the action leads to some intermediate outcomes
 - What would the intermediate outcomes lead to?
 - If action leads to money leads to fulfillment of the need for autonomy, is this IM or EM?

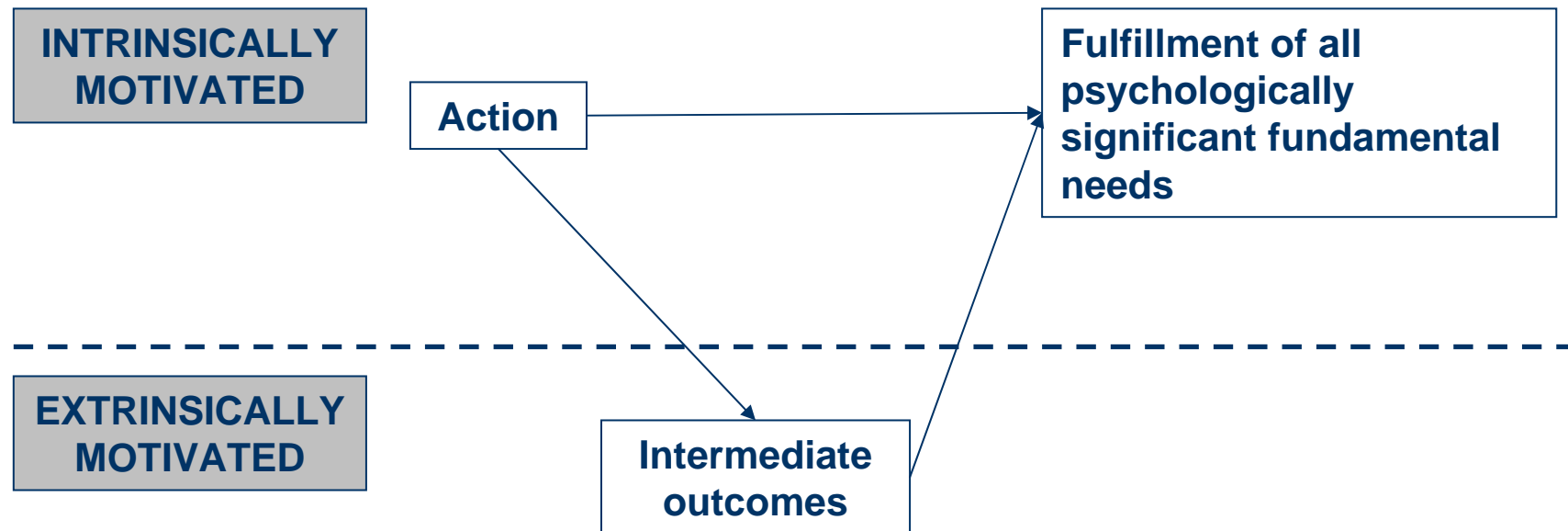
Intrinsic & Extrinsic Motivation

Intrinsic & extrinsic motivation according to unitary view of IM



Intrinsic & Extrinsic Motivation

Intrinsic & extrinsic motivation according to multifaceted view of IM



Multifaceted View of Intrinsic Motivation

The multifaceted view of IM suggests that there are a wider range of psychologically significant fundamental needs

- Allows more granularity in assessing individual differences
- Suggests that individuals may differ in what they desire more, and how much they desire them
- A new conceptualization of the relationship between IM & EM

Relationship between Intrinsic & Extrinsic Motivation

IM & EM do not compete or complement; rather EM are the means that lead to IM (ends)

- Unitary theorists: Self-determination theory (Deci & Ryan 1985, 2000) and Crowding theory (Frey & Oberholzer-Gee 1997) suggest that EM may corrupt (crowd-out) or complement (crowd-in) IM.
- Multifaceted view of IM suggests that EM are the means to fulfill IM (ends)
- This allows us to not making assumption that IM is more superior than EM, and shift the focus to the fundamental motives that are related to the subject (behavior) of study.

Conceptual Framework of Knowledge Contribution Motivation

Knowledge contribution motivation depends on the utility of knowledge contribution in fulfilling the fundamental needs



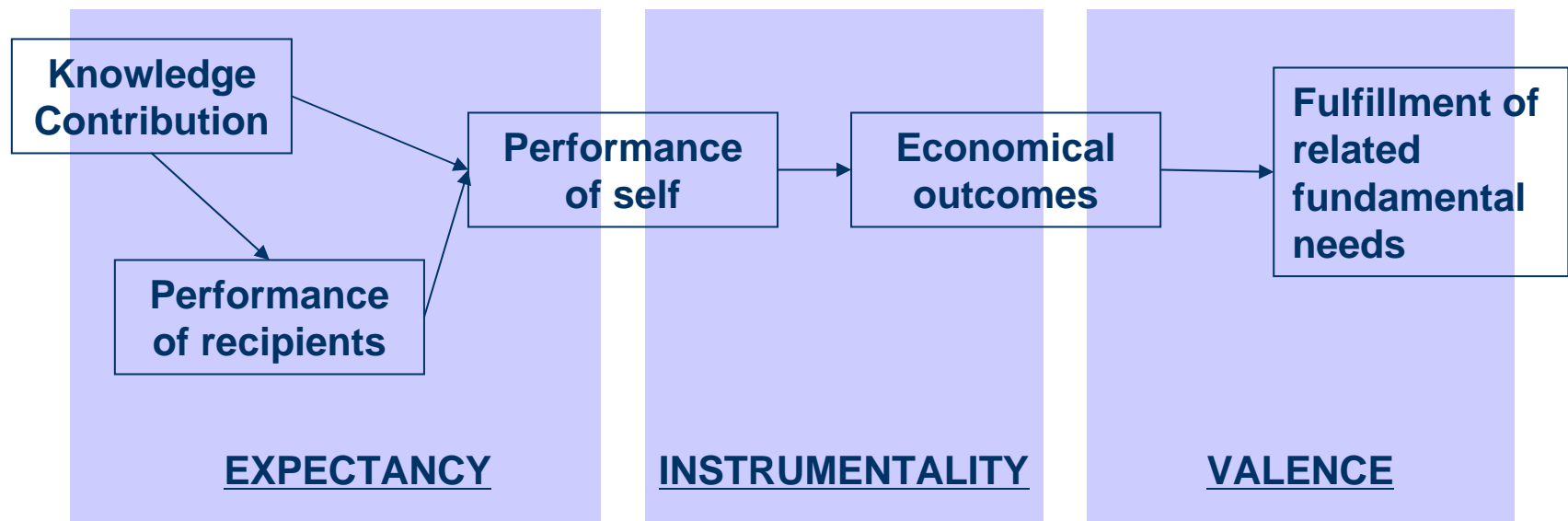
Proposition 1: Knowledge contribution leads to fulfillment of fundamental needs directly, i.e. intrinsically motivated

- Idealism/citizenship
- Honor

Conceptual Framework of Knowledge Contribution Motivation

Factors of extrinsically motivated knowledge contribution are integrated using the Expectancy model

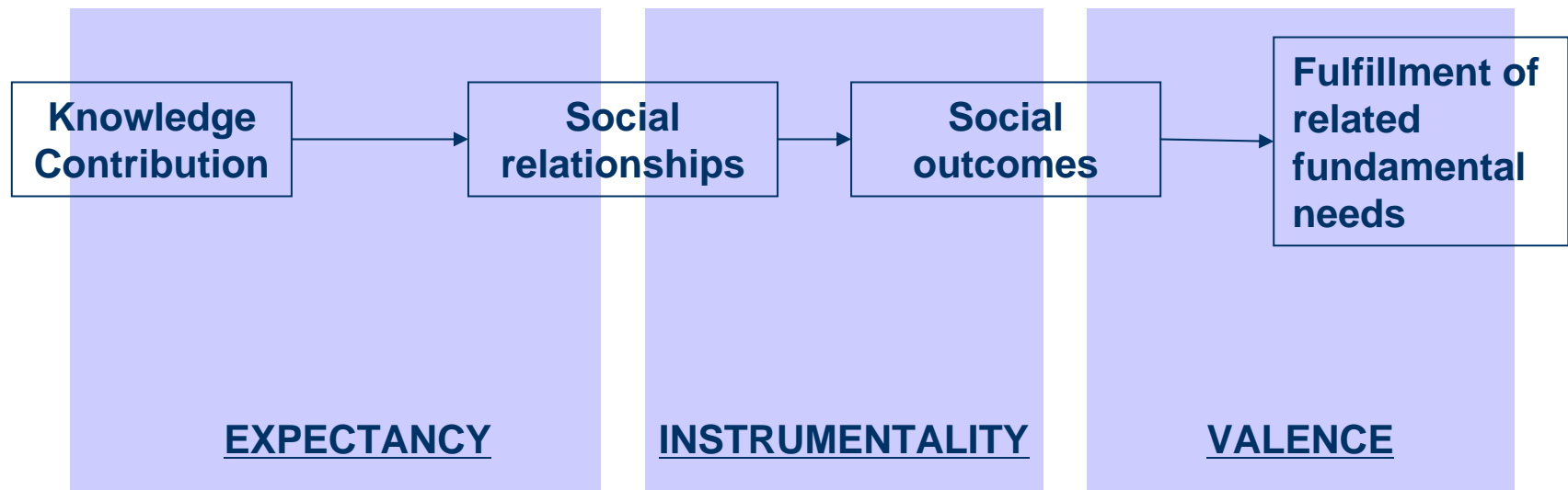
Proposition 2: Knowledge contribution leads to economical outcomes leads to fulfillment of fundamental needs (i.e. Status & Power motives)



Conceptual Framework of Knowledge Contribution Motivation

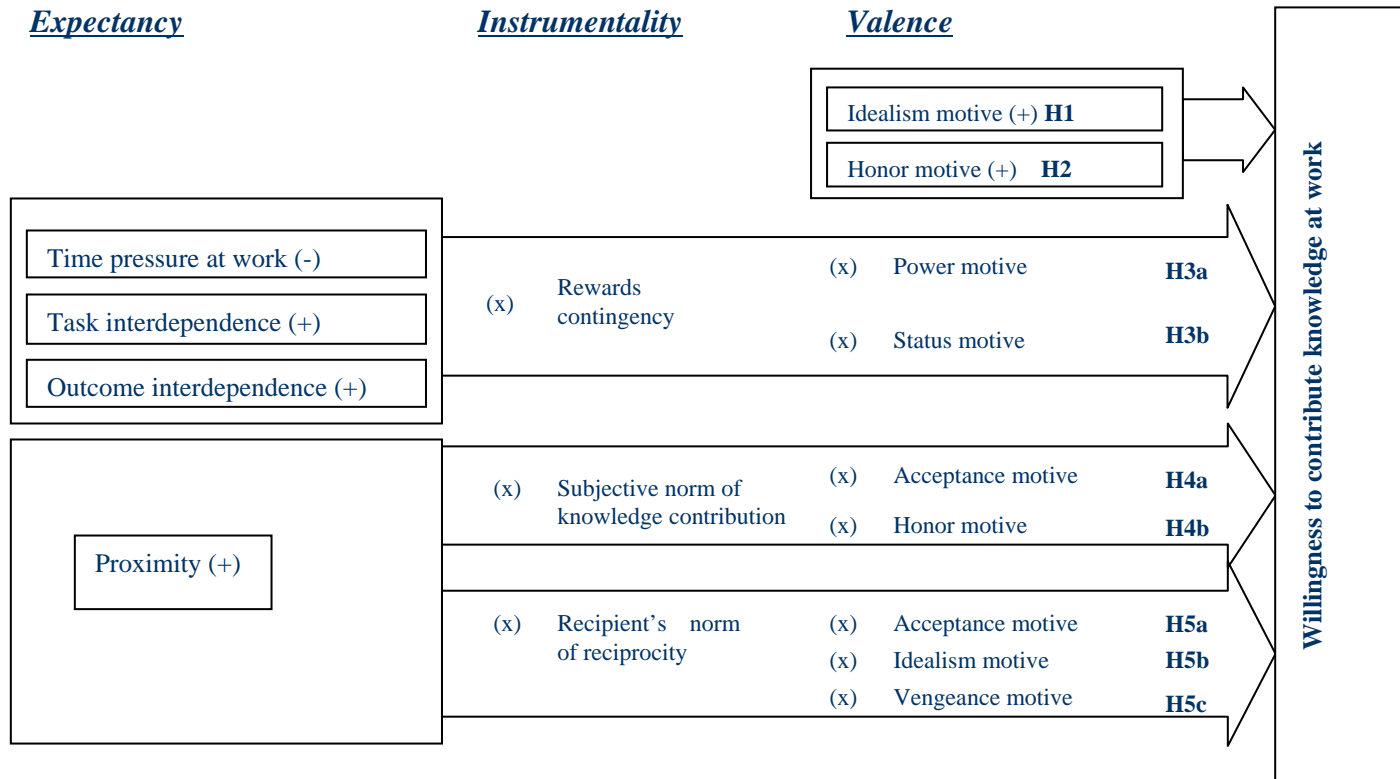
Factors of extrinsically motivated knowledge contribution are integrated using the Expectancy model

Proposition 3: Knowledge contribution leads to social outcomes leads to fulfillment of fundamental needs (i.e. Acceptance, Vengeance, Honor & Idealism motives)



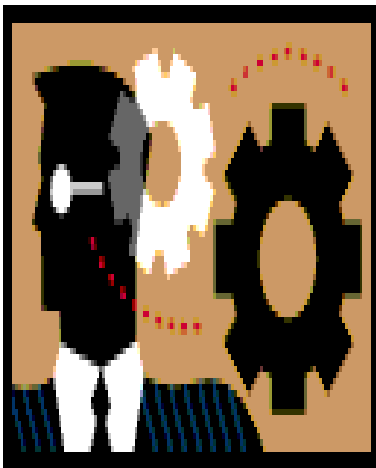
Expectancy Model of Knowledge Contribution Motivation

Factors identified from previous findings are integrated with multifaceted fundamental motives



Discussion

Thank you for your kind attention



Questions & Comments Please



Timeline & next steps

A survey is currently underway to collect empirical data

Activity	Jun '06	Jul '06	Aug '06	Sep '06	Oct '06	Nov '06
Enrollment of participants	█					
Start of survey		▼				
Survey period		█				
			◀ █ ▶			
Analysis of results, preparation of reports				█		
Issue reports					▼	█

- █ National University of Singapore
- █ Survey participants

Contact us

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