

AD-A114 256

GEORGIA INST OF TECH ATLANTA COLL OF MANAGEMENT

F/G 5/10

INCREASED WORK PRODUCTIVITY AND QUALITY THROUGH SELF REWARDING. (U)

APR 82 M R BLOOD

N00014-76-C-0028

NL

UNCLASSIFIED

100

100

100

100

100

100

END

DATE

5-12

DTIC

12

SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
	AD-A114 236	
4. TITLE (and Subtitle)		5. TYPE OF REPORT & PERIOD COVERED
Increased Work Productivity and Quality through Self Rewarding		Final Report
		6. PERFORMING ORG. REPORT NUMBER
7. AUTHOR(s)		8. CONTRACT OR GRANT NUMBER(s)
Milton R. Blood		N00014-76-C-0828
9. PERFORMING ORGANIZATION NAME AND ADDRESS		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
Georgia Institute of Technology College of Management Atlanta, Georgia 30332		NR 170-828
11. CONTROLLING OFFICE NAME AND ADDRESS		12. REPORT DATE
Organizational Effectiveness Research Programs Office of Naval Research (Code 452) Arlington, Virginia 22217		April 6, 1982
		13. NUMBER OF PAGES
		4
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office)		15. SECURITY CLASS. (of this report)
		Unclassified
		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
16. DISTRIBUTION STATEMENT (of this Report)		
Approved for public release		
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number)		
Self Reward Motivation Productivity		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number)		
This is the Final Report of a research project <i>dealing with</i> conducted between June 1, 1976 and August 31, 1979. The project dealt with the conceptual development and empirical testing of the concept of self rewarding in work motivation.		

DTIC
ELECTE
MAY 07 1982

E

ADA 114236

DTIC FILE COPY

INCREASED WORK PRODUCTIVITY AND QUALITY THROUGH SELF REWARDING

Georgia Institute of Technology/Blood

- Work on this project was conducted between June 1, 1976 and August 31, 1979. The project involved the conceptual development and the initial empirical investigations of the concept of self rewarding for work performance.

A methodological investigation was conducted as a preliminary step in the research program (Technical Report #1). Since the conceptual framework for Self-Rewarding required the study of moderator variables, a project was undertaken to investigate a shortcoming of traditional moderated regression analysis. A Monte Carlo process generated samples of data with known characteristics. The application of standard analyses demonstrated how interpretation errors are possible (and likely) with moderated regression analysis. This report emphasized the importance of theory as a guide to analysis, and it suggested an alternative approach.

The conceptual basis for the program of study was presented in two publications (Blood, 1978, 1981). This theoretical framework combines and coordinates the literature from several other programs of study. Self Rewarding incorporates the concepts of job design, goal setting, knowledge of results, and cognitive behavior modification. These various concepts are coordinated in the process of the cognitive response of a person to his/her own work performance.

Empirical studies (Blood & Olin, 1979; Technical Reports #2 & 3) began the study of the phenomena that were suggested in the conceptual analyses. They studied various aspects of the model in a lab setting, in a student population, and among factory workers. Some modifications in the original model were suggested.

The major research implication from these initial empirical attempts is that standard questionnaire survey methods are relatively weak instruments for studying such an idiosyncratic cognitive process as Self Rewarding. More intensive

methods are currently being tried.

The major applied implication from the studies is support for the importance of Self Rewarding. Within the limitations of the methods the concept was recognized as an influence on job performance. Organizations can use the model to encourage, rather than inhibit, Self Rewarding.

Accession For		
NTIS GRA&I		☒
DTIC TAB		☐
Unannounced		☐
Justification		
By		
Distribution/		
Availability Codes		
Dist	Avail and/or Special	
A		



INDEX OF TECHNICAL REPORTS

Blood, M. R. and Mullet, G. M. Where have all the moderators gone? The perils of Type II error. Technical Report no. 1.

Blood, M. R. Self rewarding and task performance: Internal and external criteria. Technical Report no. 2.

Thoene, T. J. F. and Blood, M. R. Self rewarding as an influence on industrial performance. Technical Report no. 3.

INDEX OF PUBLICATIONS

- Blood, M. R. Organizational control of performance through self rewarding. In King, B. T., Streufert, S., and Fiedler, F. E. Managerial control and organizational democracy. Washington, D. C.: V. H. Winston & Sons, 1978.
- Blood, M. R. and Olin, L. F. Self reward and job performance: An experimental study. Academic Psychology Bulletin, 1979, 1, 143-149.
- Blood, M. R. Internal motivation and organizational behavior. In J. A. Sgro, (Ed.), Virginia Tech Symposium on Applied Behavioral Science. Lexington, Mass.: D. C. Heath, 1981, 147-167.

END

DATE
FILMED

5-82

DTIC