

How Organizational Culture Affects the Motivational Antecedents of Job Outcomes: a Conceptual Model

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This paper investigates into the relationship between motivation and job outcomes in work environment. The motivational antecedents of organizational outcomes are differentiated into extrinsic and intrinsic motivations. The influences of intrinsic and extrinsic motivation on the job outcome variables, that are job satisfaction and job performance, are typified in our conceptual model. Therefore, this study looks into the moderating effect of organizational culture on the relationship between motivational variables and organizational outcomes. We identified four organizational cultures from the extant literature to be included in our conceptual model; competitive, bureaucratic, entrepreneurial, and consensual. Propositions are given regarding the moderating effect of organizational culture on the motivational antecedents of job outcomes. Future research directions are discussed.

Keywords: Intrinsic Motivation, Extrinsic Motivation, Organizational Culture, Job Outcomes, Job Performance, Job Satisfaction.