Human Resource Development Review
http://hrd.sagepub.com/

Mood and Self-Efficacy: The Moderation of Hedonic and Utilitarian Motivation

Abhishek Kumar Totawar and Ranjeet Nambudiri

Human Resource Development Review published online 10 July 2013
DOI: 10.1177/1534484313492330

The online version of this article can be found at:
http://hrd.sagepub.com/content/early/2013/03/15/1534484313492330

Human Resource Development Review
XX(X) 1–22

DOI: 10.1177/1534484313492330
hrd.sagepub.com
SAGE

Mood and Self-Efficacy: The Moderation of Hedonic and Utilitarian Motivation

Abhishek Kumar Totawar[1] and Ranjeet Nambudiri[2]

Abstract

The relationship between an individuals' mood and perceived self-efficacy (SE) has been of fundamental interest for organizational researchers. However, the causality of this relationship has not been agreed upon in existing research. While one set of studies propose that mood influences SE the contrasting view contends that this relationship is not significant. The article presents a conceptual model on the relationship between mood and SE, positioning hedonic and utilitarian motivation as moderators of this relationship. The literature concerning these constructs is reviewed and linkages between them are examined. A four-quadrant framework delineating the impact of hedonic and utilitarian motivation on the relationship between mood and SE is proposed. Propositions are built around this framework and implications for human resource development are discussed.

Keywords

emotion in organizations, motivation, self-efficacy, work motivation, organizational behavior

Do people feel more capable and efficient when they are in a good mood than when they experience a bad or negative mood state? It seems intuitively fair to assume an affirmative answer to this question. Besides when individuals are in their induced state of mood, for instance, under the effect of alcohol or any drug, they are likely to have a feeling of an inflated self and believe that they can do anything merely because they are in a positive mood state. In clinical population, experiencing delusion of grandeur

[1]Indian Institute of Management Tiruchirapalli, Tiruchirapalli, India
[2]Indian Institute of Management Indore, Indore, India

Corresponding Author:
Abhishek Kumar Totawar, Indian Institute of Management Tiruchirapalli, NIT Campus (Post), Thanjavore Main Road, Thuvakudi, Tiruchirapalli 620015 (T.N.), India.
Email: f09abhishek@iimidr.ac.in

is an example of the effect of positive mood on one's own capabilities and status (Kavanagh & Bower, 1985). Depressed people are known to become self-critical and have a negative opinion about themselves (Beck, 1976). Similarly, an alcohol induced person who is in a negative mood state, would feel strikingly low and believe that he/she has extremely low abilities.

The relation between emotions and performance has been well-researched in the organizational context (Ashkanasy, 2004; Chavez & Méndez, 2008; Chi, Grandey, Diamond, & Krimmel, 2011; McColl-Kennedy & Anderson, 2002; Murray, Muscatell, & Kensinger, 2011; Newman, Joseph, & MacCann, 2010; Spence & Goldstein, 1961; Van Kleef, Homan, Beersma, & van Knippenberg, 2010). Varying levels of performance are significantly affected by the individual's perception of self-efficacy (SE), defined as one's own judgments of his / her capabilities to organize and execute courses of action required to attain designated types of performances (Bandura, 1982; Bandura, Reese, & Adams, 1982; Gist, 1987). Few studies have explored the linkages between mood and perceived SE of an individual (Cervone, Kopp, Schaumann, & Scott, 1994; Kavanagh & Bower, 1985). Like emotion, mood is also an affective state, and often the two terms are sometimes used interchangeably.

One of the strategies to enhance organizational performance is conducting research aimed at better understanding the capacities of its organizational members. A step further in this process would be that employees' should believe in their capabilities; such belief of an individual about the ability to successfully perform on a particular task is defined as SE. The study of SE is important, given that researchers have shown that SE judgments predict achievement even more closely than past performance of the same activity (Bandura, Adams, Hardy, & Howells, 1980; Bandura & Schunk, 1981). Besides this, effects of mood on SE have significant practical importance, as studies have also shown that emotional arousal that might interfere with performance is much less when efficacy is high than when it is low (Bandura et al., 1982).

More importantly, in an organizational context SE is seen as a generic concept that readily influences other organizationally relevant variables; performance being one such significant aspect (Bandura, 1982; Gist, Schwoerer, Rosen, 1989; Stajkovic & Luthans, 1998). Given this causal relation between SE and performance, we promulgate that the present study of SE shall have useful implications for human resources development. For instance, managers if they know that SE essentially precedes an employees' performance, then the latter can be enhanced by addressing the set of variables that contribute to SE. Our scholarship for proposing performance as an implication of the study of SE is rooted in the "expectancy" component of the expectancy theory of work motivation (VIE) and is seen to be linked to expectancy (Gist & Mitchell, 1992). The VIE theory describes work motivation as a function of expectancy, instrumentality, and valence (Behling & Starke, 1973; Mitchell, 1974; Vroom, 1964); here *expectancy* is the belief that one's effort will result in the attainment of desired performance outcome; *instrumentality* is the degree to which the person sees this performance outcome as leading to the attainment of outcome of

interest; and *valence* is the degree of value an individual places on this outcome of interest (Behling & Starke, 1973; Mitchell, 1974; Vroom, 1964). We can clearly see SE as a precedent of the expectancy component, as SE is an individual's belief about his/her ability to perform on various tasks (Bandura, 1977; Baron, 2001) and expectancy is belief that efforts will lead to desired performance goals. Hence, this explains the translation of 'belief about ability' into 'belief about efforts'. Such implicit linkage between SE and performance gives us a strong reason to study individual's SE. We propose SE as a function of an individual's mood state and the nature of task motivation.

The purpose of this article is to explore the linkage between mood and SE and in attempting to do so, an alternate view is presented by introducing the role of hedonic and utilitarian motivation as a moderator of the relationship between mood and self-efficacy. Towards a more nuanced understanding of the mood and SE relationship, we first review the available literature and then identify the effect of an individual's hedonic and utilitarian motivation on this relationship. To explain this moderation effect a four-quadrant conceptualization is offered.

The proposed framework seems extremely relevant in the present era, where "knowledge is considered as the main source of competitive advantage" (Nonaka, 1991) and also for the modern enterprise structure (Šajeva, 2007). Knowledge is a resource that is embedded in the minds of individuals and is drawn from cognition and insight (Amar, 2004). This article focuses on the characteristics and the factors that are important in motivating an employee. Since the exact categorization of motivating factors into hedonic and utilitarian does not seem to be available in extant literature, therefore this is done by mapping the factors that motivate an employee with those that differentiate hedonic and utilitarian motives of a task.

Before we progress further to present the literature review and the argument for our proposed framework, it would be relevant to throw light on what necessary implications it shall bring forth for the domain of human resource development and for practicing managers. This section garners significance also because it spotlights the broader objective of studying the identified variables from the perspective of development of the human capital in organizations. First, as the major proposition of this study, we shall argue that assignment of tasks according to the employees' identified nature of task motivation renders a significant tool in the hands of a manager. Such control can be exercised to influence employees' SE when in situations the organization ought to have almost no influence over employees' mood state (e.g., family matters, physical illness, etc).

Second, by means of the proposed framework we emphasize on a specific categorization of the nature of task motivation. Unlike other popular categorizations, hedonic and utilitarian concepts of human motivation have a simplistic understanding from a managers' perspective. For instance, now mere unidimensional identification of tasks into pleasure/interest (i.e., hedonic) or utility driven (i.e., utilitarian), makes the job for a practicing manager quite easy. He/she can now use this understanding to selectively assign the appropriate task to the employees', depending on their nature of task motivation.

Third, although we know that the mood state of an employee cannot be readily controlled, nonetheless, organizations can apply structural measures in the routine work environment which are capable of artificially inducing good mood. Such structural changes may focus on creating an ambience that can induce good mood states.

Theoretical Background

Defining Mood in Relation to Affect and Emotion

While describing an emotional situation generally three terms are used commonly and interchangeably, namely, mood, affect, and emotion (Baas, De Dreu, & Nijstad, 2008). "Affect" is a broad term, referring to a "subjective feeling state" that incorporates long-lasting mood states, such as cheerfulness or depression, as well as more specific ones, such as happiness or anger (Frijda, 1993). "Mood" and "emotion" are generally seen as subtypes of affect (Baas et al., 2008), where emotion is more strongly directed toward a specific stimulus—be it a person, an object, or an event (Frijda, 1993). For example, a person might be discontented because he/she is not able to complete an assignment on time or a person might be angry because of a traffic jam. In contrast, moods lack this quality of object directedness (Baas et al., 2008); "a person in an irritable mood is not necessarily angry about anything in particular—he/she is just generally grumpy" (Parrott, 2001).

Thus, mood is a relatively lasting emotional state (Morgan, King, Weisz, & Schopler, 1993) and differs from emotion in the sense that, mood is less specific, less intense, and less likely to be triggered by a particular stimulus or event (Batson, Shaw, & Oleson, 1992; Chavez & Méndez, 2008; McGeer & McGeer, 1980). Like emotion, mood is also an affective state (Baas et al., 2008).

Thus, mood states generally have either a positive or a negative valence, for instance, being in a state of good or bad mood. Some mood states have a positive tone (e.g., happy, cheerful, relaxed) and others have a negative tone (e.g., anger, anxiety, sadness). These two bipolar valences (also called as factors in case of positive and negative affect) have been identified on the basis of two major dimensions of mood (Watson & Tellegen, 1985). Studies have identified these as: pleasantness–unpleasantness (terms such as *happy, enthusiastic, content* vs. *afraid, upset, sad)* and degree of arousal or activation *(excited, astonished, tense* vs. *relaxed, sleepy*, Watson & Tellegen, 1985). Thus, positive mood state is a function of a moderate level of pleasantness and arousal and negative mood state is a function of moderate level of unpleasantness and arousal. Further, recent studies have identified two subdimensions—valence (positive or negative) and tone (activated or deactivated, Baas et al., 2008; Heller, 1993). Some mood states are positive in tone and deactivating (e.g. calm, relaxed), whereas others are positive in tone or valence yet activating (e.g., happy, elated). Likewise, some mood states are negative in tone and deactivating (e.g., sad, depressed), whereas others are negative in tone and activating (e.g., anger, fear, Baas et al., 2008; Heller, 1993).

Self-Efficacy

Among the mechanisms of human agency, none is more central or pervasive than beliefs of personal efficacy (Bandura & Locke, 2003). SE beliefs regulate human functioning through cognitive, motivational, affective, and decisional processes (Bandura, 1982). Why study SE as an organizational outcome? The answer lies in the SE theory, which maintains that, self-referent thinking is the fundamental factor of perceived control (Cervone, 2000). In similar context, it is argued that, despite whatever individuals evaluate the causes of previous action-outcomes (Peterson & Seligman, 1984), it is unlikely that they would act if they are doubtful of their own capacity to act on a requisite task.

SE is an individual's expectation concerning his/her ability to perform various tasks (Baron, 2001). Simply put, it is an individual's belief that he/she can exhibit some behavior or perform a task successfully (Baron, 2001). SE is an important aspect of human behavior. It is so because unless people believe that their actions can produce the outcomes they desire, they have little incentive to act (Bandura, 1982). SE as described by Bandura was related to performance, but is not an aspect of personality (Baron, 2001) and therefore we can say that it is not something that is "hard wired" and thus can vary in accordance to situations, tasks, and contexts. But such generalized beliefs about task-related capabilities are stable over time (Baron, 2001).

SE mechanism can have wide explanatory power with respect to outcome variables (Bandura, 1982). Efficacy expectations are distinguished from response–outcome expectancies. An outcome expectancy is defined as a person's estimate that a given behavior will lead to certain outcomes, whereas, an efficacy expectation is the conviction that one can successfully execute the behavior required to produce the outcomes (Bandura, 1977). Efficacy expectations determine how much effort people will expend and how long they will persist in the face of obstacles and adverse experiences. The stronger is the perceived SE, the more active and strong would be the efforts.

Three dimensions of efficacy expectations have been identified in the literature (Bandura, 1977); these are magnitude, generality, and strength. Magnitude of efficacy expectations indicates that tasks with varying difficulty levels have varying efficacy expectations. Generality means that some experiences create circumscribed mastery expectations while others instill a more generalized sense of efficacy. Strength means that weak expectations are easily extinguishable by disconfirming experiences while expectations of mastery will have strong efficacy (Bandura, 1977).

According to the social learning analysis by Bandura (1977) there are four broad sources of SE: performance accomplishment, vicarious experience, verbal persuasion, and physiological states. *Performance accomplishment* is based on personal mastery experiences, which is raised by success and lowered by failures. Besides this, it is partly dependent on the timing and the total pattern of experiences in which the failures occur. *Vicarious experience* stems from watching others perform similar kinds of action. For instance, seeing others persist in adverse conditions can generate expectations in observers that they too can succeed if they intensify and persist in their efforts. *Verbal persuasion* is led through suggestion, feedback, and verbal appraisal from others;

though efficacy expectations induced in this manner are likely to be weaker than those arising from one's own accomplishments because they do not provide an authentic experiential base. *Emotional arousal* as a source of SE generally stems from any context or situation that elicits a certain level of emotional arousal; depending on the circumstances this might have informative value concerning personal competency.

Hedonic and Utilitarian Motivation

The concept of motivation has always been an area of great interest for researchers dealing with human behavior. Literature on this subject provides us with different context-based definitions, but the gist of all such definitions is that motivation is a driving force and psychologists have defined it as an internal process that activates, guides, and maintains a behavior over time (Baron, 2001; Zimbardo, 1998).

There are different views about the forms and conceptualization of motivation. The most popular version is that of intrinsic and extrinsic motivation, the original conceptualization of which was proposed by (Deci, 1976). Intrinsic motivation gives immediate need satisfaction and an intrinsically motivated act is valued for its own sake and appears to be self-sustaining (Deci, 1976). Extrinsic motivation allows individuals to satisfy their needs indirectly by obtaining additional resources (e.g., money, promotion, and other nonfinancial resources, Lam & Lambermont-Ford, 2010). Contemporary to Deci's (1976) view is that of Staw (1976) who offers two components depending on whether the value derived is intrinsic (hedonic) or extrinsic (utilitarian, Staw, 1976). Against this general view of the two-component conceptualization of motivation as intrinsic and extrinsic, the literature also presents a three-component taxonomy of motivation (Lam & Lambermont-Ford, 2010; Lindenberg, 2001) where hedonic motivation is considered as the third component. Lindenberg (2001) has proposed that there are three basic frames of motivation: hedonic (linked to the goal to "feel better"), a normative frame (linked to the goal to act appropriately), and the gain frame (linked to the goal in anticipation of some gain and improve one's resources). He has further said that, hedonic and normative are two forms of intrinsic motivation (Lindenberg, 2001). Using the same conceptualization in the context of knowledge management Lam and Lambermont-Ford (2010) have conceptualized hedonic as the third component in addition to intrinsic and utilitarian.

Likewise Kruglanski et al. (2000) has suggested a similar conceptualization of motivation as "locomotion" and "assessment." Individuals who are high on the locomotion dimension have an inherent attribute simply to "move"; and activities of high (vs. low) locomotors are motivated intrinsically (Kruglanski et al., 2000). In contrast, assessment refers to a determination of the rate, amount, size, value, or importance of something (Kruglanski et al., 2000). Thus, there is an independent assessment of the current and end state of utility of performing a particular task; which means if this has value then it would create motivation. Unlike the locomotion dimension, assessment will be positively related to extrinsic task motivation. This categorization may be seen as parallel to hedonic and utilitarian task motivation. Further, it is also suggested that, the same stimulus/task can function as intrinsic as well as extrinsic source of

motivation; i.e., it can be both content as well as the consequence of a particular task (Kruglanski et al., 1975).

This stream of classification, as hedonic and utilitarian motivation, has emerged from the study of shopping and buying behavior in marketing (Babin et al., 1994; Childers et al., 2001; Chitturi et al., 2008; Kivetz, 2000; Okada, 2005). Hedonic consumption connotes to those facets of consumer behavior that pertain to the multisensory, fantasy, and emotive aspects of one's experience with the product (Hirschman & Holbrook, 1982) and utilitarian consumption is motivated by functional needs and typically involves products that are considered practical or necessary (O'Curry & Strahilevitz, 2001).

For the purpose of this review, the two-component conceptualization of motivation as hedonic and utilitarian has been used. If a task is said to be driven by its "functional utility" then such driving force is referred to as utilitarian motivation. In contrast, when a task is driven by "enjoyment or pleasure" such driving force is referred to as hedonic motivation (Childers et al., 2001). Thus, different words can be attached to these two components of motivation—hedonic (e.g., pleasure giving, enjoyment) and utilitarian (e.g., utility, functionality).

Hedonic or intrinsically motivated behaviors are carried out because such behaviors themselves have an appeal or are enjoyable (McReynolds, 1971); that is, a software engineer gains pleasure from the process of designing a software program rather than from the end product itself. Furthermore, intrinsically motivated behaviors may be self-sustained without any external inducement (Childers et al., 2001; Pollach, 2011). Extrinsically motivated behavior (driven by a utilitarian motive) provides satisfaction that is not inherent on engagement in the behavior per se, but rather is derived from the achievement of a goal that is external to the behavior itself (Childers et al., 2001; Pollach, 2011). For example, a newly recruited software engineer who is posted on a very routinized job, like coding, might not be interested in the process of the job rather has an extrinsic motive to complete the assigned task in order to receive positive performance reviews.

Mood and Self-Efficacy: The Need for a More Clarified Relationship

The two concepts of mood and SE are so strongly linked that the latter is even conceptualized to subsume the former as one of its variables (Bandura, 1982). Kavanagh & Bower (1985) have demonstrated that manipulation of mood results in higher SE for positive mood and lower for negative mood. Mood can be influenced by a variety of events that may be task related (Russell & McAulley, 1986) or even unrelated (Gist & Mitchell, 1992). Besides this, out of a variety of factors that influence SE, mood is one such significant intraorganismic factor (Gist & Mitchell, 1992).

Broadly classifying, the literature provides two contrasting views about the relationship between mood and SE. The first view concludes that, mood influences the perceptions about one's SE (Baron, 1990; Johnson & Tversky, 1983; Kavanagh & Bower, 1985; Masters & Furman, 1976; Salovey & Birnbaum, 1989; Wright & Mischel, 1982). Second view proposes that mood has no effect on levels of perceived

SE (Cervone, 2000; Cervone et al., 1994; Cunningham, 1988; Kavanagh & Hausfeld, 1986). In a similar pattern, Cervone (2000) has also concluded from the literature that, some studies support the notion that mood influences SE, however, the overall data are mixed (Cervone, 2000). Further, in a series of different studies (Cervone et al., 1994) by the same author and his colleagues, they concluded that, "we find absolutely no evidence that transient moods influence SE judgments" (Cervone, 2000, p. 44) Thus, the available literature regarding the relationship between mood state and perceived SE remains conflicting, demanding further exploration.

From the studies cited above it seems that the literature is silent about the role of task motivation in the influence of mood on SE. We utilize this opportunity to argue and propose an advanced understanding of the causal influence of mood on SE; and further endorse that the nature of task motivation will moderate this relationship. Addressing this, a four-quadrant framework is proposed in the next section which argues that task motivation moderates this relationship.

Mood, Motivation, and Self-Efficacy: The Four-Quadrant Framework

Mood may affect SE perceptions by influencing the type of information that comes to mind when individuals appraise their capabilities (Cervone et al., 1994). However, actual performance might be a function of other innumerable personal and situational variables (Cervone, 1989; Cervone & Peake, 1986). Thus, it is rightly contended that an individual's judgments about his or her SE may be based on relatively small amount of information that he/she recalls most readily, or is best available (MacLeod & Campbell, 1992; Schwarz, Bless, Strack, Klumpp, Rittenauer-Schatka, & Simons, 1991). Further to this the individual is most likely to pay more heed to positive information in case of positive mood state and vice-versa. Hence, it has been noted that "affective states that prime positive or negative self-relevant information will then exert a mood-congruent influence on perceived self-efficacy" (Cervone et al., 1994).

Informational Properties of Mood

On the basis of safety-signal and cognitive-tuning approaches, it has been argued that mood functions as a source of information that alerts an organism to safe or unsafe conditions (Aspinwall, 1998). Further, such information has motivational implications, where negative mood prompts people to examine their environment carefully in order to identify the source of danger or threat that is creating the negative mood, while a positive mood tells people that they may relax and reduce attention to their surroundings because all is well (Aspinwall, 1998). Thus, when people are in negative mood state they would be more alert towards the environment and especially towards identifying the sources of negative mood which may inhibit them from focusing on the task-related information (i.e., those signals that may actually contribute into enhancing their efficacy about a particular task). Similarly, in broader terms, it is indicated that, happy people are optimistic and that they report greater probabilities of positive events

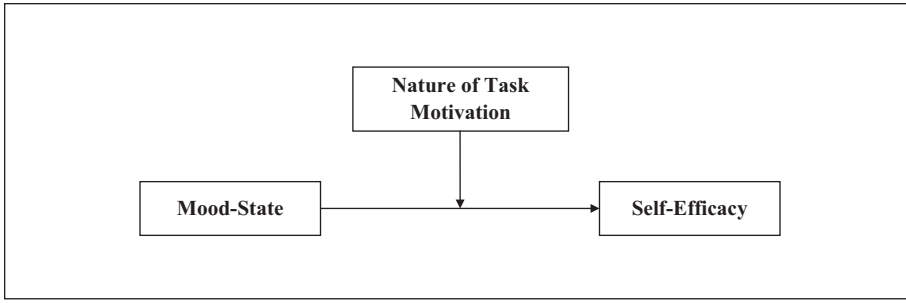

Figure 1. Proposed model: The moderating effect of hedonic and utilitarian motivation in relationship between mood and self-efficacy

as compared to negative events; and converse is true for sad people (Wright & Bower, 1992). This is labeled as mood-state-dependent information retrieval (Bower, 1981; Wright & Bower, 1992).

Moderating Influence of Hedonic and Utilitarian Motivation on Mood and Self-Efficacy Relationship: Evidence From Mood Congruence Processing Theory

It is proposed that motivation moderates the effect of an individual's mood-state on his/her level of SE. This argument is grounded in the mood-congruent processing theory. This theory asserts that mood has an important effect on cognitive processes, for example its role as a "cue" that facilitates similarly valenced (negative or positive) material from the memory (Blaney, 1986; Isen, Shalker, Clark, & Karp, 1978). Thus, it has been argued, on the basis of mood-congruent processing theory, that negative and positive mood both will act as cues and elicit related information from the memory that may reduce or enhance an individual's level of SE. Further, researches have also argued that, the relation of positive mood to cognition is strongly moderated by goal-relevant features (Aspinwall, 1998). Similarly, where SE is a cognitive function and aspects of motivation are considered as goal-relevant features, it can be proposed that motivation will moderate the relationship between mood and SE (Figure 1). A moderator is any qualitative (e.g., sex, race, class) or quantitative (e.g., level of reward) variable that affects the direction and/or strength of the relation between an independent or predictor variable and a dependent or criterion variable (Baron & Kenny, 1986).

According to the *cognitive capacity view* proposed by Mackie and Worth (1989) the presence of positive mood primes a large set of associations, which then distracts people from careful information processing (Mackie & Worth, 1989). As a result, people in a positive mood may process information less extensively than people in a negative mood (Aspinwall, 1998). Thus drawing support from this argument, a four-quadrant framework (Figure 2) is proposed. This framework explains the effect that mood exhibits on the levels of perceived SE when the nature of task motivation varies from

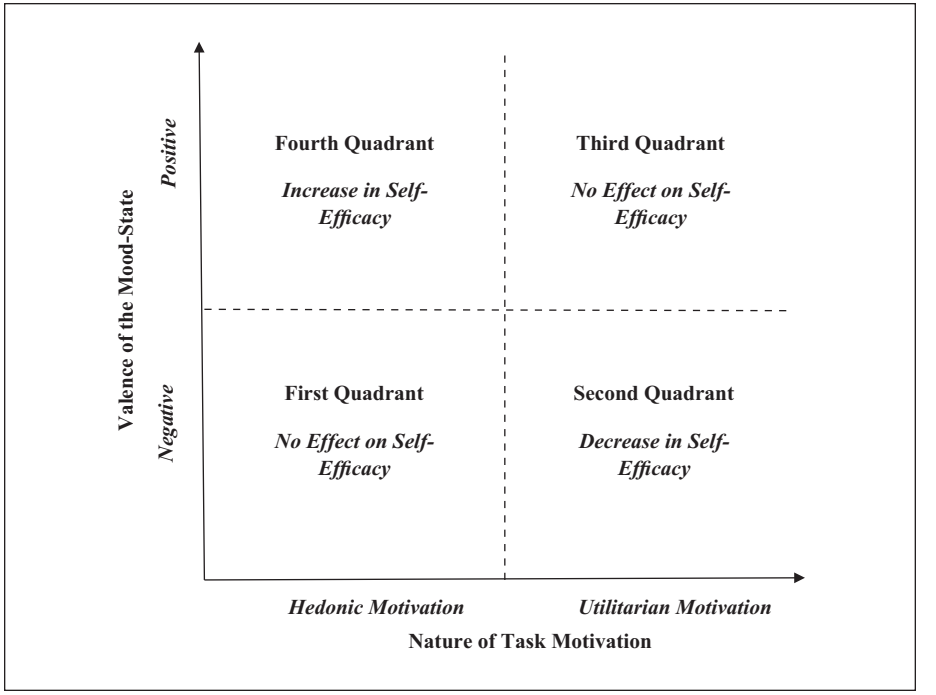

Figure 2. The four-quadrant framework identifying the role of hedonic and utilitarian as moderators of mood and self-efficacy relationship

hedonic to utilitarian and vice-versa. The proposed framework uses the mood congruence processing theory and the cognitive capacity view. Each quadrant is a section where the nature of task motivation moderates the effect that the two mood states would have on the levels of SE. Further, propositions have been made for each of the four quadrant(s).

When an individual is in a positive mood state and the nature of task in hand is hedonically motivating the information processed, resulting from positive mood state, will be less extensive (according to the *cognitive capacity view* described above). However, the excitement and pleasure component of the hedonic task is likely to result in an increased perception of SE *(for the fourth quadrant)*. We posit this increase in SE using evidence from the mood-congruence processing theory; wherein the pleasure component of the hedonically motivated task will elicit positively valenced information. The sum together of positive valence (due to the positive mood state) and of the hedonically motivating task will signal the person of an enhanced levels of SE; this is because the impact of information on efficacy expectations depends on how it is appraised at the cognitive level (Bandura, 1977). Besides, the information thus retrieved is also a indicative of the "performance accomplishment" that the person has in context of the task in hand, as it is one of the four primary sources of SE (Bandura, 1977).

Consider for example the case of an employee, appointed as creative assistant, in an advertising agency. He holds a degree in creative designing and more so over he opted for this area because it interests him *(the pleasure component)*. He is part of a team responsible for designing the advertisement of a newly launched product and has been assigned to design a component of this advertisement. In the present scenario, this employee has some significant reasons to be in a good mood (most importantly the new job; and assuming that all other issues for him remain stable/neutral). Now given the positive state of his mood and a hedonically motivating task in hand, it shall translate in increased levels of SE for this particular task. This is because, we know that mood influences SE (e.g., Baron, 1990; Johnson & Tversky, 1983; Masters & Furman, 1976) and positive mood influences positively (e.g., Kavanagh & Bower, 1985). Acting as a catalyst to this relationship, the hedonic nature of task which itself elicits interest, shall get translated into increased SE for the employee assigned with a creative job.

Proposition 1: Hedonic nature of task motivation will moderate the relationship between mood and perceived self-efficacy; such that, when the individual's mood-state is positively valenced and the nature of task motivation is hedonic, perceived self-efficacy is likely to increase.

Similarly, when an individual is in a positive mood state, he/she will elicit positively valenced information from the memory (according to the *mood congruence processing theory*); but if the task in hand has mere utilitarian motive, which lacks the pleasure/interest component, may not be able to enhance the SE about that particular task *(for third quadrant)*. However it is proposed here that SE in this context might increase if there is a significant presence of any of the other sources of SE (performance accomplishments, vicarious experience, verbal persuasion, and emotional arousal, as identified by Bandura, 1977, p. 195).

Let's have a look at the second episode of our previously described example of a creative assistant in an advertising agency; given the technical expertise and sincere interest in the previously assigned task, our creative assistant performed remarkably well. However, it is unfortunate enough that there is an overall financial meltdown in the economy. Given this, the advertising agency is hardly left with any projects and so it has decided to reduce on the number of head counts. But since our creative assistant was the star performer, the company decides to retain him; nonetheless, due to project shortages he is asked to account for the performance of various advertising projects executed in the last financial year. Inauspiciously, numbers do not fascinate this employee, but he has to continue because he cannot quit (could be due to financial reasons). However, let's assume that, at the same time the employee receives good news from the family side. Now, he has true reasons to be happy and enjoy a positive mood state. Such positive mood state will elicit positive cues from the memory, which should translate into increase in SE. Instead the presence of utilitarian task which lacks the pleasure or interest component (unlike a hedonically motivating task) will interact with positive mood state and will further mitigate its effect, thereby rendering SE to remain unaffected.

Proposition 2: Utilitarian nature of task motivation will moderate the relationship between mood and perceived self-efficacy; such that, when the individual's mood-state is positively valenced and the nature of task motivation is utilitarian, perceived self-efficacy is likely to have no effect.

When an individual experiences negative mood state, he/she will process information extensively (according to the *cognitive capacity view*). The situation here is that of an individual having a task with a utilitarian motive and being in a negative mood state. In such a condition, the utilitarian motive, which itself does not contain any pleasure component, and the availability of extensive negative information (e.g., failing on similar task in past) due to the negative mood state, is likely to result in decreased perceptions of the levels of SE *(for second quadrant)*.

Continuing with our previous example, the advertising agency has decided to reduce the head count due to the ongoing economic meltdown; however, it has decided not to lay off its core employees. In this context our employee, the creative assistant was fortunate enough to retain his position in the organization. But since there are not many projects with the agency itself, therefore our creative assistant has been assigned with a noncreative job of accounting for the performance of various advertising projects executed in the last financial year. We assume that the general anxiety/fear of losing the job in near future, if the economic condition persists, may elicit a negative mood state for him. On the top of this, the present nature of task for him also has mere utility motive, that is, to maintain his job in the state of financial distress. Hence the negative mood state shall aversely affect the perceived SE about this task; further, with a mere utilitarian task motive (lacking any pleasure/interest component) acting as a catalyst on the effect caused by negative mood shall cause to decrease SE.

Proposition 3: Utilitarian nature of task motivation will moderate the relationship between mood and perceived self-efficacy; such that, when the individual's mood-state is negatively valenced and the nature of task motivation is utilitarian, perceived self-efficacy is likely to decrease.

In contrast, reckon a situation in which the individual is experiencing a negative mood state and the nature of task in hand is hedonically motivating. The negative mood state will cause extensive processing of information in order to attend to the reasons that might have caused a negative mood (according to the *cognitive capacity view*). In addition, negative mood state will also cause to elicit similarly valenced cues from the memory (according to the *mood congruent processing theory*). Given this, SE for this task should decrease, because we know that, negative mood contributes to low SE (Kavanagh & Bower, 1985, p. 509). Further, the hedonic nature of task comes with an interest and pleasure component; which will thus mitigate the effect of negative mood state (which would have otherwise reduced SE) and will cause SE perception to remain unaffected *(for first quadrant)*. Thus, a sum together of the effect of negative mood state and presence of a hedonically motivated task will bring about no effect in the perceived SE of an individual.

Now consider the case of our creative assistant in an advertising agency. From the last couple of days, this person is experiencing some serious family issues, which have tended to cause a recurrent negative mood. At his workplace, however, he is sincerely engaged with his newly constituted team, designing an advertisement for a popular brand. Here the hedonic nature of task, which would otherwise enhance SE, will not cause the same in this condition, because on the backdrop the employee is experiencing a negative mood state. Primarily because the negative mood state will cause to focus on the sources of negative mood, thus inhibiting to focus on the task related information (according to *informational properties of mood*, Aspinwall, 1998). Hence hedonic task motivation will mitigate the effect of negative mood, resulting in SE to remain unaffected.

Proposition 4: Hedonic nature of task motivation will moderate the relationship between mood and perceived self-efficacy; such that, when the individual's mood-state negatively valenced and the nature of task motivation is hedonic, perceived self-efficacy is likely to have no effect.

Implications and Conclusion for HRD

The authors strongly endorse that, the proposed model shall hold good in all types of organizations. The term "employees" referred in explaining the proposed model could be any individual employed in an organization; be it lawyers in a law firm, engineers in an engineering company, medical doctors in a hospital, product developers in a manufacturing unit, professors in a business school, and planning staff in a government agency (Gottschalk, 2004).

Kim (2006) has suggested that an organization that is successful in getting its employees to be punctual to work, stay longer with the company, and be committed and productive, is able to build competitive advantage over firms that face absenteeism, attrition, and production slowdowns. While the traditional forms of rewards may succeed in holding knowledge workers in their jobs, they cannot assure innovation and high performance on knowledge work (Amar, 2004).

While motivation is generally categorized as intrinsic and extrinsic (Staw, 1976) this paper uses the labels hedonic and utilitarian motivation for the purpose of the four-quadrant framework. Hedonic nature of task motivation is characterized by pleasure giving and enjoyment; the utilitarian nature is characterized by its utility and functionality (Childers et al., 2001). When people are primarily motivated by their interest in the work and the enjoyment of that activity, they are more creative than when they are primarily driven by some goal imposed on them by others (Stenmark, 2000). It is contended that, when employees' are intrinsically motivated, they will be productive, generate knowledge, and share this knowledge with others in the organization. In contrast, when they are extrinsically motivated they would tend to generate less knowledge (Amar, 2004) and thus would be low on productivity.

Lyubomirsky, King, and Diener (2005) stated, people in a positive mood are more likely to have richer associations within existing knowledge structures, and thus are

likely to be more flexible and original. Those in a good mood will excel when the task is complex and past learning can be used in a heuristic way to more efficiently solve the task or when creativity and flexibility is required (Lyubomirsky, King, & Diener, 2005).

Based on a review of the available literature on factors that motivate an employee, it can be said that when the nature of the task is appealing and pleasurable it functions as a source of hedonic motivation. For instance, representing his company at an International Auto Expo might be a hedonically motivated task for the sales person of an automobile company, rather than merely finishing some paperwork at the back office. This could be simply because a person in a sales job would enjoy interacting with people and being the face of his company, instead of any other less interesting and routine job. Here the first kind of job would be of hedonically motivating nature, because it inherently interests the person, but the "paperwork" task would only address a utilitarian motive, as earning a monthly monetary reward/salary. Hence, it can be contended that an employee can have both hedonic as well as utilitarian motives for engaging in different tasks.

Based on the proposed framework, in the context of managing the employees', it can be suggested that, although the mood-state (i.e., predictor variable) cannot always be controlled by the organization the nature of task motivation (i.e., the moderating variable) can be controlled by assignment of particular tasks to particular knowledge workers. The organization can manage those attributes of the organizational climate which contribute to a conducive work environment, which in turn affects the employee's mood states. Since the main objective here is to have an enhanced perception of SE by an employee, it can be seen that both variables (mood as well as nature of task motivation) significantly influence the former, therefore in an ideal condition the organization would aim to maintain both these.

Together, the proposed model suggests that assignment of tasks which are hedonically motivating for an employee may provide a potentially useful means for enhancing the overall efficiency of work outcomes, and hence the attitudes and performance of individuals in them. On basis of the model we also contend that pleasant mood, if it can be artificially stimulated in the work-setting, may relate to enhanced SE of employees. Such SE, since it is positively influenced by the hedonic nature of task, will result in overall effectiveness for the organization as well as for the individual employee.

A conceptual framework has been suggested towards explaining the influence of mood on SE. In this attempt, it is contended that the nature of task motivation, whether hedonic or utilitarian, shall moderate such influence. This moderating influence has implications for managing employees in organizations, which intend to provide an enhanced quality of working life to its members. Before we proceed to discuss the implications for the proposed model, we would like to state few assumptions that also enable us to define the scope for the model. For instance, our proposed model assumes that individual mood will have positive and negative valence; and that such valence may arise due to various intra- and extra-organizational level variables, which cannot always be controlled by organizational level mechanisms.

Therefore, this limitation carves the way for motivation to influence the effect of mood on SE. Second, our model also assumes that, an individual will have at least one kind of motivation, hedonic or utilitarian, when he/she chooses to perform on a particular task. This contention is also in congruence with the popular literature on motivation which says that, motivation is the driving force (Zimbardo, 1998). Therefore, there would be either kind of driving force for an individual, hedonic or utilitarian. Third, the level of SE shall vary given the nature of task motivation and it may increase or decrease. This also means that SE cannot be considered as an all or none phenomenon; certainly it varies from low to high. Fourth, it seemed appropriate to state explicitly that the proposed framework talks about perceived SE and not about actual performance. This, however, should not be seen as a limitation, because SE has been positioned as an antecedent of performance in the extant literature (Gilson, Chow, & Feltz, 2012; Raub & Liao, 2012; Yang, Kim, & McFarland, 2011). Based on the above, we believe that the proposed model has significant implications for human resource practitioners.

First, from our perspective and as already delineated, on the basis of literature that, mood is nonstimulus specific (Batson et al., 1992; Chavez & Méndez, 2008; McGeer & McGeer, 1980) and is relatively lasting emotional state (Morgan et al., 1993). Given these properties of mood, it implies that the organization and managers may not be able to exert significant control on an employees' mood-state. However the managers can exert significant control on the nature of task that is assigned to a particular employee; and thus through this the influence of mood-state (mostly in case of negative mood) on SE can be moderated. Managers must understand that, employees' would differ in their choice of hedonic and utilitarian motivation for various tasks; therefore tasks should be assigned based on the individual's hedonic motivation. This will enable managers to overcome to some extent the detrimental effects of negative mood states.

Second, from our perspective, understanding of factors that influence an individual's SE, will help in increasing organizational efficiency. It would be a good idea to use measure of SE as one of the assessment tools during employee selection. Consequently, the organization should also account for its employees' choice of task motivation; this information/scores will be helpful in assignment of tasks to particular individuals.

Third, as noted, SE has numerous implications for training and organizational development (Gist, 1987). Our proposed framework suggests a step-ahead of the traditional ways to enhance employees' perceived SE. Reposing on some of the previous works that simply identify antecedents of SE (Kavanagh & Bower, 1985; Lee & Bobko, 1994; Tierney & Farmer, 2002; Tschannen-Moran & Hoy, 2007), we contend that, identification of the preferred task motivation of an individual employee shall render a critical tool in the hands of managers, as an intervention to enhance SE. This contention also has theoretical implications, as it identifies the nature of task motivation as an underlying mechanism for explaining the influence of mood-state on SE.

Finally, a broader significance of our proposed framework is that, it highlights the importance of SE, both for an employee as well as for the organization. Though it

stands out of the scope of this work, however, it has been significantly identified in the literature that, SE has several positive outcomes as types of satisfaction (Ellen, Bearden, & Sharma, 1991; Kim, Mone, & Kim, 2008), performance (Locke, Frederick, Lee, & Bobko, 1984; Raub & Liao, 2012; Walumbwa & Hartnell, 2011; Walumbwa, Mayer, Wang, Wang, Workman, & Christensen, 2011), organizational commitment (Coladarci, 1992). One significant understanding about "self-efficacy" that managers must understand is that, in order to improvise employees' behavior, individuals not only require knowledge and skills but belief in their own agency (Cervone, 2000), but it also seeks for capacity to change their behavior and improvise upon themselves (Karoly, 1993; Markus & Nurius, 1986). Therefore, if an organization has employees' who are high on SE with respect to their immediate job, then this has a positive effect on other attributes of this job as well.

In conclusion, this article proposes a four-quadrant framework, which suggests that the nature of task motivation (hedonic or utilitarian) moderates the relationship between mood and SE. Factors that motivate an employee have been categorized as hedonic and utilitarian. The variable of mood-state exists as a common phenomenon for almost every individual worker and as already discussed this is categorized as having negative and positive valences, that is, an employee can be in a state of positive or negative mood. Drawing implications on the basis of the predictor variable (mood-state) and the moderating variable (nature of task motivation) for the perceived levels of SE, it is purported that the nature of task motivation will moderate the effect of the experienced mood state on perceived SE. Thus general propositions stated earlier on basis of the four-quadrant framework, shall hold true in this context. Hence, it implies that for an employee to perceive an increase in SE he/she should be in a positive mood state and the nature of the task motivation should be hedonic (the fourth quadrant), this would be the best situation out of the available four conditions. The second best conditions available would be the "no effect condition," that is, (a) when hedonic nature of task motivation moderates between negative mood state and SE; and (b) when utilitarian nature of task motivation moderates between positive mood state and SE. The third condition is a negative condition, that is, when utilitarian nature of task motivation moderates between negative mood state and SE. As this is a negative condition, it should be strictly avoided to refrain from any kind of undesirable employee and organizational outcomes. Given such a negative condition the employee would perceive a decrease in his/her SE.

It is hoped that the proposed model will provide practical insights to the managers. However, it should be noted that the model is generic in nature and can be applied to any context, where the individual experiences a mood state, has perceptions about the levels of SE, and the task has a hedonic or a utilitarian motive.

Directions for Future Research

As a future endeavor, to test the proposed four-quadrant framework, a quasi-experimental design is suggested. The experiment would follow a factorial design, where the interaction between mood (positive, negative, neutral, and control) and motivation

(hedonic and utilitarian) will be observed on perceived self efficacy. The participants will be divided into four groups on basis of experimental intervention, namely, positive emotion group, negative emotion group, neutral emotion group, and control group. The first three groups will be shown positive, negative, and neutral video-clips respectively and the control group will not receive any experimental intervention. Similar method of mood-induction (i.e., using video-clips) has been used by many experimental studies (e.g., Fredrickson & Branigan, 2005; Hirt, Devers, & McCrea, 2008; Isen, Johnson, Mertz, & Robinson, 1985; Johnson & Fredrickson, 2005; Van der Stigchel, Imants, & Richard Ridderinkhof, 2011). For manipulation check of mood, PANAS (Positive and Negative Affect Schedule) by Watson and colleagues (Watson, Clark, & Tellegen, 1988), will be administered right after viewing the respective video clips during all the eight conditions. For measuring hedonic and utilitarian motivation, tasks will be selected according to the interest of each participant. A series of tasks with equal difficulty will be taken for the selection of hedonic and utilitarian task. Each participant will be asked to rate from least to most preferred task in terms of interest. The final choice of hedonic and utilitarian task will be done based on the respective participant's ratings.

First, the participants will be shown a video clipping, which will induce a mood state, then the members of each group will participate in a hedonically motivating task. This will be followed by a deliberate short break, in order to avoid any kind of inhibition or interference between the first (hedonic) and the second (utilitarian) task. In the next session, again a video clipping when be shown and then the subjects will participate in the utilitarian motivation task. In each case, perceived SE will be measured just after mood induction when the task scenario has been created. Self efficacy will be measured using self report scale. This is to specifically note that, SE will be measured when the participants are assigned the task; however, they will not be required to actually perform on the task. This is because we are concerned with assessing SE and not with the actual performance; on the one hand where former is an individual's belief about his or her ability to perform on a particular task, the latter is the actual measure of effectiveness when the task has been completed.

Finally, we call for extension of the framework proposed in this article, which currently limits its scope to understanding SE; researchers can identify how SE influences performance feedback and goal orientation. These two variables hold specific significance because, it would provide richer insights to the practicing managers and would also sensitize them to the implied advantages of identifying and managing their employees' SE.

Declaration of Conflicting Interests

The authors declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

Funding

The authors received no financial support for the research, authorship, and/or publication of this article.

References

Amar, A. D. (2004). Motivating knowledge workers to innovate: A model integrating motivation dynamics and antecedents. *European Journal of Innovation Management*, *7*(2), 89-101.

Ashkanasy, N. M. (2004). Emotion and performance. [Article]. *Human Performance*, *17*(2), 137-144.

Aspinwall, L. G. (1998). Rethinking the role of positive affect in self-regulation. *Motivation and Emotion*, *22*(1), 1-32.

Baas, M., De Dreu, C. K. W., & Nijstad, B. A. (2008). A meta-analysis of 25 years of mood-creativity research: Hedonic tone, activation, or regulatory focus? *Psychological Bulletin*, *134*, 779-806.

Babin, B. J., Darden, W. R., & Griffin, M. (1994). Work and/or fun: Measuring hedonic and utilitarian shopping value. *Journal of Consumer Research*, *20*, 644-656.

Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change. *Psychological Review*, *84*, 191-215.

Bandura, A. (1982). Self-efficacy mechanism in human agency. *American Psychologist*, *37*(2), 122-147.

Bandura, A., Adams, N. E., Hardy, A. B., & Howells, G. N. (1980). Tests of the generality of self-efficacy theory. *Cognitive Therapy and Research*, *4*(1), 39-66.

Bandura, A., & Locke, E. A. (2003). Negative self-efficacy and goal effects revisited. *Journal of Applied Psychology*, *88*(1), 87-99. doi:10.1037/0021-9010.88.1.87

Bandura, A., Reese, L., & Adams, N. E. (1982). Microanalysis of action and fear arousal as a function of differential levels of perceived self-efficacy. *Journal of Personality and Social Psychology*, *43*(1), 5-21. doi:10.1037/0022-3514.43.1.5

Bandura, A., & Schunk, D. H. (1981). Cultivating competence, self-efficacy, and intrinsic interest through proximal self-motivation. *Journal of Personality and Social Psychology*, *41*, 586-598. doi:10.1037/0022-3514.41.3.586

Baron, R. A. (1990). Environmentally induced positive affect: Its impact on self-efficacy, task performance, negotiation, and conflict1. *Journal of Applied Social Psychology*, *20*, 368-384.

Baron, R. A. (2001). *Psychology* (5th ed.). New Delhi, India: Dorling Kindersley (India) Pearson Education.

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, *51*, 1173-1182. doi:10.1037/0022-3514.51.6.1173

Batson, C. D., Shaw, L. L., & Oleson, K. C. (1992). Differentiating affect, mood, and emotion: Toward functionally based conceptual distinctions. In M. S. Clark (Ed.), *Review of personality and social psychology: Emotion* (pp. 294-326): Thousand Oaks, CA: Sage.

Beck, A. T. (1976). *Cognitive therapy and emotional disorders*. New York, NY: International Universities Press.

Behling, O., & Starke, F. A. (1973). The postulates of expectancy theory. *Academy of Management Journal*, *16*, 373-388.

Blaney, P. H. (1986). Affect and memory: A review. *Psychological Bulletin*, *99*, 229-246.

Bower, G. H. (1981). Mood and memory. *American Psychologist*, *36*(2), 129-148.

Cervone, D. (1989). Effects of envisioning future activities on self-efficacy judgments and motivation: An availability heuristic interpretation. *Cognitive Therapy and Research*, *13*, 247-261.

Cervone, D. (2000). Thinking about self-efficacy. *Behavior Modification*, *24*(1), 30-56.
Cervone, D., Kopp, D. A., Schaumann, L., & Scott, W. D. (1994). Mood, self-efficacy, and performance standards: Lower moods induce higher standards for performance. *Journal of Personality and Social Psychology*, *67*, 499-512.
Cervone, D., & Peake, P. K. (1986). Anchoring, efficacy, and action: The influence of judgmental heuristics on self-efficacy judgments and behavior. *Journal of Personality and Social Psychology*, *50*, 492-501.
Chavez, C. I., & Méndez, M. J. (2008). Mood, emotion, and affect in group performance: An experiential exercise. [Article]. *Organization Management Journal*, *5*(3), 153-166.
Chi, N.-W., Grandey, A. A., Diamond, J. A., & Krimmel, K. R. (2011). Want a tip? Service performance as a function of emotion regulation and extraversion. *Journal of Applied Psychology*. Advance online publication. doi:10.1037/a0022884
Childers, T. L., Carr, C. L., Peck, J., & Carson, S. (2001). Hedonic and utilitarian motivations for online retail shopping behavior. *Journal of Retailing*, *77*, 421.
Chitturi, R., Raghunathan, R., & Mahajan, V. (2008). Delight by design: The role of hedonic Versus utilitarian benefits. *Journal of Marketing*, *72*(3), 48-63. doi:10.1509/jmkg.72.3.48
Coladarci, T. (1992). Teachers' sense of efficacy and commitment to teaching. *Journal of Experimental Education*, *60*, 323-337.
Cunningham, M. R. (1988). What do you do when you're happy or blue? Mood, expectancies, and behavioral interest. *Motivation and Emotion*, *12*, 309-331.
Deci, E. L. (1976). *Intrinsic motivation*. London, UK: Plenum Press.
Ellen, P. S., Bearden, W. O., & Sharma, S. (1991). Resistance to technological innovations: An examination of the role of self-efficacy and performance satisfaction. *Journal of the Academy of Marketing Science*, *19*, 297.
Fredrickson, B. L., & Branigan, C. (2005). Positive emotions broaden the scope of attention and thought-action repertoires. *Cognition & Emotion*, *19*, 313-332.
Frijda, N. H. (1993). *Moods, emotion episodes, and emotions*. New York, NY: Guilford Press.
Gilson, T. A., Chow, G. M., & Feltz, D. L. (2012). Self-efficacy and athletic squat performance: Positive or negative influences at the within- and between-levels of analysis. *Journal of Applied Social Psychology*, *42*, 1467-1485.
Gist, M. E. (1987). Self-efficacy: Implications for organizational behavior and human resource management. [Article]. *Academy of Management Review*, *12*, 472-485.
Gist, M. E., & Mitchell, T. R. (1992). Self-efficacy: A theoretical analysis of its determinants and malleability. *The Academy of Management Review*, *17*(2), 183-211.
Gist, M. E., Schwoerer, C., & Rosen, B. (1989). Effects of alternative training methods on self-efficacy and performance in computer software training. *Journal of Applied Psychology*, *74*, 884-891.
Gottschalk, P. (2004). *Strategic knowledge management technology*. Hershey, PA: Idea Group Publishing.
Heller, W. (1993). Neuropsychological mechanisms of individual differences in emotion, personality, and arousal. *Neuropsychology*, *7*, 476-489.
Hirschman, E. C., & Holbrook, M. B. (1982). Hedonic consumption: Emerging concepts, methods and propositions. [Article]. *Journal of Marketing*, *46*(3), 92-101.
Hirt, E. R., Devers, E. E., & McCrea, S. M. (2008). I want to be creative: Exploring the role of hedonic contingency theory in the positive mood-cognitive flexibility link. *Journal of Personality and Social Psychology*, *94*, 214-230.

Isen, A. M., Johnson, M. M., Mertz, E., & Robinson, G. F. (1985). The influence of positive affect on the unusualness of word associations. *Journal of Personality and Social Psychology*, *48*, 1413-1426.

Isen, A. M., Shalker, T. E., Clark, M., & Karp, L. (1978). Affect, accessibility of material in memory, and behavior: A cognitive loop? *Journal of Personality and Social Psychology*, *36*(1), 1-12. doi:10.1037/0022-3514.36.1.1

Johnson, E. J., & Tversky, A. (1983). Affect, generalization, and the perception of risk. *Journal of Personality and Social Psychology*, *45*(1), 20-31.

Johnson, K. J., & Fredrickson, B. L. (2005). "We all look the same to me." *Psychological Science (Wiley-Blackwell)*, *16*, 875-881.

Karoly, P. (1993). Mechanisms of self-regulation: A systems view. *Annual Review of Psychology*, *44*(1), 23.

Kavanagh, D., & Hausfeld, S. (1986). Physical performance and self-efficacy under happy and sad moods. *Journal of Sport Psychology*, *8*(2), 112-123.

Kavanagh, D. J., & Bower, G. H. (1985). Mood and self-efficacy: Impact of joy and sadness on perceived capabilities. *Cognitive Therapy and Research*, *9*, 507-525.

Kim, D. (2006). Employee motivation: "Just ask your employees." *Seoul Journal of Business*, *12*(1), 19-35.

Kim, S., Mone, M. A., & Kim, S. (2008). Relationships among self-efficacy, pay-for-performance perceptions, and pay satisfaction: A Korean examination. *Human Performance*, *21*(2), 158-179.

Kivetz, R. (2000). Hedonic and utilitarian motivations in consumer choice. [Article]. *Advances in Consumer Research*, *27*(1), 286-286.

Kruglanski, A. W., Riter, A., Amitai, A., Margolin, B.-S., Shabtai, L., & Zaksh, D. (1975). Can money enhance intrinsic motivation? A test of the content-consequence hypothesis. *Journal of Personality and Social Psychology*, *31*, 744-750.

Kruglanski, A. W., Thompson, E. P., Higgins, E. T., Atash, M. N., Pierro, A., Shah, J. Y., & Spiegel, S. (2000). To "do the right thing" or to "just do it": Locomotion and assessment as distinct self-regulatory imperatives. *Journal of Personality and Social Psychology*, *79*, 793-815.

Lam, A., & Lambermont-Ford, J.-P. (2010). Knowledge sharing in organizational contexts: a motivation-based perspective. *Journal of Knowledge Management*, *14*(1), 51-66.

Lee, C., & Bobko, P. (1994). Self-efficacy beliefs: Comparison of five measures. *Journal of Applied Psychology*, *79*, 364-369.

Lindenberg, S. (2001). Intrinsic motivation in a new light. *Kyklos*, *54*, 317-342.

Locke, E. A., Frederick, E., Lee, C., & Bobko, P. (1984). Effect of self-efficacy, goals, and task strategies on task performance. *Journal of Applied Psychology*, *69*, 241-251.

Lyubomirsky, S., King, L., & Diener, E. (2005). The benefits of frequent positive affect: Does happiness lead to success? *Psychological Bulletin*, *131*, 803-855.

Mackie, D. M., & Worth, L. T. (1989). Processing deficits and the mediation of positive affect in persuasion. *Journal of Personality and Social Psychology*, *57*(1), 27-40.

MacLeod, C., & Campbell, L. (1992). Memory accessibility and probability judgments: An experimental evaluation of the availability heuristic. *Journal of Personality and Social Psychology*, *63*, 890-902.

Markus, H., & Nurius, P. (1986). Possible selves. *American Psychologist*, *41*, 954-969.

Masters, J. C., & Furman, W. (1976). Effects of affective states on noncontingent outcome expectancies and beliefs in internal or external control. *Developmental Psychology*, *12*, 481-482.

McColl-Kennedy, J. R., & Anderson, R. D. (2002). Impact of leadership style and emotions on subordinate performance. [Article]. *Leadership Quarterly*, *13*, 545.

McGeer, P. L., & McGeer, E. G. (1980). Chemistry of mood and emotion. [Article]. *Annual Review of Psychology*, *31*(1), 273-307.

McReynolds, P. (1971). *The nature and assessment of intrinsic motivation* (vol. 2). Palto Alto, CA: Science and Behavior Books.

Mitchell, T. R. (1974). Expectancy models of job satisfaction, occupational preference, and effort: A theoretical, methodological, and empirical appraisal. *Psychological Bulletin*, *81*, 1053-1077.

Morgan, C. T., King, R. A., Weisz, J. R., & Schopler, J. (1993). *Introduction to psychology* (7th ed.). New York, NY: Tata Mcgraw Hill Education.

Murray, B. D., Muscatell, K. A., & Kensinger, E. A. (2011). Effects of emotion and age on performance during a think/no-think memory task. *Psychology and Aging*, *26*, 940-955.

Newman, D. A., Joseph, D. L., & MacCann, C. (2010). Emotional intelligence and job performance: The importance of emotion regulation and emotional labor context. [Article]. *Industrial & Organizational Psychology*, *3*(2), 159-164.

Nonaka, I. (1991). The knowledge-creating company. *Harvard Business Review*, *69*, 96-104.

O'Curry, S., & Strahilevitz, M. (2001). Probability and mode of acquisition effects on choices between hedonic and utilitarian options. [Article]. *Marketing Letters*, *12*(1), 37-49.

Okada, E. M. (2005). Justification effects on consumer choice of hedonic and utilitarian goods. [Article]. *Journal of Marketing Research (JMR)*, *42*(1), 43-53.

Parrott, W. G. (2001). *Emotions in social psychology: Essential readings*. Philadelphia, PA: Psychology Press.

Peterson, C., & Seligman, M. E. (1984). Causal explanations as a risk factor for depression: Theory and evidence. *Psychological Review*, *91*, 347-374.

Pollach, I. (2011). The readership of corporate websites. *Journal of Business Communication*, *48*(1), 27-53.

Raub, S., & Liao, H. (2012). Doing the right thing without being told: Joint effects of initiative climate and general self-efficacy on employee proactive customer service performance. *Journal of Applied Psychology*, *97*, 651-667.

Russell, D., & McAuley, E. (1986). Causal attributions, causal dimensions, and affective reactions to success and failure. *Journal of Personality and Social Psychology*, *50*, 1174-1185.

Šajeva, S. (2007). Identifying factors affecting motivation and loyalty of knowledge workers. [Article]. *Economics and Management*, *12*, 643-652.

Salovey, P., & Birnbaum, D. (1989). Influence of mood on health-relevant cognitions. *Journal of Personality and Social Psychology*, *57*, 539-551.

Schwarz, N., Bless, H., Strack, F., Klumpp, G., Rittenauer-Schatka, H., & Simons, A. (1991). Ease of retrieval as information: Another look at the availability heuristic. *Journal of Personality and Social Psychology*, *61*, 195-202.

Spence, K. W., & Goldstein, H. (1961). Eyelid conditioning performance as a function of emotion-producing instructions. *Journal of Experimental Psychology*, *62*, 291-294.

Stajkovic, A. D., & Luthans, F. (1998). Self-efficacy and work-related performance: A meta-analysis. *Psychological Bulletin*, *124*, 240-261.

Staw, B. M. (1976). *Intrinsic and extrinsic motivation*. Morristown, NJ: General Learning Press.

Stenmark, D. (2000). *The role of intrinsic motivation when managing creative work*. Paper presented at the Management of Innovation and Technology. ICMIT 2000. Proceedings of the 2000 IEEE International Conference on (Vol. 1.). Goteborg, Sweden.

Tierney, P., & Farmer, S. M. (2002). Creative self-efficacy: Its potential antecedents and relationship to creative performance. *The Academy of Management Journal*, *45*, 1137-1148.

Tschannen-Moran, M., & Hoy, A. W. (2007). The differential antecedents of self-efficacy beliefs of novice and experienced teachers. *Teaching and Teacher Education*, *23*, 944-956.

Van der Stigchel, S., Imants, P., & Richard Ridderinkhof, K. (2011). Positive affect increases cognitive control in the antisaccade task. *Brain and Cognition*, *75*(2), 177-181.

Van Kleef, G. A., Homan, A. C., Beersma, B., & van Knippenberg, D. (2010). On angry leaders and agreeable followers: How leaders' emotions and followers' personalities shape motivation and team performance. *Psychological Science (Sage Publications Inc.)*, *21*, 1827-1834.

Vroom, V. H. (1964). *Work and motivation*. New York, NY: Wiley.

Walumbwa, F. O., & Hartnell, C. A. (2011). Understanding transformational leadership-employee performance links: The role of relational identification and self-efficacy. *Journal of Occupational & Organizational Psychology*, *84*(1), 153-172.

Walumbwa, F. O., Mayer, D. M., Wang, P., Wang, H., Workman, K., & Christensen, A. L. (2011). Linking ethical leadership to employee performance: The roles of leader–member exchange, self-efficacy, and organizational identification. *Organizational Behavior & Human Decision Processes*, *115*, 204-213.

Watson, D., Clark, L. A., & Tellegen, A. (1988). Development and validation of brief measures of positive and negative affect: The PANAS scales. *Journal of Personality and Social Psychology*, *54*, 1063-1070.

Watson, D., & Tellegen, A. (1985). Toward a consensual structure of mood. *Psychological Bulletin*, *98*, 219-235.

Wright, J., & Mischel, W. (1982). Influence of affect on cognitive social learning person variables. *Journal of Personality and Social Psychology*, *43*, 901-914.

Wright, W. F., & Bower, G. H. (1992). Mood effects on subjective probability assessment. *Organizational Behavior & Human Decision Processes*, *52*, 276-291.

Yang, B., Kim, Y., & McFarland, R. G. (2011). Individual differences and sales performance: A distal-proximal mediation model of self-efficacy, conscientiousness, and extraversion. *Journal of Personal Selling & Sales Management*, *31*, 371-382.

Zimbardo, P. G., & Gerrig, R. J. (1998). *Psychology and life* (15th ed.). New York, NY: Longman.

Author Biographies

Abhishek Kumar Totawar, is a visiting assistant professor in OB & HRM at the Indian Institute of Management, Tiruchirapalli. His areas of interests are organizational justice, quality of work life, psychological capital, and individual motivation. He has papers presented at conferences like Academy of Management, European Group of Organization Studies, International Congress of Psychology and so forth.

Ranjeet Nambudiri, is an associate professor in OB & HRM at the Indian Institute of Management, Indore. His research interests include trust and distrust related issues, justice issues during organizational change, managing organizational transformation, high-performance work systems, self-managed teams, and organizational commitment. Two of his cases are registered on Ivey Publishing and others are in advanced stages of review. He has presented papers at international (AOM, EGOS, ICP, EIASM, AAOM, AICSDR) and national conferences.