## CONTENTS

1. The History of Self-Determination Theory in Psychology and Management *Marylène Gagné* and *Edward L. Deci* 

# Part One • Conceptual Issues

- The Importance of Universal Psychological Needs for Understanding Motivation in the Workplace 13 Edward L. Deci and Richard M. Ryan
- 3. Employee Commitment, Motivation, and Engagement: Exploring the Links 33 *John P. Meyer*
- 4. Effective and Sustained Proactivity in the Workplace: A Self-Determination Theory Perspective 50

  Karoline Strauss and Sharon K. Parker
- A Behavioral Economics Perspective on the Overjustification
   Effect: Crowding-In and Crowding-Out of Intrinsic Motivation 72

   Antoinette Weibel, Meike Wiemann, and Margit Osterloh
- 6. Passion for Work: Determinants and Outcomes 85

  Robert J. Vallerand, Nathalie Houlfort, and Jacques Forest

### Part Two • Individual Considerations

- 7. The Foundation of Autonomous Motivation in the Workplace: An Attachment Perspective 109 Sigalit Ronen and Mario Mikulincer
- Contingent Self-Esteem: A Review and Applications to Organizational Research 127
   Lance Ferris
- 9. Person-Environment Fit and Self-Determination Theory 143
  Gary J. Greguras, James M. Diefendorff, Jacqueline Carpenter,
  and Christian Tröster

## Part Three • Organizational and Contextual Considerations

- 10. The Motivational Power of Job Design 165

  Marylène Gagné and Alexandra Panaccio
- 11. Leadership 181
  Stephanie L. Gilbert and E. Kevin Kelloway
- 12. Compensation and Work Motivation: Self-Determination Theory and the Paradigm of Motivation through Incentives 199

  Amar Fall and Patrice Roussel

13. Self-Determination Theory and Workplace Training and Development 218

Anders Dysvik and Bård Kuvaas

### Part Four • Outcomes of Work Motivation

- 14. Self-Determination and Job Stress 23 *Claude Fernet* and *Stéphanie Austin*
- Self-Determination as a Nutriment for Thriving: Building an Integrative Model of Human Growth at Work 245 Gretchen M. Spreitzer and Christine Porath
- 16. Emotional Labor through the Lens of Self-Determination Theory 259

  Michel Cossette
- Understanding Why Employees Behave Safely from a Self-Determination Theory Perspective 276
   Natasha Scott, Mark Fleming, and E. Kevin Kelloway
- Understanding Workplace Violence: The Contribution of Self-Determination Theory 295 Véronique Dagenais-Desmarais and François Courcy
- 19. Encouraging Environmental Actions in Employees and in the Working Environment: A Self-Determination Theory Perspective 314

  Luc G. Pelletier and Nicole M. Aitken
- 20. Translating Research Results in Economic Terms: An Application of Economic Utility Analysis Using SDT-Based Interventions 335

  Jacques Forest, Marie-Hélène Gilbert, Geneviève Beaulieu,
  Philippe LeBrock, and Marylène Gagné

#### Part Five • Domains of Application

- 21. Teacher Motivation 349 *Johnmarshall Reeve* and *Yu-Lan Su*
- 22. At the Interface of Work and Health: A Consideration of the Health Gradient using Self-Determination Theory 363

  Maynor G. González, Christopher P. Niemiec, and Geoffrey C. Williams
- 23. What is a Functional Relationship to Money and Possessions? 374

  Dan Stone
- Development, Changes and Consolidation of Values and Goals in Business and Law Schools: The Dual Valuing Process Model 386
   Frederick M. E. Grouzet
- 25. A Self-Determination Theory Approach to Goals 400 *Richard Koestner* and *Nora Hope*
- 26. Self-Determination Theory in the Work Domain: This is Just the Beginning 414 Marylène Gagné

Index 433