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**The Effects of Pre-rewards on  
Employees' Intrinsic Motivation and  
Performance**  
前置獎勵對員工內部動機及績效的影響

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## 摘要

工作動機的重要性毋庸置疑，一直是企業管理者關注的焦點問題，也是學界研究最多的課題之一（Pinder，2008）。動機，根據其來源的不同可以分為外部動機（extrinsic motivation）和內部動機（intrinsic motivation）。內部動機指由於自己的興趣和活動本身的樂趣而從事活動的動機；外部動機指為獲得活動所能帶來的另外結果而從事活動的動機（Ryan & Deci,2000）。內部動機比外部動機會使人在活動中體驗到更大的樂趣，更少的無聊，從而帶來更大的自發堅持性（voluntary persistence）（Czikmantor,2018）。那麼，如何有效地運用獎勵來提高員工的內部動機，進而提高工作績效呢？

傳統的獎勵是在員工超額完成任務之後給予的。因此，本研究將傳統的在員工超額完成任務之後才能拿到的獎勵，稱之為後置獎勵；相應地，本研究將在超額績效達成之前，就將這部分超額績效所應得到的獎勵預先發給員工的獎勵方法，稱之為前置獎勵。

本論文的主要內容包括：（1）前置獎勵是否能夠提高員工的工作績效？（2）前置獎勵是否會比後置獎勵更有效地提高員工的工作績效？（3）前置獎勵是否會比後置獎勵更有效地提高員工的內部動機？（4）內部動機是否在前置獎勵提高員工工作績效中起到中介作用？

本論文包含兩項研究。研究一為現場研究，在真實的管理情境中，以 142 名生產線上的工人為研究對象，考察了前置獎勵對員工工作績效的促進作用。結果發現，前置獎勵可以提高員工的工作績效；且前置獎勵比後置獎勵可以更有效地提高工作績效。研究二通過控制更嚴格的實驗室實驗，以 173 名大學生為被試，通過“找不同”的實驗任務，進一步考察了前置獎勵對績效的影

響，以及內部動機在前置獎勵提高工作績效中的中介作用。結果發現，前置獎勵比後置獎勵條件下的績效更好，與研究一的結果一致；前置獎勵比後置獎勵條件下的內部動機更強；內部動機與角色內績效之間存在正相關；內部動機在前置獎勵提高角色內績效的影響中起中介作用。

綜合以上兩項研究，本論文可以得到如下結論：(1) 前置獎勵可以提高工作績效；(2) 前置獎勵比後置獎勵更有效地提高工作績效；(3) 前置獎勵比後置獎勵更有效地提高內部動機；(4) 內部動機與績效之間存在顯著正相關；(5) 內部動機在前置獎勵提高績效中起中介作用。

本論文的理論價值體現在以下幾個方面：(1) 本文通過生產現場研究和實驗室實驗，比較了前置獎勵和後置獎勵對工作績效的影響效果，並進一步考察了這種影響通過內部動機產生作用的中介路徑，彌補了以往大多只關注後置獎勵的不足，拓展了關於獎勵的研究領域到前置獎勵。(2) 本論文以自我決定理論為基礎，考察了前置獎勵和後置獎勵對內部動機的影響，彌補了以往激勵研究中對個體在活動中基本心理需求滿足關注較少的不足。(3) 本論文從手段-目標融合理論的視角來考察前置獎勵和後置獎勵對內部動機的影響，彌補了國內關於內部動機的研究中較少關注手段與目標之間融合的不足，推動了獎勵對內部動機影響的研究。

本論文的實踐價值體現在以下幾個方面：(1) 本研究發現，前置獎勵比後置獎勵更有效地提高工作績效，為企業管理者在管理實踐中提高員工工作績效提供了一條有價值的新途徑，即可以應用前置獎勵。(2) 本研究發現前置獎勵比後置獎勵可以更有效地提高員工的內部動機，為企業管理者在管理實踐中如何激發員工的內部動機提供了新途徑。(3) 本研究發現內部動機在

前置獎勵提高工作績效的過程中起到中介作用，為企業管理者更好的理解前置獎勵如何提高員工工作績效提供了可能的解釋。

**關鍵詞：**後置獎勵 前置獎勵 內部動機 績效 自我決定理論 手段-目標融合理論

## Abstract

The work motivation of employees is of utmost important for enterprises. Work motivation can be categorized into extrinsic motivation and intrinsic motivation. *Extrinsic motivation* refers to the performance of an activity to attain some separable outcome, and *intrinsic motivation* refers to doing an activity for the inherent satisfaction of the activity itself (Ryan & Deci, 2000). Intrinsically motivated activities usually bring about pleasant experiences and voluntary persistence (Czikmantor, 2018). Thus, the intrinsic motivation of employees is very important. However, the issue of how employees' intrinsic motivation and job performance can be improved via rewards remains unanswered.

A reward is either a thing that you are given because you have done something good or a thing that you give to somebody else because they have done something good. In the present research, this traditional definition is labeled as a post-reward. In contrast, the present research proposes pre-rewards, i.e., rewards given to employees before they perform an extra-job performance.

The present research focuses on the following four questions: (1) Does a pre-reward increase the employees' performance? (2) Does a pre-reward increase the employees' performance more than a post-reward? (3) Does a pre-reward increase the employees' intrinsic motivation more than a post-reward? (4) Does intrinsic motivation mediate the effect of a pre-reward on performance?

Study 1 investigated the effect of pre-rewards and post-rewards on employee performance through a field study. All 142 employees were divided into two groups, i.e., the pre-reward condition and the post-reward condition. The results showed that a pre-reward increased employees' performance more than a post-reward.

Study 2 investigated the effect of pre-rewards and post-rewards on intrinsic motivation and performance by a laboratory experiment. All 173 participants were

divided into three groups, i.e., the pre-reward condition, the post-reward condition, and the control condition (no reward). The results showed that the performance in the pre-reward condition was higher than that in both the post-reward condition and the control condition, the intrinsic motivation in the pre-reward condition was higher than that in both the post-reward condition and the control condition, intrinsic motivation was positively correlated with performance, and intrinsic motivation partially mediated the effect of pre-rewards on performance.

Based on study 1 and study 2, the present research concluded that (1) a pre-reward increased employees' performance, (2) a pre-reward increased employees' performance more than a post-reward, (3) the intrinsic motivation of the pre-reward condition was higher than that of the post-reward condition, (4) intrinsic motivation was positively correlated with performance, and (5) intrinsic motivation mediated the effect of pre-rewards on performance.

The present research has important theoretical contributions and practical implications. The theoretical contributions include (1) that the present research explored the effect of pre-rewards on employees' performance and found that a pre-reward is more effective than a post-reward in improving performance, which extends the field of rewards to include pre-rewards. (2) Based on self-determination theory, the present research explored the effect of pre-rewards on intrinsic motivation, which addressed the importance of satisfying the basic psychological needs in promoting intrinsic motivation. (3) Based on the means-ends fusion theory, the present research explored the effect of pre-rewards on intrinsic motivation, which addressed the importance of strengthening the fusion between activities (means) and rewards (ends) in promoting intrinsic motivation.

The practical contributions of this study include (1) the provision of

enterprises with a new effective reward type known as pre-rewards, i.e., rewards that can be given to employees before an extra-job performance is performed, which thereby promotes employee performance. (2) The present research also provides a method to promote employees' intrinsic motivation, i.e., pre-rewards. (3) In addition, the present research helps enterprise managers understand how pre-rewards promote performance.

**Keywords:** Post-reward, Pre-reward, Intrinsic motivation, Performance, Self-determination theory, Means-ends fusion theory

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