

GENDERED MOTIVATIONAL VALUES EFFECTS AND ACADEMIC JOB PERFORMANCE: IMPLICATIONS FOR MANAGEMENT THEORY AND PRACTICE

Prof. Chris Callaghan

School of Economic and Business Sciences

University of the Witwatersrand

E-mail: chris.callaghan@wits.ac.za

Little research to date has focused on motivational values of academics, and potential gender differences in relationships between motivational values and job performance in the form of research productivity. Kuhn has argued research output can be fundamentally non-innovative, due to shared values of academics which constrain innovation. Similarly, Lakatos has raised related concerns. This study samples academic staff of a large South African University, and applying multiple linear regression and structural equation modelling techniques tests predictions of motivational values theory. Findings indicate motivational values of *security* (non-innovative) are associated with higher research productivity (moderated by gender), yet *hedonism* (self-oriented) and *benevolence* (self-transcendent) values are both negatively associated. Associations of innovative values such as self-direction with research productivity are not found to be significant. Findings suggest it is possible male academics who are more sensitive to uncertainty and safety issues may be producing significantly higher volumes of research in this context.