



**Awakening self-motivation in social service workers:  
The interconnectedness of seeking and receiving feedback**

by

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# PRESENTATION OUTLINE

- ❑ **Introduction**
- ❑ **Goal-related Feedback**
- ❑ **Self-Regulation**
- ❑ **Hypotheses / Method**
- ❑ **Results / Discussion**
- ❑ **Limitations**
- ❑ **Conclusion**



# INTRODUCTION

## □ **Social work literature<sup>1,2</sup>**

- Focuses on negative work outcomes (e.g., job strain) and workplace characteristics (e.g., social support, org. culture/ climate)
- Primarily deficit-based, rather than strength-based; “person” in the P-E equation is passive
- Overlooks proactive worker behaviors (e.g., seeking feedback) and positive worker outcomes (e.g., motivation)



□ **Proactive behaviors**

-Anticipatory actions that impact oneself or environment<sup>3</sup>:

personal initiative      preventative problem solving  
taking charge

-Demanding and uncertain environments require proactive behaviors for successful<sup>4</sup>:

adaptation                      innovation  
planning

# SEEKING FEEDBACK





□ **Seeking feedback**<sup>5</sup>

-Conscious effort toward determining the correctness and adequacy of behaviors

-Motives:

ego-based: protects self-esteem

image-based: protects reputation

**goal-related:** achieve desired goal (instrumental)

-SGF is absent from social work literature<sup>6</sup>

# GOAL-RELATED FEEDBACK





□ **Goal-related (or instrumental) feedback<sup>7</sup>**

-Information that helps one to attain a desired outcome

-Multi-dimensional construct

**process feedback** (correct methods/strategies)

**outcome feedback** (progress toward desired results)

-Not “positive” or “negative” feedback



# THEORETICAL FRAMEWORK

## □ Self-regulation<sup>8</sup>





## HYPOTHESES

- **H<sub>1</sub> - Goal striving:** RGF mediates SGF' s relationship with WM

-SGF / RGF:

enhances knowledge gains / skill development;  
heightens competency beliefs/ outcome expectancies;  
strengthens job mastery;  
increase internal motivation

-Theories: social cognitive<sup>9</sup>, action regulation<sup>10</sup>

- 
- **H<sub>2</sub> - Goal evaluation:** SGF moderates RGF' s relationship with WM

-SGF / RGF allows one to obtain precise information on

adequacy of goal progress;  
effective adjustments of effort / strategies;  
furthers goal attainment;  
increases internal motivation

-Theories: social cognitive<sup>11</sup>, action regulation<sup>12</sup>



## METHOD

- ❑ **Survey:** Dillman's survey method<sup>13</sup>

- ❑ **Samples:**

  - 349-child welfare case managers, NYS (83%)

  - 457-public assistance case managers, NYS (70%)

  - 503-non-profit managers / direct service, NYC (77%)

  - 320-child care / juvenile detention, Jordan (96%)



- **Measures**

- High work arousal (3-, 4-items)<sup>14</sup>

- Seeking goal-related feedback (4-items)<sup>15</sup>

- Receiving goal-related feedback (4-, 6-, 8-items)<sup>16</sup>

- **Statistical Analyses**

- Hypothesis 1: mediation analyses in AMOS 18.0<sup>17</sup>

- Hypothesis 2: hierarchal moderated multiple regression  
in SPSS 18.0<sup>18</sup>

## RESULTS

### □ H<sub>1</sub>: Complete mediation

-Two conditions required<sup>19</sup>

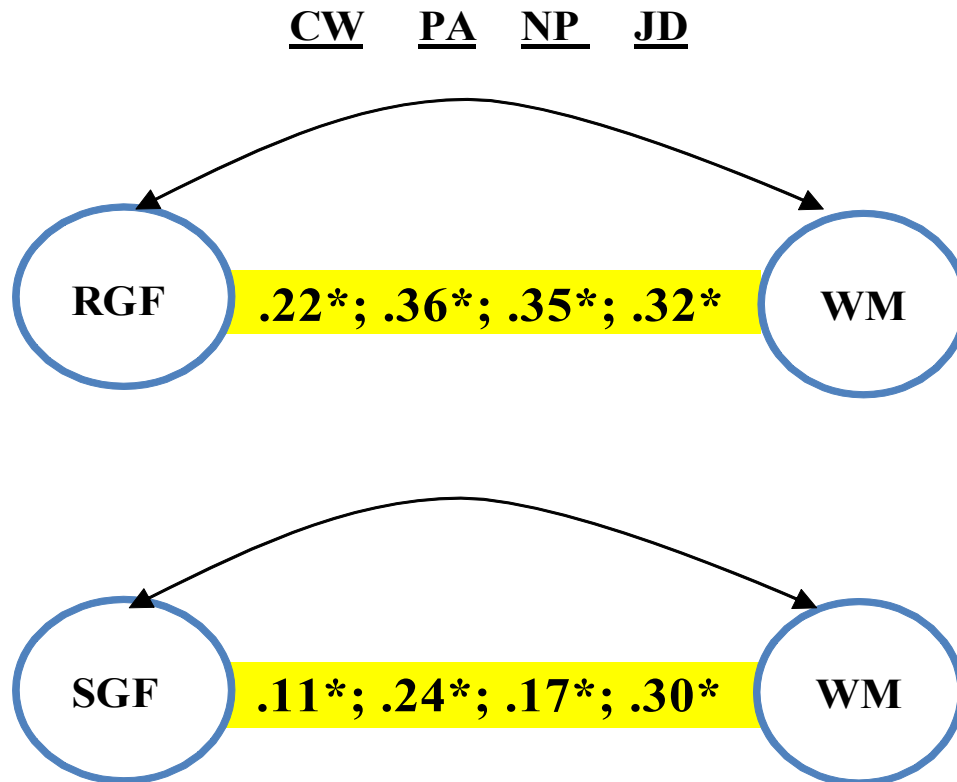
condition 1: WM and RGF ( $r < .05$ )

WM and SGF ( $r < .05$ )

condition 2: “\*” direct path for RGF

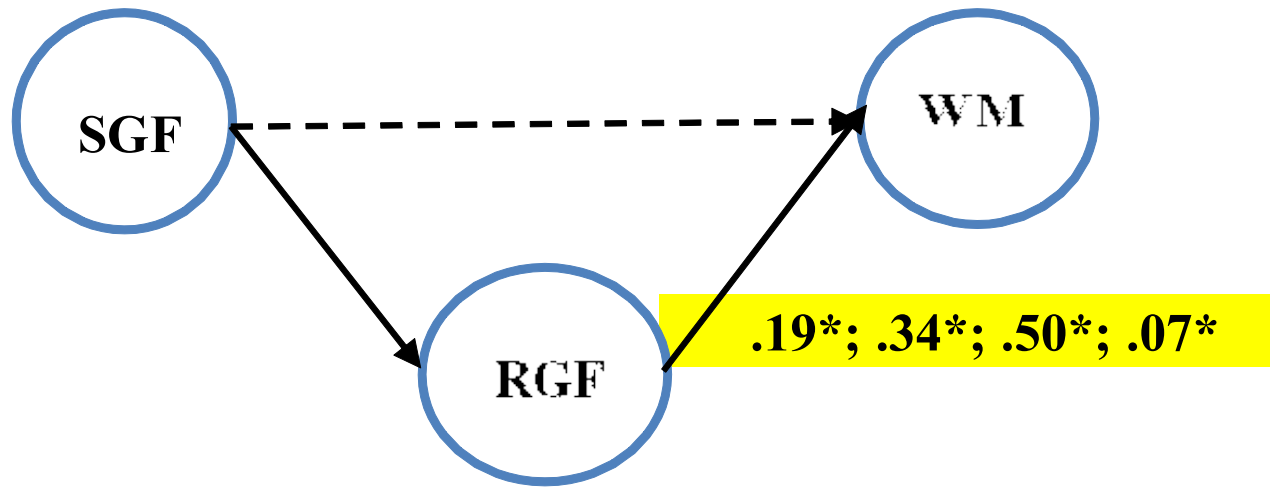
“*n.s.*” direct path for SGF

□ Condition 1



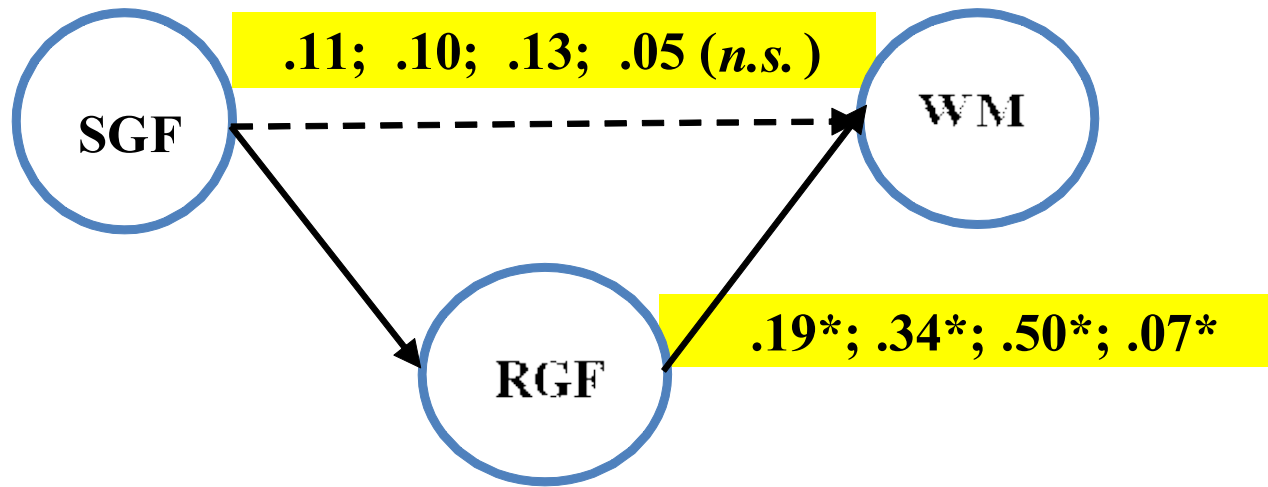
\* p < .05

□ Condition 2



\*  $p < .05$





\*  $p < .05$



□ **H<sub>2</sub>: Moderation**

-Significant two-way interaction

Public assistance:  $\beta = .13^*$ ;  $R^2 = 13\%$

Not-for-profit:  $\beta = .10^*$ ;  $R^2 = 12\%$

-Nonsignificant two-way interaction

Child welfare:  $\beta = .05$

Jordan:  $\beta = -.01$



## DISCUSSION

- First studies to demonstrate that SGF's relationship with WM is **mediated** by RGF
- First two studies to provide evidence that RGF relationship is **moderated** by SGF
  - PA and NP samples (support)
  - CW and Jordan samples (no support)

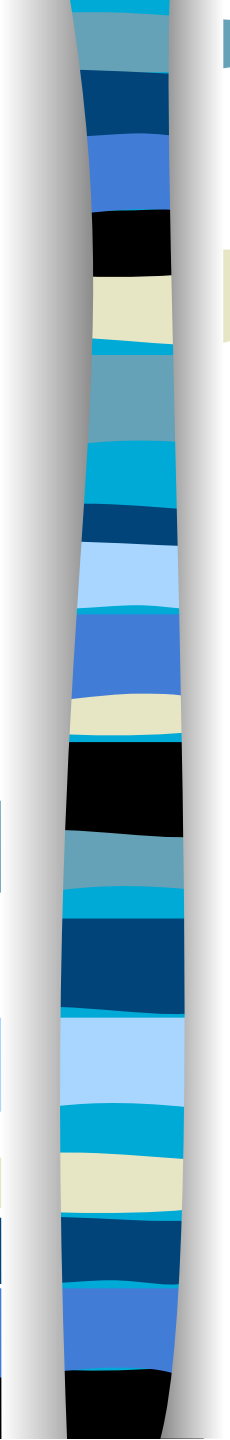


**Why a nonsignificant two-way interaction for:**

**Child welfare sample?**

# Uncertainty, Responsibility, & Life-threatening Consequences<sup>22</sup>





**Why a nonsignificant two-way interaction for:**

**Jordan sample?**

## Great Need & Scarce Resources<sup>24</sup>



# Maslow's Need Hierarchy<sup>25</sup>







## IMPLICATIONS

- ❑ SGF/RGF cost effective strategies for enhancing WM
  - motivation via job mastery
  - motivation via goal attainment (contextual factors)
- ❑ Institutionalize channels for effective SGF and RGF<sup>26</sup>
- ❑ Train managers and direct service workers on seeking and giving GF within a self-regulation framework<sup>27</sup>



## CONCLUSION

- ❑ Social work researchers have overlooked positive worker outcomes and proactive work behaviors<sup>28</sup>
- ❑ Social service workers need to be viewed as proactive goal-directed beings
- ❑ Coupling SGF / RGF within a self-regulatory framework is a cost effective strategy for facilitating WM



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**(Please, NO feedback on this presentation...Thank you!)**