



Contents lists available at ScienceDirect

Journal of Business Research



The effect of apathetic motivation on employees' intentions to use social media for businesses

Jared M. Hansen^{a,*}, Michael A. Levin^b

^a Belk College of Business, University of North Carolina Charlotte, 9201 University City Blvd, Charlotte, NC 28223-001, United States

^b Department of Business, Accounting, and Economics, Otterbein University, 1 S. Grove St., Westerville, OH 43081, United States

ARTICLE INFO

Article history:

Received 21 June 2013

Received in revised form 14 June 2016

Accepted 15 June 2016

Available online xxxx

Keywords:

Apathetic motivation

Intrinsic motivation

Extrinsic motivation

Social media technology business usage

Employee job-role blogging

Facebook customer marketing

ABSTRACT

Businesses benefit when employees use social-media technologies to connect with stakeholders, but extant evidence indicates mixed results in getting employees to do it. We propose part of the explanation stems from apathetic motivation among employees; we investigate whether apathetic motivation appears at the other end of the spectrum of intrinsic and extrinsic motivations, or whether it varies independent of other motivations. We find evidence that apathetic, intrinsic, and extrinsic motivations appear as distinct motivations and can all coexist at times—that some individuals who report high intrinsic or extrinsic motivations also report high apathetic motivation, and there are significant interaction terms. Furthermore, the relationship between intention to use and actual usage appears to be amplified in the case of individuals in marketing/sales versus diminished in the case of individuals in other departments, consistent with the idea that the customer-facing nature of some jobs impacts intention to use social media technologies.

© 2016 Elsevier Inc. All rights reserved.

1. Introduction

Motivation has been broadly characterized as one of the more powerful predictors of human behavior—a key predictor of performance for practitioners and a crucial element in creating theories of behavior for theorists (Steers, Mowday, & Shapiro, 2004). Thus, it is not surprising that motivation appears in a variety of discipline journals (e.g., Davis, Bagozzi, & Warshaw, 1992; Fitzmaurice, 2005; Levin & Hansen, 2008; Miao & Evans, 2007), nor that business researchers and managers have great interest in understanding individuals' motivation to use social media and mobile technologies on behalf of businesses (e.g., Leftheriotis & Giannakos, 2014; Levin, Hansen, & Laverie, 2012).

While most research studies and textbooks continue to treat motivation as a bi-dimensional construct (comprised of extrinsic motivation and intrinsic motivation), a few studies have suggested a third form of motivation—apathetic motivation (e.g., Deci & Ryan, 2002; Levin et al., 2012; Vallerand, Fortier, & Guay, 1997). Apathetic motivation is defined as a lack of interest or enthusiasm in a particular task or topic. Reasons for its presence could include lack of confidence in the ability to perform a task and/or lack of belief in materialization of the desired outcomes. We find it fascinating that there appears to be a prevailing view in research that a “lack of interest” is treated as equivalent to a “lack of

motivation” in the conceptual discussion, scaling, and analysis in most research studies that mention it. Verily, we disagree with that treatment. We argue that apathetic motivation is not simply the absence of other motivations. Rather, we posit that the lack of interest or enthusiasm is independent of intrinsic and extrinsic motivations. Indeed, we propose that what many have considered to be a single phenomenon (compounding motivations and amotivations) is actually multiple distinct phenomena, as specified in the next paragraph.

Consequently, the purpose of this research is to outline and investigate the hypothesis that apathetic motivation can exist simultaneously with extrinsic motivation and/or intrinsic motivation—with the goal of improving our understanding of why some intrinsically or extrinsically motivated workers do not act on those motivations in the important context of using social media for businesses. Adopting that goal, the contribution of this article to the existing motivation literature is the first empirical investigation containing joint examination of (1) apathetic motivation's direct contribution to behavioral intention *independent* of extrinsic and intrinsic motivations' contributions; (2) potential *interactions* of apathetic motivation with (a) extrinsic or intrinsic motivation on intention to use or (b) intention to use on actual usage or outcomes; and (3) *interactions* between intention to use social media technologies based on the combined motivations and employee job roles (i.e., moderated moderation).

In the next sections, we provide reasoning for our assertions and subsequent examination of hypotheses through empirical examination. The first section reviews extant research and provides hypotheses. The

* Corresponding author.

E-mail addresses: jared.hansen@uncc.edu (J.M. Hansen), mlevin@otterbein.edu (M.A. Levin).

second section describes an empirical study. The third section presents analysis and interpretation. The fourth and final section outlines an agenda for future research.

2. Conceptual background

In this section we outline the results of extant research on relationships between motivation types, intention to use, usage, and outcomes of usage in combination with descriptions of our proposed logic, resulting in the theorized model illustrated in Fig. 1.

2.1. Extrinsic motivation

Extrinsic motivation refers to “performing an activity as a means to an end; that is, to achieve a potentially desired outcome or reward.” Outcomes and rewards can be tangible, such as a monetary bonus, certificate, prize, award, etc., or intangible such as a skill that is perceived to be useful or needed in the future or that improves one’s social standing, etc. (Davis et al., 1992; Porter & Lawler, 1968; Vallerand et al., 1992). Drawing on expectancy theory, as the individual’s degree of extrinsic motivation increases, the individual’s degree of value derived from the performance of the behavior should increase as mediated by the intention to perform the behavior and the actual performance of the behavior (Vroom, 1964). In short, extrinsic motivation should increase behavioral intention. Extant empirical business research finds a positive relationship between extrinsic motivation and behavioral intention (see, e.g., Hansen & Levin, 2010; Levin et al., 2012). Thus, we expect individuals with higher degrees of extrinsic motivation to be more likely to use social media technology on behalf of the business.

H1. Extrinsic motivation has a significant positive effect on a person’s intention to use social media technologies on behalf of the business.

2.2. Intrinsic motivation

Intrinsic motivation refers to “performing an activity for the inherent enjoyment, pleasure, or satisfaction derived from the activity” (Davis et al., 1992; Levin et al., 2012; Vallerand et al., 1992). An individual with higher degrees of intrinsic motivation develops skills and

knowledge through his or her personal volition, and such individuals enjoy performing activities without the presence of any extrinsic rewards or punishments (Hansen & Levin, 2010). Drawing on expectancy theory, as the individual’s degree of intrinsic motivation increases, the individual’s degree of value derived from the performance of the behavior should increase as mediated by the intention to perform the behavior and the actual performance of the behavior (Vroom, 1964). Consistent with self-determination theory (Deci, Connell, & Ryan, 1989), intrinsic motivation is also expected to correspond positively with extrinsic motivation; this theorized relationship has been supported in prior research (Levin et al., 2012). In summary, we posit that employees who simply enjoy performing this task are more likely to intend to use the social media technology for the business.

H2. Intrinsic motivation has a significant positive effect on a person’s intention to use social media technology on behalf of the business.

2.3. Apathetic motivation

A small but growing stream of research is arguing for the role of apathetic motivation as a predictor of actual behavior (e.g., Baker, 2004; Deci & Ryan, 2002; Levin et al., 2012; Ryan & Deci, 2000; Vallerand et al., 1992, 1997). Consistent with past research and as stated in the introduction, we define apathetic motivation as a lack of interest or enthusiasm for performing a specific task or activity. A lack of interest or enthusiasm, as a negative valence, should work against a positive intention to use the technology on behalf of the business. Thus,

H3. Apathetic motivation has a significant negative effect on a person’s intention to use social media on behalf of the business.

However, in contrast to the extant literature, we argue that a lack of interest or enthusiasm for performing does not in itself *necessitate* a lack of extrinsic or intrinsic motivation. Rather, reasons for the apathetic motivation could include, among other reasons, a lack of confidence, fear, or disbelief in either ability to perform the tasks (e.g., incompetence, lack of necessary resources) or materialization of the desired outcomes (e.g., uncontrollability of results, distrust of management to follow through on promises).

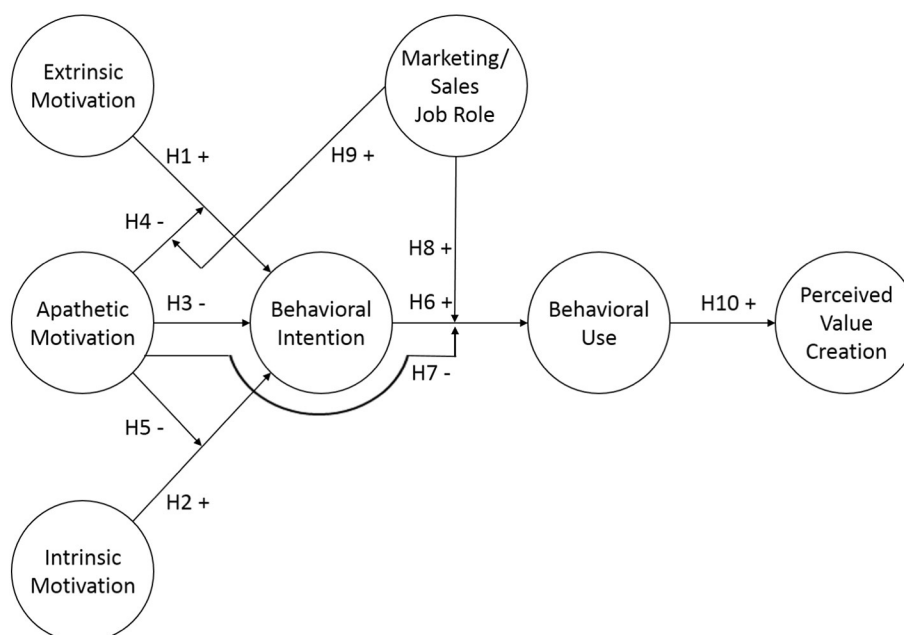


Fig. 1. Theorized model.

Thus, our definition of apathetic motivation is consistent with the apathetic motivation concept of prior research; however, our interpretation of the definition is distinct from the interpretation of the majority of articles that include coverage of apathetic motivation. To date, existing studies that include apathetic motivation either explicitly or implicitly infer that apathetic motivation (abbreviated as amotivation) equates to a lack of extrinsic and intrinsic motivations. For example, Baker (2004, p. 197) notes in reference to prior literature, “[w]ithin self-determination theory, amotivation refers to the absence of motivation.” Likewise, Vallerand et al. (1992, p. 1007) state, “individuals are amotivated when they do not perceive contingencies between outcomes and their own actions. They are neither intrinsically or extrinsically motivated.” And the same distinction carries over to the empirical modeling as well. For example, studies such as Cadwallader, Jarvis, Bitner, and Ostrom (2010) and Vallerand et al. (1997) include scale items related to apathetic motivation that are combined with both intrinsic and extrinsic scale items to form composite variables focused on particular topics. A few researchers such as Baker (2004) or Levin et al. (2012) discuss and include apathetic motivation as a separate construct from intrinsic and extrinsic motivation with main effects on behavioral intention or use. However, their examinations do not delve into detailed examination of the possibility that apathetic motivation could actually coexist with intrinsic or extrinsic motivations at times.

Our conceptualization and resulting definition of the theoretical consequences of the definition permits the observation that an individual could still engage in the task or activity, but would do so without a sense of purpose. Furthermore, our conceptualization encompasses the occasion wherein an individual could experience a sense of inertia in which *regardless* of enjoyment or desire for potential reward, the individual remains indifferent to performing the task or activity such as using social media technology. It also accounts for the context in which a person could possess high intrinsic and/or extrinsic motivation and yet not act on those motivations—such as people who do not go to the gym at the start of the New Year despite a strong desire to do so or individuals who stop going shortly thereafter (e.g., Levin & Hansen, 2008). In any of these situations, it is possible for apathetic motivation and intrinsic or extrinsic motivations to coexist, and thus interact with each other. Or in other words, the presence of apathetic motivation might diminish the effects of the other motivations for some individuals. Thus,

H4. Apathetic motivation diminishes (i.e., has a significant negative moderating effect on) the relationship between extrinsic motivation and behavioral intention to use social media on behalf of the business.

H5. Apathetic motivation diminishes (i.e., has a significant negative moderating effect on) the relationship between intrinsic motivation and behavioral intention to use social media on behalf of the business.

2.4. Behavioral intention and behavioral usage

The relationship between behavioral intention and behavioral usage deviates between existing motivation research studies. One stream of research finds a positive relationship between behavioral intention and behavioral usage (Davis et al., 1992; Taylor & Todd, 1995). In contrast, another stream finds a weak relationship (Chandon, Morwitz, & Reinartz, 2005; Levin & Hansen, 2008; Sheppard, Hartwick, & Warshaw, 1988). Reconciling the different findings, apathetic motivation could be a contributing factor to the fluctuating relationships. We believe that including apathetic motivation in the model might account for some of the difference in findings. We propose that controlling for apathetic motivation, the relationship between behavioral intention and usage is positive.

H6. Behavioral intention has a significant positive effect on behavioral usage of social media technology.

However, as requested by an anonymous reviewer we also recognize and posit the possibility that apathetic motivation might moderate the relationship between behavioral intention and behavioral usage.

H7. Apathetic motivation diminishes (i.e., has a significant negative moderating effect on) the relationship between a person's intention to use social media on behalf of the business and their actual usage.

2.5. Employee job role

We propose that part of the explanation why some employees use social media technology on behalf of the organization less than other employees could be their job role/focus, specifically regarding the difference in the “customer-facing” nature of their jobs (e.g., Bloch & Richins, 1986). Engaging in discussion with consumers in social media on behalf of a business is inherently a marketing/sales activity. And while some may agree with the concept espoused by Peter Drucker that firms do two things—innovation and marketing, the reality exists that goals and mentalities can differ across the organization's departments or within a company's strategic business units (e.g., Kahn & Mentzer, 1994). As stated by Dougherty (1992, p. 179), different departments can be viewed as “different thought worlds.” Indeed, we note that a common sample focus of the motivation model in business research is that of sales or marketing employees (Miao, Evans, & Zou, 2007).

Thus, while a business may hope that all of its employees would equally engage in social media discussions about the organization, we posit that individuals in marketing and sales-related positions are more likely to act on intentions to engage in social media technology usage. Indeed, the marketing and sales employees might frequently use social media technology because they perceive an expectation to do so. That is, the technology would appear to be crucial to performing their jobs, perhaps even mandatory at times (Levin et al., 2012). Conversely, other employees might infrequently use social media technology because they perceive a lack of expectation to use it. In short, the technology is not crucial to performing their jobs. Another supporting logic is that employees who have more direct interaction with customers, such as employees in marketing, sales, and customer service, are more likely to act on positive intentions and more likely to obtain sought-after outcomes from usage of social media technologies that communicate with customers.

For example, Walmart's <http://blog.walmart.com/> is open for all corporate employees to use. However, examination reveals that most of the retailer's employees using this particular social media technology are employees whose jobs need or benefit from direct contact with customers (e.g., corporate buyers, marketing managers, and new product development managers, etc.). This pattern of social media technology usage suggests behavioral intentions could lead to usage across employees, but it appears more likely that usage is driven by employees who maintain marketing/sales responsibilities. Thus, we introduce our moderating hypothesis:

H8. The significant positive effect of behavioral intention on behavioral usage of social media technology is amplified (i.e., more positive) for employees who have marketing/sales job roles versus for employees who have other job roles.

Drawing upon the logic presented in the previous paragraphs, we also propose that job roles might also impact how apathetic motivation interacts with extrinsic motivation on behavioral intention. In short, it might have some level of moderation effect on the moderation hypotheses in which higher extrinsic motivation is more likely to overcome higher apathetic motivation in employees in customer-facing jobs, while conversely, higher apathetic motivation might overcome higher

extrinsic motivation in employees in non-customer-facing jobs. Stated formally, this takes the moderated moderation hypothesis form:

H9. The proposed apathetic moderation effect on extrinsic motivation's impact on behavioral intention is moderated to some level by whether the employee has a marketing/sales job role or a different job role.

2.6. Perceived value generated by social media technology usage

Research has recently examined the effects of behavioral usage on the possible gains from using technology (e.g., Ahearne, Hughes, & Schillewaert, 2007; Ahearne, Jones, Rapp, & Matieu, 2008; Ahearne, Srinivasan, & Weinstein, 2004). Larpsiri and Speece (2004) find salespeople perceive greater productivity and competitiveness from the use of specific sales force automation technology. Furthermore, Engle and Barnes (2000) note that when there is internal sharing of information between managers and sales representatives the sales representatives perceive they can better (1) understand customers' needs and (2) meet managers' demands. Using technology, individuals perceive an increase in knowledge, participation, and objectives achieved. Thus, we propose that the use of marketing-related social media technology will positively affect the perceived value creation.

H10. Behavioral usage of social media technology has a significant positive effect on perceived value creation.

3. Method

3.1. Sampling and study design

The primary empirical investigation is a cross-sectional sample of 210 individuals who have been working for one to five years following completion of a business degree. A description in the appendix of another sample provides longitudinal corroboration. As to the primary investigation, we sent an email to business school alumni from two universities (one in Ohio, one in North Carolina) who had graduated within the last five years, inviting them to participate in an online survey about social media and the workplace. Survey scale items are shown in Table 1. We received a total of 210 responses out of approximately 700 invited individuals, resulting in a 30% response rate. There was no evidence of nonresponse bias per examination of scale item sample moments (Hansen & Smith, 2012). According to survey response information, respondents were 41% female (123 males, 87 females). Also, approximately 65% (136 of 210) were located in field operations facilities across nine U.S. states (AL, CA, IL, MI, NE, NY, NC, OH, TN) with the other 35% located at corporate headquarters (74 of 210) in the same states. Approximately 51% of respondents worked in marketing/new product development/sales, with the other 49% working in non-marketing/non-sales departments (i.e., finance, logistics, human resources, engineering, legal, accounting, information systems).

3.2. Design and measures

We selected Facebook as the form of social media marketing technology to be investigated in the survey because it is one of the leading, largest platforms on the market with a reach of over one billion users, and many firms have launched Facebook pages. Survey questions (7-point Likert format: Strongly Disagree 1, 2, 3, 4, 5, 6, 7 Strongly Agree) related to extrinsic motivation, intrinsic motivation, and apathetic motivation were adapted from Levin et al. (2012) and Vallerand et al. (1992); behavioral intention from Davis et al. (1992); and two additional scale items for extrinsic motivation that focus on improving the employee's manager's positive affect and three additional scale items for apathetic motivation. Four scale items for value creation were adapted from Clarke, Flaherty, and Mottner (2001) to match the

Table 1
Motivation constructs for business employees exhibit reliability and convergent validity.

| Construct | Mean | S.D. | Loading |
|--|------|------|---------|
| <i>Extrinsic motivation (reliability 0.98, AVE 0.89, alpha 0.97)</i> | | | |
| I feel that commenting about my company on social media will... | | | |
| ...increase my value to my employer | 3.3 | 1.8 | 0.92 |
| ...improve my next job evaluation | 3.1 | 1.7 | 0.90 |
| ...improve my chances of receiving a raise | 2.8 | 1.7 | 0.90 |
| ...make my manager happier with my overall performance | 3.2 | 1.9 | 0.94 |
| ...help maintain my manager's positive mood with me by participating on social media | 3.2 | 1.9 | 0.94 |
| <i>Intrinsic motivation (reliability 0.99, AVE 0.98, alpha 0.99)</i> | | | |
| I feel that commenting about my company on social media... | | | |
| ...is enjoyable | 3.5 | 1.6 | 0.98 |
| ...is pleasant | 3.4 | 1.7 | 0.97 |
| ...is fun | 3.3 | 1.7 | 0.97 |
| ...is inherently rewarding | 3.4 | 1.8 | 0.92 |
| <i>Apathetic motivation (reliability 0.94, AVE 0.71, alpha 0.93)</i> | | | |
| To what extent do you agree that... | | | |
| ...I just don't feel like participating regardless of my other motivations | 4.0 | 1.7 | 0.85 |
| ...I still feel inertia toward doing it | 3.7 | 1.5 | 0.62 |
| ...spending time talking online about my company is probably a waste of my time | 4.1 | 1.8 | 0.82 |
| ...I see little or no real reason to participate in talking online about my company | 4.4 | 1.9 | 0.75 |
| ...I will probably not gain the hoped for benefits from doing it | 4.6 | 1.8 | 0.88 |
| ...I have better things to do with my time | 4.7 | 1.8 | 0.83 |
| <i>Behavioral intention (reliability 0.99, AVE 0.99, alpha 0.99)</i> | | | |
| ...I intend to spending time each week talking about my company on social media | | | |
| ...I plan to set aside some time each week to talk about my company on social media | 2.3 | 1.5 | 0.97 |
| ...I desire to spend some time each week talking about my company on social media | 2.5 | 1.7 | 0.94 |
| <i>Subjective outcome (reliability 0.98, AVE 0.86, alpha = 0.97)</i> | | | |
| Using social media to talk about the company in the past has improved... | | | |
| ...my level of knowledge about how customers view the company | 3.6 | 1.9 | 0.88 |
| ...the development of my business skills | 3.2 | 1.8 | 0.89 |
| ...my ability to apply the learnings to other areas of my job | 3.2 | 1.8 | 0.92 |
| ...my understanding of how the company works and its strengths | 3.3 | 1.8 | 0.91 |
| ...my personal enjoyment | 3.1 | 1.8 | 0.91 |
| ...my general feeling of satisfaction | 3.3 | 1.8 | 0.93 |

Note: Constructs are measured using 7-point scales as described in more detail in the text.

context, and two additional scale items were included. All questions except for behavioral usage were measured using multi-item Likert scale (scale end points: 1 = strongly disagree to 7 = strongly agree). The items and detailed psychographic properties for measuring the constructs appear in Table 1.

Behavioral usage, which reflects the specific task of using Facebook on behalf of the business, was measured using self-reported frequency of postings on a 7-point scale (Almost Never 1, 2, 3, 4, 5, 6, 7 Almost Always). The marketing/sales vs. non-marketing/non-sales job role moderator was calculated by multiplying the behavioral intention scale items by the major categorical moderator assignments (0 = non-marketing/non-sales related job role vs. 1 = marketing/sales-related job role).

3.3. Analysis

We used SmartPLS 2.0 software (Ringle, Wende, & Will, 2005) for the PLS structural equation modeling. All individual scale items' reliability exceeds the standard 0.7 minimum value. See Table 2. Discriminant validity was established using two methods. First, cross-loading was determined not to be an issue; each item loaded on the intended construct and not another construct. Second, the square root of the AVE exceeded the inter-item correlation values for each construct, indicating

Table 2
Exploratory factor analysis (EFA) indicates apathetic motivation is a distinct construct, not an absence of intrinsic or extrinsic motivations.

| | Factor 1: Intrinsic | Factor 2: Extrinsic | Factor 3: Apathetic |
|------------------------|------------------------|------------------------|------------------------|
| Intrinsic motivation 1 | 0.908 | 0.294 | -0.205 |
| Intrinsic motivation 2 | 0.895 | 0.308 | -0.198 |
| Intrinsic motivation 3 | 0.899 | 0.256 | -0.210 |
| Intrinsic motivation 4 | 0.910 | 0.258 | -0.217 |
| Intrinsic motivation 5 | 0.806 | 0.400 | -0.186 |
| Extrinsic motivation 1 | 0.368 | 0.822 | -0.206 |
| Extrinsic motivation 2 | 0.273 | 0.843 | -0.134 |
| Extrinsic motivation 3 | 0.218 | 0.866 | -0.117 |
| Extrinsic motivation 4 | 0.268 | 0.884 | -0.157 |
| Extrinsic motivation 5 | 0.278 | 0.889 | -0.130 |
| Apathetic motivation 1 | -0.147 | 0.061 | 0.690 |
| Apathetic motivation 2 | -0.176 | -0.104 | 0.795 |
| Apathetic motivation 3 | -0.061 | -0.104 | 0.753 |
| Apathetic motivation 4 | -0.160 | -0.082 | 0.818 |
| Apathetic motivation 5 | -0.150 | -0.259 | 0.860 |
| Apathetic motivation 6 | -0.212 | -0.276 | 0.823 |
| Apathetic motivation 7 | -0.160 | -0.183 | 0.848 |

Note: Varimax rotation. There are no significant cross-loadings (e.g., they are all less than |0.4|).

discriminant validity has been achieved (Grégoire & Fisher, 2006). The results of the exploratory factor analysis suggest apathetic motivation, extrinsic motivation, and intrinsic motivation appear as three distinct constructs (explaining 81% of the variance based on three eigenvalues above 1.0, as compared to only 50% of the variance if a two factor solution was used instead). See Table 3. Further, apathetic motivation appears negatively correlated with the other antecedents, extrinsic motivation and intrinsic motivation. Table 3 contains the latent variable correlations.

We used 500 resamples to perform the bootstrap because partial least squares regression (as a distribution-free technique) relies on the bootstrapping resampling technique to determine path statistical significance (Levin et al., 2012; Ringle et al., 2005).

We used the Stone–Geisser’s Q2 to establish predictive criteria (Geisser, 1975; Stone, 1974), which was measured using a blindfolding technique in which all endogenous values that are positive are considered predictive (Wold, 1982). Henseler, Ringle, and Sinkovics (2009) argue that effect size can be determined by the Q2 value with 0.02, 0.015, and 0.35 revealing a small, medium, or large predictive relevance of the endogenous variable. As to this study, the model has an approximately large predictiveness when it comes to behavioral intent (Q2 = 0.27). The predictiveness is small when it comes to behavioral usage (Q2 = 0.05) and subjective outcome (Q2 = 0.01) without moderation, suggesting other elements besides behavioral intention influence the level of behavioral usage, and in turn, usage to outcomes—which we address next.

3.4. Results

The results of the modeling are summarized in Fig. 2. The results are consistent with all of the hypotheses (H1 to H6 and H8 to H9) except for

Table 3
Correlation matrix for key constructs.

| Construct | 1. | 2. | 3. | 4. | 5. | 6. |
|-------------------------|-------------|-------------|-------------|-------------|----------|-------------|
| 1. Extrinsic motivation | 0.80 | | | | | |
| 2. Intrinsic motivation | 0.52*** | 0.87 | | | | |
| 3. Apathetic motivation | -0.45*** | -0.51*** | 0.77 | | | |
| 4. Behavioral intention | 0.60*** | 0.60*** | -0.66*** | 0.99 | | |
| 5. Behavioral use | 0.19*** | 0.62*** | -0.06 | 0.27*** | 1 | |
| 6. Subjective outcome | 0.48*** | 0.70*** | -0.52*** | 0.82*** | 0.37*** | 0.87 |

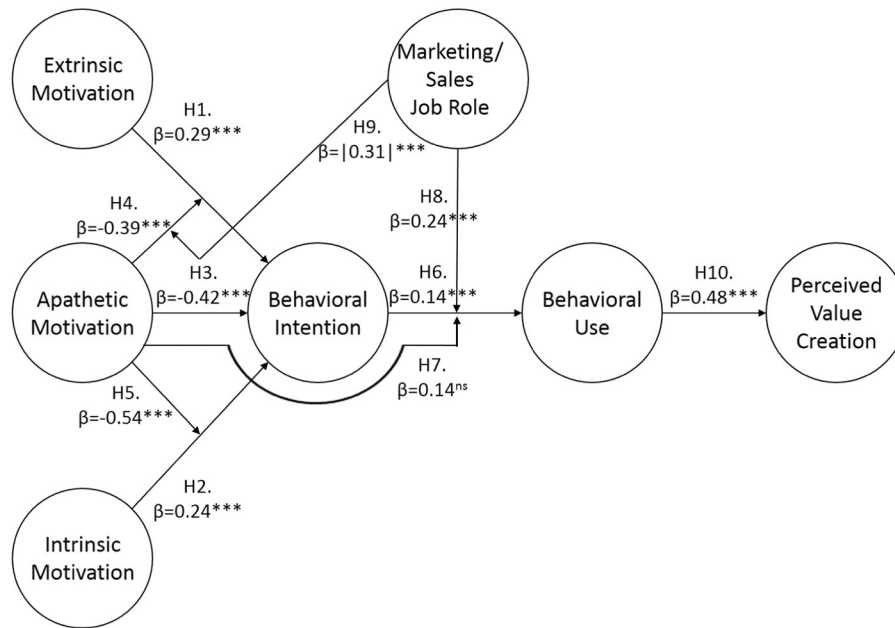
Note: The square root of the average variance extract is presented in bold characters on the diagonals in the correlation matrix.
*** p < 0.01 (two-tailed test).

H7. Reporting on the direct effects first, extrinsic motivation (path coefficient = 0.29 $t = 3.43$; $p < 0.01$) and intrinsic motivation (path coefficient = 0.24; $t = 3.98$; $p < 0.01$) each have a significant and positive effect on behavioral intention, supporting H1 and H2. Apathetic motivation (path coefficient = -0.42; $t = 7.28$; $p < 0.01$) has a significant and negative effect on behavioral intention ($R^2 = 0.59$), supporting H3. We note that the R^2 of behavioral intention significantly increases when apathetic motivation is added to the model: from 0.47 without the apathetic motivation construct to 0.59 with the apathetic motivation construct. Behavioral intention (path coefficient = 0.14; $t = 2.03$; $p < 0.01$) has a significant and positive effect on behavioral usage ($R^2 = 0.14$), which supports H6. Last, behavioral usage has a positive and significant effect (path coefficient = 0.48; $t = 10.62$; $p < 0.01$) on subjective outcome/value generated ($R^2 = 0.23$), consistent with H9.

Next, we examined the proposed moderating effects. We note that the main effects remain significant in the model. Examination of interaction coefficients indicates support for the H4, H5, and H8 moderation hypotheses. In detail, the interaction term (path coefficient = -0.39; $t = 12.24$; $p < 0.01$) is significant between apathetic motivation (path coefficient = -0.49; $t = 9.70$; $p < 0.01$) and extrinsic motivation (path coefficient = 0.04; $t = 0.53$; $p > 0.1$) on behavioral intention, supporting H4. See Fig. 3. Likewise, the interaction term (path coefficient = -0.46; $t = 13.15$; $p < 0.01$) is significant between apathetic motivation (path coefficient = -0.54; $t = 13.84$; $p < 0.01$) and intrinsic motivation (path coefficient = 0.17; $t = 2.83$; $p < 0.01$) on behavioral intention, supporting H5. See Fig. 4. We do not find direct support for H7 on the moderating role of apathetic motivation on the path between behavioral intention and behavioral use (path coefficient = -0.14, $t = 1.49$, $p = 0.14$).

As to H8, the results are consistent with the hypothesis that employee job role—comparing marketing/sales-related jobs vs. other types of jobs—on average appears to moderate the employees’ intention to use social media technology and the employees’ actual usage (interaction path coefficient = 0.24, $t = 4.16$, $p < 0.01$). See Fig. 5. Furthermore, the R^2 beta coefficient between behavioral intention and behavioral usage increases from 0.07 without the job role moderator to 0.14 with the job role moderator.

As to H9, multi-group analysis of marketing/sales employees versus other employees reveals an interesting insight looking at apathetic motivation and extrinsic motivation. The difference in the interaction term for apathetic and extrinsic motivation is statistically significantly (path coefficient difference = |0.31|, $t = 2.86$, $p = 0.005$) between the marketing/sales job roles group (path coefficient = 0.10, $t = 1.96$, $p = 0.05$) and the other job roles group (path coefficient = -0.21, $t = 3.78$, $p < 0.01$). In the case of marketing/sales job roles, when extrinsic and apathetic motivations both increase, the extrinsic motivation appears to overcome the apathetic motivation as the employees report higher behavioral intention to use to social media on behalf of the businesses. In the case of the other job roles, when extrinsic and apathetic motivations both increase, the apathetic motivation appears to overcome the extrinsic motivations, given that the employees report lower behavioral intention to use social media on behalf of the businesses. See Fig. 6 for a detailed visual comparison.



Note: *** = $p < .01$, ** = $p < .05$, * = $p < .10$, ns = $p > .10$

Fig. 2. PLS structural modeling results.

As mentioned earlier, a replication of the model that uses a different sampling context and social media technology (i.e., firm blogging) versus Facebook is presented in the appendix. The results are consistent in supporting the hypotheses.

4. Discussion

4.1. Theoretical implications

The results show that (1) apathetic motivation is a distinct construct from intrinsic and extrinsic motivations, (2) the pathway coefficient from apathetic motivation to behavioral intention is negative in contrast to the positive coefficients for intrinsic and extrinsic motivations, (3) higher apathetic motivation coexisting with higher intrinsic or extrinsic motivations appears to diminish/negate (i.e., negatively moderate) the influence of the latter, resulting in a decreased behavioral intention, (4) while apathetic motivation increases the explanatory predictiveness of estimating behavioral intention, it does not appear to directly moderate the path between behavioral intention and behavioral usage, and (5) employee job role moderates behavioral intention

and behavioral usage and also influences the apathetic–extrinsic moderation effect.

Table 4 highlights how this study complements and builds upon prior research on motivation. The results support the argument that apathetic motivation appears as a separate and distinct construct. When treated as such, apathetic motivation is more than simply the absence of motivation. This theoretical approach can explain why people could simply not engage in behavior that they perceive would provide some monetary or nonmonetary reward.

As shown in Table 4, this research contributes new insights and theoretical implications. For example, one of the popular frameworks for studying motivation is Self Determination Theory (SDT) (e.g., Ryan & Deci, 2000). SDT discusses extrinsic, intrinsic, and at times apathetic motivation through the lens of different types of autonomy (Deci & Ryan, 2002); scale items related to extrinsic, intrinsic, and apathetic motivations are combined together in each autonomy construct. In similar fashion, the cultural motivation constructs in Cadwallader et al. (2010) do the same thing in combining apathetic motivation scale items with other motivation scale items in each construct. Such operationalization inherently adopts the theoretical view that amotivation is not distinct from extrinsic or intrinsic motivations as to the topic at hand. While that approach might be more convenient and perhaps beneficial at times, it unfortunately does not capture the complexity or interactions

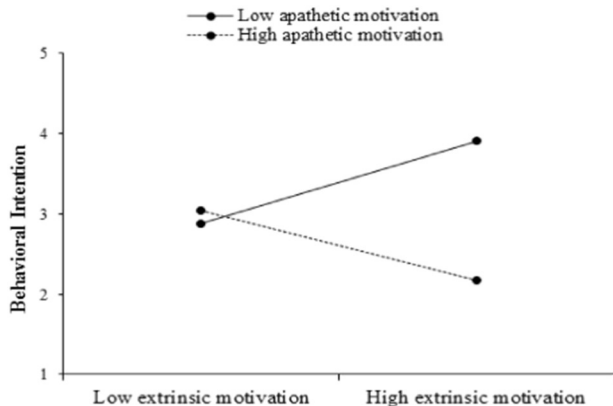


Fig. 3. Moderation effect of apathetic motivation on extrinsic motivation.

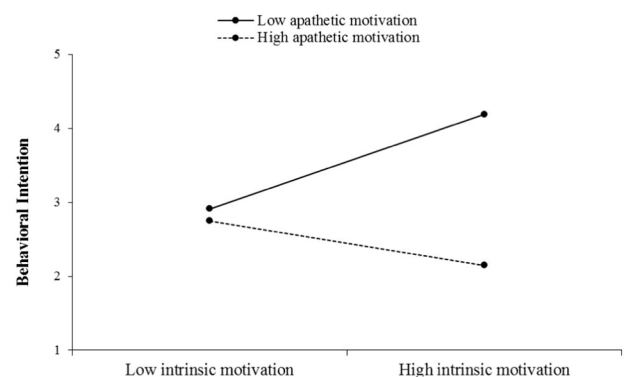


Fig. 4. Moderation effect of apathetic motivation on intrinsic motivation.

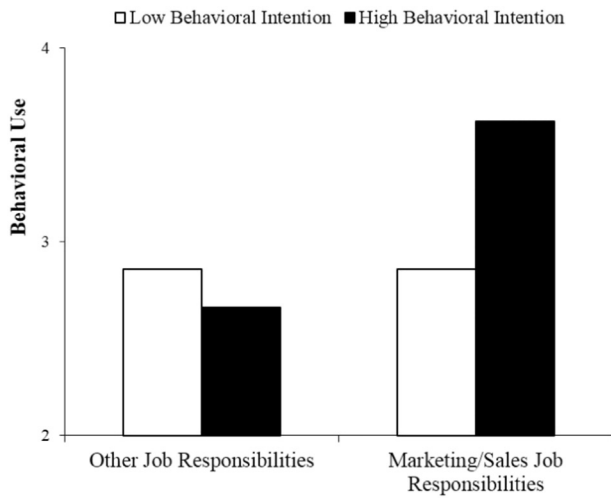


Fig. 5. Moderation effect of marketing/sales job role on behavioral intention.

between apathetic motivation and other motivations that were found in this study.

The results of this research contrast the concept that the lack of motivation appears on a continuum anchored by amotivation and intrinsic motivation with extrinsic motivation serving as a middle area—a view that treats motivation on a specified topic as a unidimensional construct. While research at times necessitates simplification in operationalization, care should be taken since methodological assumptions carry epistemological implications. Furthermore, the significance of the difference in the interaction terms between extrinsic and apathetic motivations in the sub-group analysis of marketing/sales job roles versus other job roles is consistent with the idea that by not including apathetic motivation, the motivation model provides insufficient explanatory power to predict an employee's usage of social media technology.

Perhaps one of the reasons for the conflicting reports in the literature on the relationship between intrinsic/extrinsic motivations and behavioral intention is that the vast majority of studies do not control for measurement of apathetic motivation as a distinct antecedent or its potential interactions with other motivations. When apathetic motivation is included, the results indicate a more correct interpretation of the data. We note that many studies have a distinct emphasis that might preclude inclusion of apathetic motivation because of the large number of survey constructs, etc. We are not suggesting it must always be present but that its lack of inclusion could be noted and rationalized.

4.2. Practical implications

Many business leaders are hoping that employees from all areas will participate in social media conversations about the organization. The results of this research have implications for managers. If managers expect employees to use a specific social media technology, the managers need to come up with ways to overcome the potential apathetic motivation of the employees that might exist even if the employees are extrinsically or intrinsically motivated—especially for employees who are not in marketing and sales positions.

Individuals do appear to perceive some form of value from using social media technology. Managers should stress the value in using social media technology as a form of extrinsic motivation, and as needed increase the rewards of using social media technology. We caution that the model developed in this research was examined using two specific social media/marketing technologies and should be tested with other forms of social media technology. This expressed caution is one of a few important limitations of the research that future research should address.

4.3. Limitations and future research opportunities

As with most studies, many limitation and opportunities for additional research exist. Here, we focus on four important limitations for future research to address. First, one limitation that we hope future research will address is the absence of direct measurement of the level of customer-focus of the employees' jobs/departments. The results of empirical testing indicate that department type (marketing/sales versus others) does moderate the relationship of behavioral intention to behavioral usage. As to the logic of why department type might moderate the relationship, we described the idea of customer-focus as the underlying process for why department affiliation matters. As pointed out by one of the anonymous reviewers, the possibility exists that there could be a few people in other areas such as information systems, operations, finance, accounting, etc., who have more of a customer focus than the employees in marketing, new product development, or sales areas, depending on industry factors. Perhaps some of the effect could be due to the form of compensation by job role (salary, hybrid, commission, etc.). Also, there might be other endogenous variables that drive certain people toward both certain job roles and participation in social media on behalf of the organization.

Second, while the empirical findings support the concept that apathetic motivation is a distinct construct from extrinsic and intrinsic motivations, and can even co-vary with them, additional research is needed that deepens our understanding of these concepts. Are the results limited to the context of social media technologies? It is always possible that (1) the findings of this type of research could be an artifact because a

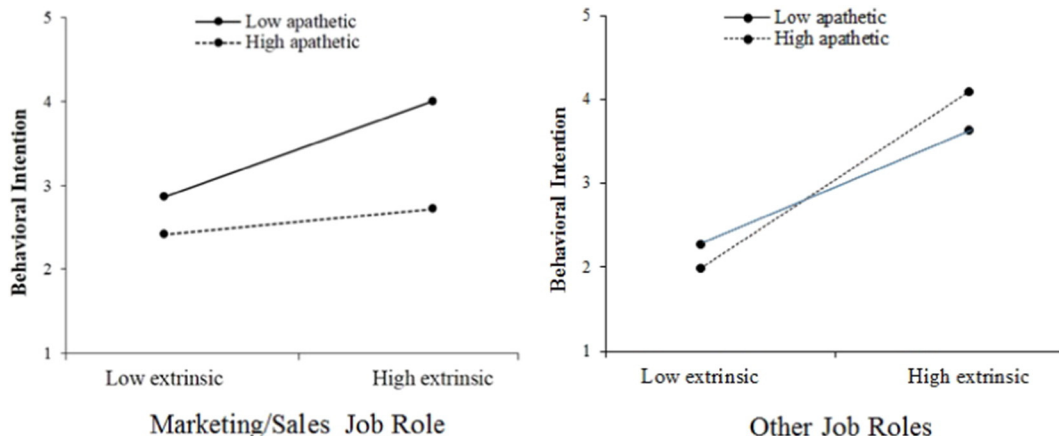


Fig. 6. Visualizing the moderated moderation effect of job role on apathetic motivation.

Table 4
Motivation research operationalization choices.

| Operationalization | Examples |
|--|--|
| Single construct containing IM + EM direct effects | Deci and Ryan (2002) |
| Separation of IM + EM into different direct effects | Davis et al. (1992) Hansen and Levin (2010) Holbrook and Gardner (1998) Kong, Kwok, and Fang (2012) Lei (2010) Levin and Hansen (2008) Miao and Evans (2007) Miao et al. (2007) |
| AM combined with IM and/or EM direct effects | Cadwallader et al. (2010) Vallerand et al. (1992) |
| Separation of IM + EM + AM direct effects | Levin et al. (2012) Vallerand et al. (1997) Ryan and Deci (2000) |
| Separation of IM + EM + AM direct effects and interaction of EM × AM and IM × AM | This study |

specific form of technology was selected, and (2) the same artifact could occur using a single sample. Also, are there even more nuanced higher-order effects when it comes to apathetic motivation? For example, is it possible that there is a mediated moderation effect of some elements (perhaps such as employee job role) on the interactions between apathetic and other motivations on behavioral intention? In short, we caution that researchers and practitioners should assess the extent to which the conceptual model applies to their respondents before making changes in how technology usage is rewarded.

Third, the question remains unanswered as to how the three different motivations actually occur within the human brain. Recent neuro-imaging studies in affective neuroscience suggest that there might be one hedonic- (i.e., motivation) generating circuit that mediates the localized subcortical causation of all positive and negative feelings of pleasures/reward (Berridge & Kringelbach, 2013). However, is the concept of apathy conceptualized in this research generated through the same neural mechanism?

Fourth, given that apathetic motivation can occur and interact with other motivations, it is imperative that future research empirically contrasts the different potential antecedents of apathetic motivation. Other reasons might exist beyond those listed earlier in this article. We wonder whether different antecedents might lead to different interactions, and whether different controls might be more effective at attempting to halt (i.e., mediate) or diminish (i.e., moderate) its existence.

4.4. Conclusion

Social media technologies permit many opportunities for businesses to compete or fail in the market. It is important for employees to engage with customers in social media about the business. However, wanting employees to use social media does not equate to usage. Even behavioral intention does not always translate into behavioral usage of social media technologies on behalf of businesses by employees. Rather, it appears that the connection between intention and usage is amplified or diminished depending on the employee's job role, consistent with the idea that goals and mentalities differ across business departments and units (Dougherty, 1992; Kahn & Mentzer, 1994). Thus, the practice of simply expecting employees across all departments to equally act on intentions given the same set of organizational policies (to encourage motivations) would appear to be ineffective.

Apathetic motivation plays an important role in the formation of intention to use the social media on behalf of the business. Indeed, not only does apathetic motivation exist independently of extrinsic and intrinsic motivations, but it also can significantly interact with other

motivations—adding more clarity to the nature of the relationship between intrinsic and extrinsic motivations and behavioral intention, explaining why they at times fail to have a positive relationship. Additionally, it indicates a need for future research to investigate the potential antecedents of apathy as it relates to the motivation model.

Appendix A. Model replication using longitudinal study of college business school students

Analysis of a longitudinal study using business students at a major university in Texas using a business-focused blog indicates consistent results with the main study described in the article. Participants in the longitudinal study were 112 business students (52% female) who were enrolled in either one of two sections of an undergraduate consumer behavior course for a semester at a large university in Texas. At the beginning of the semester, one of the investigators gave a brief presentation to the course sections. The investigator explained what a blog is, provided a brief visual tour of the blog used for the investigation, discussed how to participate on the blog, and asked the participants to complete a brief online survey. A necessary, 10-bonus point incentive was provided to all students who completed both surveys, which we controlled for across the contexts by subtracting the bonus points from the objective total point scores. A link to the surveys was sent to all participants' e-mail addresses, and each survey was available for three days. As noted previously, 112 useable surveys were returned (out of the 159 enrolled students across the two sections for a 70.4% response rate). Survey scores were combined with other measures through unique student ID numbers that the students provided in the surveys.

Survey scale items questions related to extrinsic motivation, intrinsic motivation, and apathetic motivation were adapted from Vallerand et al. (1992) and Levin et al. (2012), and behavioral intention from Davis et al. (1992). Survey questions on subjective value were from Clarke et al. (2001). All questions, except for behavioral use, were measured using multi-item Likert scale (scale end points: 1 = strongly disagree to 7 = strongly agree). Behavioral use, which reflects the specific task of using the blog, was measured as a continuous variable by counting how many postings each participant made throughout the semester. Values range from 0 to 22 separate uses. To prevent participants from waiting until the last minute and to encourage a more regular, consistent usage, participants were limited in the second half of the course to same number of postings that they made in the first half of the course, and they received this instruction at the beginning of the course. For example, a student who posted five times throughout the first half of the semester could post no more than five times in the second half of the semester. At a maximum, this student would have 10 postings, or active uses of the blog, for the semester. At a minimum, this student would have five points for the semester. The moderating variable interaction score was developed by multiplying the behavioral intention scale items by the major categorical moderator assignments (0 = non-marketing majors vs. 1 = marketing majors).

All of the results are consistent with the study described in the main section of the article while using a different sampling context and social media technology. In the PLS SEM analysis, all individual scale items' reliability exceeds the standard 0.7 minimum value. Discriminant validity is also established (cross-loading was determined not to be an issue and the square root of the AVE exceeded the inter-item correlation values for each construct). The results of the exploratory factor analysis suggest apathetic motivation, extrinsic motivation, and intrinsic motivation appear as three distinct constructs consistent with the main study. Further, apathetic motivation appears negatively correlated with the other antecedents, extrinsic motivation and intrinsic motivation. Five hundred resamples were taken to perform the bootstrap (Levin et al., 2012). Again using the Stone-Geisser's Q2 the model has an approximately large predictiveness when it comes to behavioral intention (Q2 = 0.27). In contrast, the predictiveness is small when it comes to

behavioral use ($Q2 = 0.05$), objective outcome ($Q2 = 0.01$) and subjective outcome ($Q2 = 0.01$) without moderation, suggesting other elements besides behavioral intention influence the level of behavioral use, and in turn, use to outcomes.

References

- Ahearne, M., Hughes, D. E., & Schillewaert, N. (2007). Why sales reps should welcome information technology: Measuring the impact of CRM-based IT on sales effectiveness. *International Journal of Marketing Research*, 24(4), 336–349.
- Ahearne, M., Jones, E., Rapp, A. A., & Matieu, J. (2008). High touch through high tech: The impact of salesperson technology usage on sales performance via mediating mechanisms. *Management Science*, 54(4), 671–685.
- Ahearne, M., Srinivasan, N., & Weinstein, L. (2004). Effect of technology on sales performance: Progressing from technology acceptance to technology usage and consequences. *Journal of Personal Selling & Sales Management*, 24(4), 297–310.
- Baker, S. R. (2004). Intrinsic, extrinsic, and amotivational orientations: Their role in university adjustment, stress, well-being, and subsequent academic performance. *Current Psychology*, 23(3), 189–202.
- Berridge, K. C., & Kringelbach, M. L. (2013). Neuroscience of affect: Brain mechanisms of pleasure and displeasure. *Current Opinion in Neurobiology*, 23(3), 294–303.
- Bloch, P., & Richins, M. L. (1986). After the new wears off: The temporal context of product involvement. *Journal of Consumer Research*, 13(2), 280–285.
- Cadwallader, S., Jarvis, C. B., Bitner, M. J., & Ostrom, A. L. (2010). Frontline employee motivation to participate in service innovation implementation. *Journal of the Academy of Marketing Science*, 38(2), 219–239.
- Chandon, P., Morwitz, V. G., & Reinartz, W. J. (2005). Do intentions really predict behavior? Self-generated validity effects in survey research. *Journal of Marketing*, 69(2), 1–14.
- Clarke, I., III, Flaherty, T. B., & Mottner, S. (2001). Student perceptions of educational technology tools. *Journal of Marketing Education*, 23(3), 169–177.
- Davis, F. D., Bagozzi, R. P., & Warshaw, P. R. (1992). Extrinsic and intrinsic motivation to use computers in the workplace. *Journal of Applied Social Psychology*, 22(14), 1111–1132.
- Deci, E. L., & Ryan, R. M. (Eds.). (2002). *Handbook of self-determination research*. Rochester, N.Y.: University of Rochester Press.
- Deci, E. L., Connell, J. P., & Ryan, R. M. (1989). Self-determination in a work organization. *Journal of Applied Psychology*, 74(4), 580–590.
- Dougherty, D. (1992). Interpretive barriers to successful product innovation in large firms. *Organization Science*, 3(2), 179–202.
- Engle, R. L., & Barnes, M. L. (2000). Sales force automation usage, effectiveness, and cost-benefit in Germany, England, and the United States. *Journal of Business & Industrial Marketing*, 15(4), 216–242.
- Fitzmaurice, J. (2005). Incorporating consumers' motivations into the theory of reasoned action. *Psychology & Marketing*, 22(11), 911–929.
- Geisser, S. (1975). A predictive approach to the random effect model. *Biometrika*, 61(1), 101–107.
- Grégoire, Y., & Fisher, R. J. (2006). The effects of relationship quality on customer retaliation. *Marketing Letters*, 17(1), 31–46.
- Hansen, J. M., & Levin, M. A. (2010). Retail e-learning assessment effectiveness: Motivation, location, and perception. *International Journal of Retail & Distribution Management*, 38(10), 789–805.
- Hansen, J. M., & Smith, S. (2012). The impact of two-stage highly-interesting questions on completion rates and data quality in online marketing research. *International Journal of Market Research*, 54(2), 241–260.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. In R. R. Sinkovics, & P. N. Ghauri (Eds.), *Advances in international marketing* (pp. 277–319). Bingley, UK: Emerald.
- Holbrook, M. B., & Gardner, M. P. (1998). How motivation moderates the effects of emotions on the duration of consumption. *Journal of Business Research*, 42(3), 241–252.
- Kahn, K., & Mentzer, J. (1994). The impact of team-based forecasting. *Journal of Business Forecasting*, 13(2), 18–21.
- Kong, J., Kwok, R., & Fang, Y. (2012). The effects of peer intrinsic and extrinsic motivation on mmog game-based collaborative learning. *Information & Management*, 49(1), 1–9.
- Larpsiri, R., & Speece, M. (2004). Technology integration: Perceptions of sales force automation in thailand's life assurance industry. *Marketing Intelligence & Planning*, 22(4), 392–406.
- Leftheriotis, I., & Giannakos, M. N. (2014). Using social media for work: Losing your time or improving your work? *Computers in Human Behavior*, 31(February), 134–142.
- Lei, S. A. (2010). Intrinsic and extrinsic motivation: Evaluating benefits and drawbacks from college instructors' perspectives. *Journal of Instructional Psychology*, 37(2), 153–160.
- Levin, M. A., & Hansen, J. M. (2008). Clicking to learn or learning to click: A theoretical and empirical investigation. *College Student Journal*, 42(2), 665–674.
- Levin, M. A., Hansen, J. M., & Laverie, D. (2012). Toward understanding new sales employees' participation in marketing-related technology: Motivation, voluntariness, and past performance. *Journal of Personal Selling & Sales Management*, 32(3), 379–393.
- Miao, C. F., & Evans, K. R. (2007). The impact of salesperson motivation on role perceptions and job performance: A cognitive and affective perspective. *Journal of Personal Selling & Sales Management*, 27(1), 89–101.
- Miao, C. F., Evans, K. R., & Zou, S. (2007). The role of salesperson motivation in sales control systems—Intrinsic and extrinsic motivation revisited. *Journal of Business Research*, 60(5), 417–425.
- Porter, L. W., & Lawler, E. E. (1968). *Managerial attitudes and performance*. Homewood, IL: Irwin-Dorsey.
- Ringle, C. M., Wende, S., & Will, A. (2005). *SmartPLS (Version 2.0 (beta))*. Hamburg, Germany: SmartPLS.de (Retrieved from <http://www.smartpls.de>).
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68.
- Sheppard, B. H., Hartwick, J., & Warshaw, P. R. (1988). The theory of reasoned action: A meta-analysis of past research with recommendations for modifications and future research. *Journal of Consumer Research*, 15(3), 325–343.
- Steers, R. M., Mowday, R. T., & Shapiro, D. L. (2004). The future of work motivation theory. *Academy of Management Review*, 28(3), 379–387.
- Stone, M. (1974). Cross-validity choice and assessment of statistical predictions. *Journal of the Royal Statistical Society*, 36(2), 111–147.
- Taylor, S., & Todd, P. A. (1995). Understanding information technology usage: A test of competing models. *Information Systems Research*, 6(2), 144–176.
- Vallerand, R. J., Fortier, M. S., & Guay, F. (1997). Self-determination and persistence in a real-life setting toward a motivational model of high school dropouts. *Journal of Personality and Social Psychology*, 72(5), 1161–1176.
- Vallerand, R. J., Pelletier, L. G., Blais, M. R., Brière, N. M., Senécal, C., & Vallières, E. F. (1992). The academic motivation scale: A measure of intrinsic, extrinsic, and amotivation in education. *Educational and Psychological Measurement*, 52(4), 1003–1017.
- Vroom, V. H. (1964). *Work and motivation*. New York, NY: Wiley.
- Wold, H. O. (1982). Soft modeling: The basic design and some extensions. In H. O. Wold, & K. G. Jöreskog (Eds.), *Systems under indirect observations, part II* (pp. 1–54). Amsterdam: North-Holland.