

An individual's **performance** on any given task is a function of three factors:

- The individual's **motivation** to perform the task
- The individual's level of **skill** related to performing the task
- External** conditions (e.g., computer equipment) relevant to performing the task



Why Study Human Motivation?

Helps us understand:

- Where people will direct their efforts.
- How much effort they will direct at a given task.
- How long they will persist.



Theories of Motivation

- **Reinforcement (Learning) Theory**
- **Needs Theories**
- **Job Characteristics Theories**
- **Expectancy Theory**
- **Equity Theory**
- **Goal Setting Theory**



If you sum up everything that the theories tell us a manager should:

- **Identify valued intrinsic and extrinsic rewards; link them to specific, challenging performance levels in a fair manner.**
- **Offer a supportive environment and feedback.**
- **Be willing to discipline.**



From where do these come?

- **valued rewards**
- **intrinsic and extrinsic rewards**
- **link rewards to performance**
- **specific, challenging performance**
- **fairness**
- **supportive environment**
- **feedback**
- **discipline**



Theories in action

- **Pay-for-performance**
- **Work-life-balance**
- **Competency-based pay**
- **Stock options**
- **Others. . .**



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