Motivation

* A set of energetic forces that originates both within and outside an employee, initiates work-related effort, and determines its direction, intensity, and persistence.

Engagement

* High levels of intensity and persistence in work effort.

**Expectancy theory**

* Individuals tend to act in a certain way, based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual
* Basically what can I expect out of my performance

Expectancy

Belief that a particular level of effort will lead to a particular level of performance

Self-efficacy

The belief in ones capability to perform a specific task or reach a specific goal.

Vicarious experiences

Success and failures of others (especially those similar to us)

Seeing someone do something that you know you can do increases your self-efficacy to do that behavior

Verbal persuasion

Becoming more confident because someone convinces you that you have the skills necessary to be successful

Emotional Cues

Where feelings of fear and anxiety can create doubts about task accomplishment, whereas pride and enthusiasm can bolster confidence levels.

Instrumentality

Employee's belief that attaining the desired level of performance will lead to desired rewards

Valence

The anticipated value of the outcomes associated with performance

Needs

Cognitive groupings or clusters of outcomes that are viewed as having critical psychological or physiological consequences (existence, relatedness, control, esteem, meaning)

Extrinsic Motivation

Doing something to obtain something else (the activity is a means to an end)

Intrinsic Motivation

Desire to engage in an activity because it inherently satisfying or personally fulfilling independent of extrinsic reward

Meaning of money

Degree which people view money as symbolic (power) and not just economic value

-symbolic value: **achievement, respect, and freedom**

**-younger employees less likely to view money in a positive light**

**Goal-setting-theory**

* A theory that views specific and difficult goals as the primary drivers of the intensity and persistence of effort
* As the task gets too difficult, task performance takes a dive

Specific and Difficult Goals

When assigned to employees, they result in higher levels of performance than assigning no goals, easy goals or "do-your-best" goals.

Self-set Goals

Internalized goals that people use to motor their own task progress.

Task strategies

Learning plans and problem solving approaches used to achieve successful performance

Task Complexity

Reflects how complicated the information and actions involved in a task are, as well as how much the task changes.

Goal commitment

The degree to which a person accepts a goal and is determined to try to reach it.

**SMART goals**

* Specific
* Measurable
* Achievable
* Results-based
* Time-sensitive

**Equity Theory**

* Motivation depends on what happens to other people too
* Individuals create a mental ledger of the rewards from their job duties

Comparison other

Another person who provides a frame of reference for judging equity

Equity Distress

An internal tension that results from being over rewarded or under rewarded relative to some comparison other

Cognitive distortion

Restore balance from inequity mentally without changing behavior. Justify the inequity

Internal comparisons

Equity theory comparison of people in the same organization

External comparisons

Equity theory comparison of someone in a different organization

**Psychological empowerment**

* Reflects an energy rooted in the belief that work tasks contribute some larger purpose (form of intrinsic motivation)

Meaningfulness

* The value of a work goal or purpose relative to a person's own ideals and passions.

Self-Determination

* A sense of choice in the initiation and continuation of work tasks.

Competence

* Captures a person’s belief in his or her capability to perform work tasks successfully.

Impact

* Sense that a person's actions "make a difference" - that progress is being made toward fulfilling some important purpose.