Summary

Introduction

People differ by nature, not only in their ability to perform a specific task but also in their will to do so. People with less ability but stronger will are able to perform better than people with superior ability and lack of will. Hard work is crucial to success and achievement. This belief was underscored by Albert Einstein when he said that "genius is 10% inspiration and 90% perspiration."

Importance of motivation
- Implement effective performance evaluation systems
- Implement individual rewards & recognition systems
- Improve work design and job design
- Promote employee involvement
- Solicit employee feedback systematically

Theories of motivation

Equity Theory
- Individuals try to find a balance between their inputs and outputs relative to a referent other
- However, a referent other is not always present

Results of Inequity
- Equity-I am being treated fairly
- Under-rewarded-will look to increase rewards, or decrease inputs to match rewards
- Over-rewarded-will change referent to match cognitions or increase inputs
- Leaving and distortion

Reinforcement Theory
- Behaviors are functions of consequences that they produce
- If a behavior is followed by a pleasant experience it will be repeated
- In order to change behaviors the consequences must be changed.