

Specific
 Measureable
 Attainable
 Results Oriented
 Time bound

Self-efficacy

Self-efficacy is an individual's belief that they are capable of performing a task.

- From social cognitive theory and social learning theory
- High self-efficacy will help employees to accomplish goals more successfully.

Improving self-efficacy

Enactive mastery: Gaining relevant experience

Vicarious modelling: Confidence gained by seeing someone else perform the task

Verbal persuasion: Confidence gained because someone convinces you that you have the necessary skills to succeed.

Arousal: An energised state that drives a person to complete the task.

Goal orientation

- Learning goal orientation: seeing the task as an opportunity to learn new skills and knowledge.
- Performance goal orientation: focus on demonstrating performance to prove competence and avoid failure.

Regulatory focus

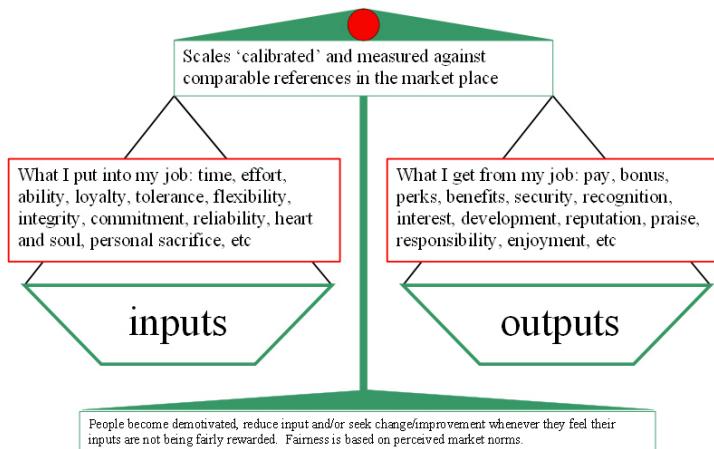
Promotion focus: emphasising growth in the pursuit of positive outcomes

Prevention focus: emphasising safety and avoidance of failure.

Equity theory:

Individuals are motivated by fairness and equity. If inequities are perceived, individuals will use referent points such as peers to address these inequities to a perceived level of fairness.

Adams' Equity Theory diagram - job motivation



Values, Attitudes and Behaviours

Values are beliefs that guide how we make decisions and evaluations of behaviours and events.

Attitudes are positive or negative feelings concerning objects, people or events. These are less stable than views.



Attitude formation

- Direct experience (strongest effect)
- Social learning through family, peers, religious groups and culture

Attitude changing

1. Persuasive communication – something persuades the person to shift their attitudes
2. Social norms – norms of a social group impact a person's attitude
3. Cognitive dissonance – person becomes uncomfortable with aspects of his or her beliefs

Cognitive dissonance

- When an inconsistency between beliefs, feelings and behaviour is perceived.
- Dissonance theory suggests it is possible to change a person's attitudes by first changing their behaviour.

Types of Attitudes

- Organisational Commitment: When an employee identifies with an organisation's goals and wishes to maintain membership to the organisation.
- Organisational Citizenship Behaviour (OCB): voluntary informal behaviour that contributes to organisational effectiveness

- Job satisfaction: an individual's general attitude toward their job

Sources:

- Work itself (strongest)
- Pay and opportunities
- Supervision
- Co-workers

When comfortable standard of living is reached, the relationship between pay and satisfaction disappears.

Commitment

- Affective commitment: an individual's relationship to the organisation