

Goal Setting Theory of Motivation



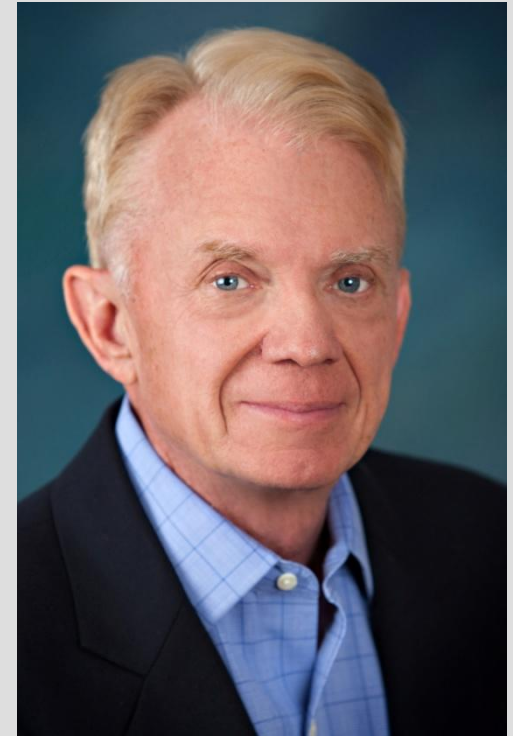
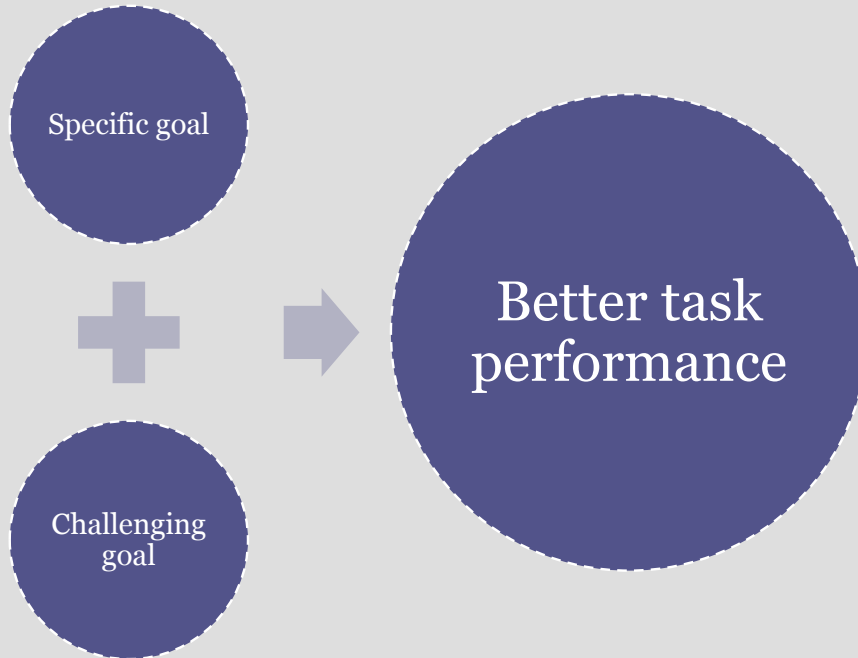
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Where it all started



“Toward a Theory of Task Motivation Incentives” (1968)



Edwin Locke

Further research on GST



EVIDENCE IN FAVOR OF GST WAS FOUND:
- GOAL SETTING AND WORKPLACE
PERFORMANCE ARE INTERCONNECTED!



Gary Latham



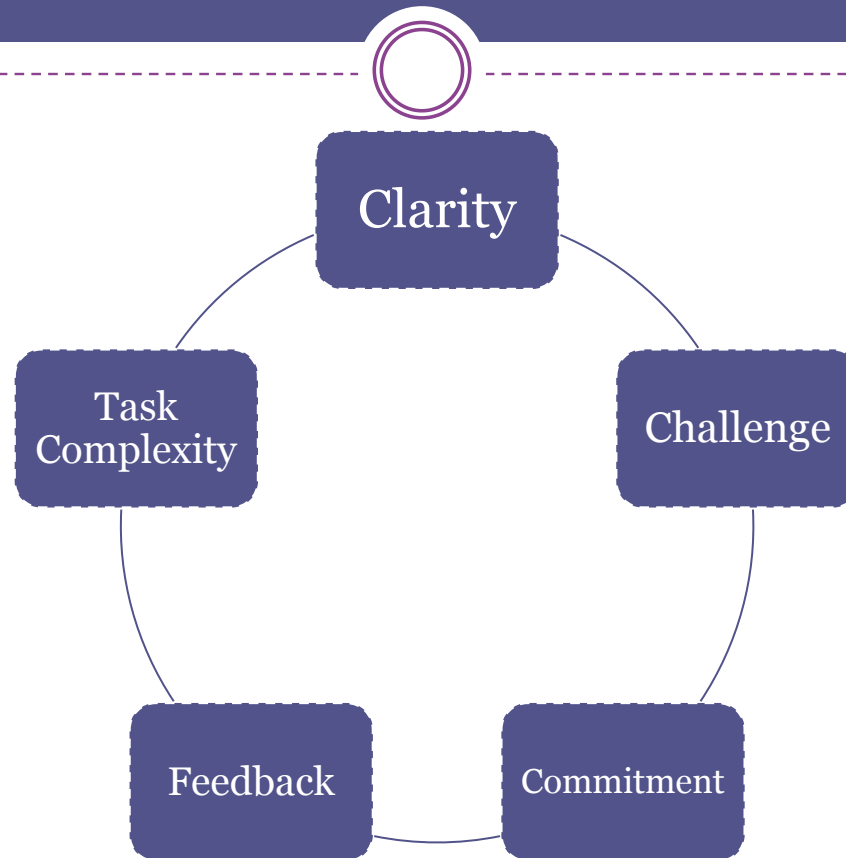
“A THEORY OF GOAL SETTING AND TASK
PERFORMANCE”
BY LOCKE + LATHAM

Goal: what a person tries to accomplish through behavior and actions

Goal setting theory: identifies goals that are most effective in producing high levels of motivation and performance

Goal setting can operate to enhance both intrinsic motivation and extrinsic motivation

5 Principles of Goal Setting



Clarity



Measurable

Unambiguous

Time-bound

Challenge



People are often motivated by achievement

+ judge a goal based on the significance of the anticipated **accomplishment**

! Too easy vs. Too difficult goal!

Challenging but realistic!



Commitment



Goals are effective when employees understand and agree upon them.

The goal is credible as long as the employees **believe** that **the goal** is consistent with the goal of the company.

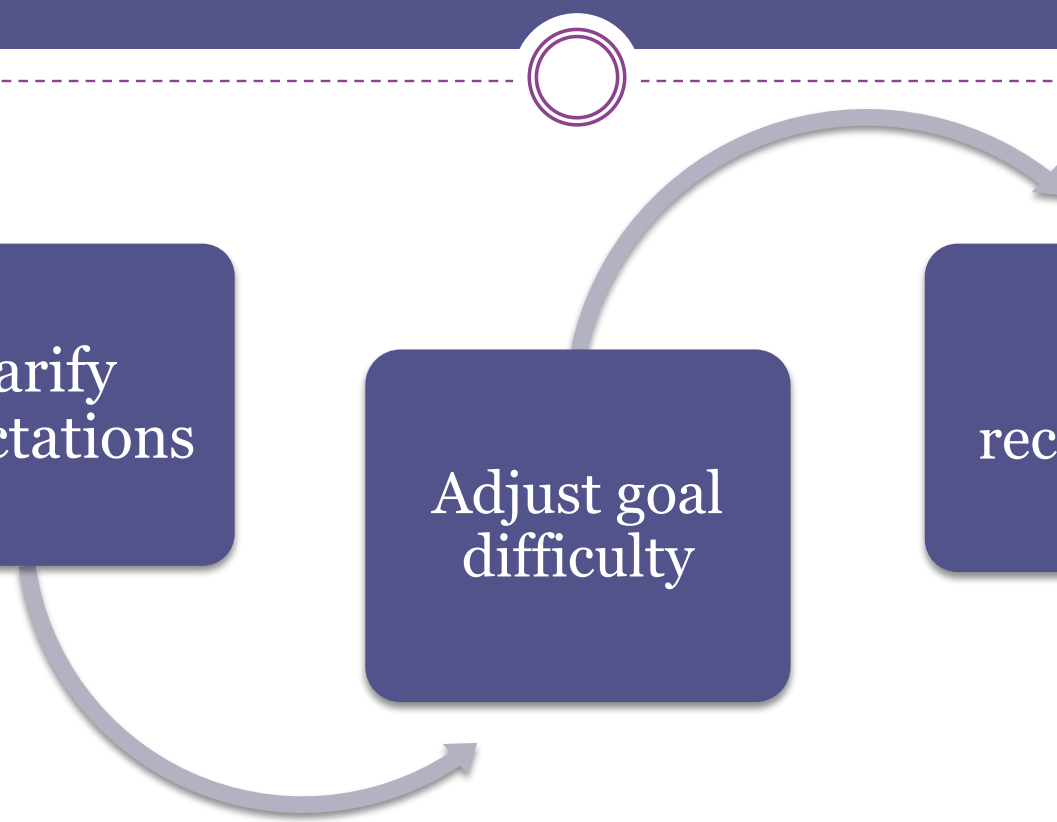
Goal commitment <-> Difficulty

Feedback

Clarify
expectations

Adjust goal
difficulty

Gain
recognition




Task Complexity



Highly complex goals or assignments don't have to become overwhelming

Person should have sufficient time to meet the goal or improve performance



Person should have enough time to practice or learn what is expected and required for success.

Advantages and Disadvantages of GST



+	-
Raise incentives for employees to complete work quickly and effectively	Detrimental effect if organizational and managerial goals are incompatible
Better performance due to increase of motivation and efforts	Riskier behavior when goals are very complex and difficult
Better feedback quality	Lack of employee's skills and competencies can fail goal-setting and lead to undermining of performance
	No evidence that goal-setting improves job satisfaction

Conclusions: Learn how to set SMART goals!





Thank you for your attention!