

ashrae life expectancy chart Tutorial

ashrae life expectancy chart is an essential reference tool for HVAC professionals, facility managers, and building owners aiming to optimize the performance and longevity of their heating, ventilation, and air conditioning systems. Understanding the typical lifespan of various HVAC components, as outlined in the ASHRAE (American Society of Heating, Refrigerating and Air-Conditioning Engineers) life expectancy chart, helps in planning maintenance, budgeting for replacements, and ensuring energy efficiency. This article provides a comprehensive overview of the ASHRAE life expectancy chart, its significance, factors influencing component lifespan, and practical applications.

Understanding the ASHRAE Life Expectancy Chart

What is the ASHRAE Life Expectancy Chart?

The ASHRAE life expectancy chart is a guideline developed based on industry research, field data, and expert consensus that estimates the typical lifespan of various HVAC system components. It serves as a benchmark for professionals to predict when parts may need replacement or maintenance, thereby minimizing unexpected failures and optimizing system performance.

Purpose and Benefits of Using the Chart

Using the ASHRAE life expectancy chart offers multiple advantages:

- Enhanced Maintenance Planning: Schedule proactive inspections and replacements.
- Cost Management: Allocate budget effectively for future replacements.
- Energy Efficiency: Maintain systems in optimal condition to reduce energy consumption.
- System Reliability: Minimize downtime and prevent costly system failures.

Typical Lifespan of HVAC Components According to ASHRAE

Major HVAC System Components

The ASHRAE chart categorizes components into several key areas, each with its estimated lifespan:

- Air Handling Units (AHUs)
- Chillers

- Boilers
- Cooling Towers
- Furnaces and Heating Equipment
- Filters and Air Cleaners
- Thermostats and Control Systems
- Refrigerant Piping and Ductwork

Estimated Lifespans of Key Components

While actual lifespans can vary based on usage, maintenance, and environmental conditions, the following are typical estimates from the ASHRAE chart:

Air Handling Units (AHUs) 15-20 years Chillers (Air-cooled and Water-cooled) 15-20 years
Boilers 20-30 years Cooling Towers 15-25 years Furnaces and Heating Equipment 15-30 years
Filters and Air Cleaners 6 months to 2 years (depending on type and usage) Thermostats and Control Systems 10-15 years
Refrigerant Piping and Ductwork 20-25 years

Factors Influencing HVAC Component Longevity

Understanding the factors that impact the lifespan of HVAC components is crucial for effective maintenance and replacement strategies.

Maintenance Practices

Regular maintenance significantly extends the lifespan of HVAC equipment. Scheduled inspections, cleaning, lubrication, and timely repairs prevent deterioration and early failures.

Operational Conditions

Components subjected to extreme temperatures, high humidity, or corrosive environments tend to wear out faster. Proper system design and environmental controls can mitigate these effects.

Usage Intensity

High usage frequency accelerates component wear. Facilities with continuous operation may need more frequent replacements or upgrades.

Quality of Equipment

Investing in high-quality, reputable brands often results in longer-lasting systems due to superior materials and manufacturing standards.

Technological Advances

Modern HVAC systems with advanced materials or design improvements may have extended life expectancies compared to older models.

Practical Applications of the ASHRAE Life Expectancy Chart

Maintenance Scheduling

Facility managers use the chart to plan routine inspections and preventive maintenance. Knowing the typical lifespan helps prioritize tasks to prevent unexpected failures.

Budgeting and Capital Planning

Understanding when components are nearing the end of their expected life allows for strategic budgeting, avoiding emergency replacements, and spreading costs over time.

System Replacement Planning

The chart aids in making informed decisions about system upgrades or replacements, ensuring minimal disruption and optimal performance.

Energy Efficiency Optimization

Replacing aging components with newer, more efficient models can lead to significant energy savings and compliance with environmental standards.

Limitations and Considerations

While the ASHRAE life expectancy chart provides valuable estimates, it's essential to recognize its limitations:

- Variability in Conditions: Actual lifespan can vary based on operational and environmental factors.
- Maintenance Quality: Poor maintenance can significantly reduce component longevity.
- Technological Changes: Newer systems may have longer lifespans due to advancements.
- Manufacturer Differences: Quality and design standards differ across brands.

Facility managers should use the chart as a guideline rather than a strict rule, and combine it with their system-specific data and maintenance records for best results.

Conclusion

The **ASHRAE life expectancy chart** is a vital resource in the HVAC industry, guiding professionals in maintaining efficient, reliable, and cost-effective systems. By understanding the typical lifespan of various components, acknowledging factors that influence durability, and applying this knowledge to maintenance and budgeting, stakeholders can ensure their HVAC systems perform optimally throughout their operational life. Regularly consult the ASHRAE chart, stay updated on technological advancements, and implement proactive maintenance strategies to maximize the lifespan and efficiency of your HVAC infrastructure.

ASHRAE Life Expectancy Chart: An In-Depth Review

Understanding the longevity of heating, ventilation, and air conditioning (HVAC) systems is crucial for building owners, facility managers, and HVAC professionals alike. The ASHRAE Life Expectancy Chart serves as a vital reference tool, providing standardized data on how long various HVAC components are expected to last under typical conditions. This comprehensive guide delves into the significance of the ASHRAE life expectancy chart, its components, how it is utilized, and its advantages and limitations.

Introduction to the ASHRAE Life Expectancy Chart

The American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) is a globally recognized organization dedicated to advancing HVAC&R systems' technology and standards. Among its many resources, the ASHRAE Life Expectancy Chart is a critical document that offers estimated lifespans for different HVAC components based on industry data, research, and real-world practice.

This chart aids in planning maintenance schedules, budgeting for replacements, and making informed decisions during system design and upgrades. It consolidates data into a user-friendly format, enabling stakeholders to anticipate component performance and optimize their investments.

Key Features of the ASHRAE Life Expectancy Chart

1. Component Categorization

The chart classifies HVAC components into categories such as:

- Air Handling Units (AHUs)
- Chillers
- Boilers
- Ductwork
- Fans and Blowers

- Filters and Coils
- Controls and Sensors

Each category is further subdivided based on specific models or types, allowing for detailed analysis.

2. Estimated Lifespan Data

For each component, the chart provides an estimated lifespan, usually expressed in years. These estimates are derived from industry surveys, maintenance records, and expert consensus. For example:

- Air Handling Units: 15-20 years
- Chillers: 15-25 years
- Ductwork: 20-30 years
- Filters: 1-3 years (depending on use)

3. Factors Influencing Life Expectancy

The chart often includes notes or annotations highlighting factors that can extend or reduce component lifespan, such as:

- Maintenance quality
- Operating environment (corrosion, humidity)
- Usage patterns
- System design and quality

How the ASHRAE Life Expectancy Chart is Used

1. Maintenance Planning and Scheduling

Knowing the typical lifespan of components enables proactive maintenance, reducing unexpected failures and optimizing system performance.

2. Budgeting and Capital Planning

Forecasting replacement costs based on expected component lifespans helps in financial planning and ensures funds are allocated appropriately.

3. System Design and Upgrades

Designers can select components with longer projected lifespans or plan for phased upgrades aligned with expected replacement cycles.

4. Asset Management

Facility managers use the chart to maintain an accurate inventory of aging systems, prioritize replacements, and extend equipment life through preventive measures.

Advantages of the ASHRAE Life Expectancy Chart

- **Standardized Data:** Provides a consistent reference point for industry professionals.
- **Informed Decision-Making:** Facilitates better planning for maintenance, replacements, and system upgrades.
- **Cost Savings:** Helps avoid premature replacements and reduce downtime.
- **Enhanced System Reliability:** Supports proactive maintenance schedules, improving overall system performance.
- **Educational Value:** Serves as a training tool for new professionals and students in the HVAC industry.

Limitations and Considerations

While the ASHRAE Life Expectancy Chart is a valuable resource, it is important to recognize its limitations:

- **Generalized Data:** The estimates are averages and may not reflect specific conditions or unique system configurations.
- **Environmental Factors:** Extreme conditions like corrosive environments or high humidity can significantly shorten component lifespan.
- **Maintenance Variability:** Poor maintenance practices can reduce lifespan well below the estimates.
- **Technological Advances:** Newer, more durable components may outperform the typical lifespan projections.
- **Usage Intensity:** Heavy usage accelerates wear and tear, impacting actual lifespan.

Interpreting the Chart: Practical Tips

- Combine with Maintenance Records: Use the chart alongside actual maintenance logs to get a more accurate picture of component health.
- Consider Environmental Conditions: Adjust expectations based on the specific environment where the system operates.
- Plan for Contingencies: Always allocate budget and resources beyond the estimated lifespan to account for unforeseen issues.
- Stay Updated: Refer to the latest ASHRAE publications and industry data, as estimates can evolve with new research.

Conclusion

The ASHRAE Life Expectancy Chart is an essential tool for anyone involved in designing, maintaining, or managing HVAC systems. Its standardized estimates provide a foundation for strategic planning, cost management, and system reliability. While it offers valuable insights, users should always consider site-specific factors and maintenance practices to accurately assess the lifespan of their equipment.

In an industry where system performance directly impacts occupant comfort, energy efficiency, and operational costs, leveraging resources like the ASHRAE chart can make a significant difference. By understanding the typical lifespans of various components and planning accordingly, professionals can ensure their HVAC systems operate optimally throughout their service life, ultimately leading to more sustainable and cost-effective building management.

Final Thoughts

Continual advancements in HVAC technology and materials are likely to influence future lifespan estimates. Therefore, staying informed through ASHRAE publications, industry conferences, and ongoing research is vital. The life expectancy chart is not just a static document but a dynamic tool that, when used effectively, can help extend the life and enhance the performance of HVAC systems for years to come.

Question What is the purpose of the ASHRAE life expectancy chart? The ASHRAE life expectancy chart helps estimate the typical lifespan of HVAC components and building systems, aiding in maintenance planning and replacement scheduling. **Answer** How accurate is the ASHRAE life expectancy chart for modern HVAC systems? While it provides a general guideline, the accuracy depends on factors like usage, maintenance, and environmental conditions; regular assessments are recommended for precise planning. Which HVAC components are covered in the ASHRAE life expectancy chart? The chart generally includes components such as chillers, boilers, air handlers, heat pumps, and ventilation systems. How can building managers utilize the ASHRAE life expectancy chart? Managers can use the chart to schedule preventative maintenance, plan replacements, and optimize system performance over time. Does the ASHRAE chart consider

advances in HVAC technology? The chart is based on historical data and standard practices; updates are periodically made, but it may not fully reflect recent technological innovations. What factors can influence the actual lifespan of HVAC equipment beyond the ASHRAE estimates? Factors such as maintenance quality, operating environment, system usage, and installation quality can significantly impact actual equipment lifespan. Can the ASHRAE life expectancy chart be customized for specific building types? While the chart provides general estimates, professional assessments can tailor lifespan expectations based on building-specific conditions and usage patterns. Where can I access the official ASHRAE life expectancy chart? The chart is available through ASHRAE publications, technical manuals, and their official website for members and industry professionals. How often should building owners review the ASHRAE life expectancy data? It's advisable to review and update this data during regular maintenance cycles or when planning major upgrades, typically every 3-5 years.

Related keywords: ASHRAE, life expectancy, HVAC systems, building efficiency, equipment lifespan, ASHRAE standards, maintenance schedule, HVAC lifecycle, building sustainability, equipment durability

work and motivation vroom

Work and motivation Vroom: Understanding the Dynamics of Motivation in the Workplace

In today's competitive and fast-paced work environment, understanding what drives employees to perform at their best is crucial for organizational success. One influential theory that addresses this is Vroom's Expectancy Theory of Motivation, which provides a comprehensive framework for understanding how motivation functions in work settings. By exploring the principles of Vroom's theory, organizations can design more effective motivational strategies, enhance employee engagement, and ultimately improve productivity. This article delves into the core concepts of work and motivation according to Vroom, offering insights into how motivation operates and how it can be harnessed to foster a motivated workforce.

Understanding Vroom's Expectancy Theory of Motivation

Vroom's Expectancy Theory, developed by Victor H. Vroom in 1964, posits that an individual's motivation to perform a specific task is determined by the expected outcomes and the value they place on those outcomes. Unlike other motivation theories that focus solely on internal drives or external rewards, Vroom's model emphasizes the cognitive process involved in decision-making related to work efforts.

Core Components of Vroom's Expectancy Theory

Vroom identified three key components that influence motivation:

- Expectancy (E): The belief that effort will lead to desired performance. For example, an employee's confidence that working extra hours will help them complete a project successfully.
- Instrumentality (I): The belief that performance will be rewarded. For instance, believing that high-quality work will lead to recognition or bonuses.
- Valence (V): The value or attractiveness of the reward. For example, an employee valuing a promotion or a monetary bonus.

The overall motivation (M) to perform is determined by the formula:

$$M = \text{Expectancy (E)} \times \text{Instrumentality (I)} \times \text{Valence (V)}$$

This multiplicative relationship indicates that if any component is zero or low, overall motivation diminishes significantly.

How Work and Motivation Interact in Vroom's Model

Vroom's theory illustrates that motivation in the workplace is not solely about internal desires or external incentives but about the cognitive evaluation of effort, performance, and rewards. Understanding this interaction allows managers to create an environment where employees are motivated to exert effort because they believe their effort will lead to valued outcomes.

The Process of Motivation According to Vroom

- Effort: The employee considers how much effort they need to invest in a task.
- Performance Expectancy: They assess whether this effort will lead to successful performance.
- Reward Expectancy: They evaluate whether successful performance will be rewarded.
- Valuation of Rewards: They determine how much they value the potential rewards.

When these evaluations align positively, motivation increases, leading to higher performance levels.

Applying Vroom's Expectancy Theory in the Workplace

Understanding Vroom's theory provides practical insights into how organizations can enhance motivation. Here are strategies to apply the components effectively:

- Enhancing Expectancy

- Provide adequate training: Equip employees with the necessary skills to perform tasks confidently.

- Set clear goals: Clarify performance expectations to reduce uncertainty.

- Offer support: Ensure resources and support systems are in place to facilitate effort.

- Improving Instrumentality

- Transparent reward systems: Clearly link performance to rewards.

- Consistent recognition: Ensure that high performance reliably results in recognition or rewards.

- Effective communication: Regularly communicate how performance impacts rewards.

- Increasing Valence

- Personalized rewards: Offer incentives aligned with individual employee preferences.

- Career development opportunities: Provide pathways for advancement that employees value.

- Non-monetary rewards: Recognize achievements through praise, additional responsibilities, or flexible work arrangements.

- Addressing Potential Barriers

- Address doubts: Identify and mitigate factors that diminish expectancy or instrumentality.

- Manage expectations: Avoid overpromising rewards or creating unrealistic performance expectations.

- Foster a positive work environment: Promote fairness and trust to reinforce motivation.

Factors Influencing Motivation in Vroom's Framework

While Vroom's model offers a structured approach, several additional factors can influence

motivation:

- Individual differences: Personal values, needs, and attitudes affect how rewards are valued.
- Organizational culture: A culture that recognizes effort and rewards performance can boost motivation.
- Work environment: Supportive and engaging workplaces enhance expectancy and valence.
- Leadership style: Leaders who communicate effectively and demonstrate fairness influence employees' motivation levels.

Limitations of Vroom's Expectancy Theory

Despite its strengths, Vroom's theory has certain limitations:

- Assumption of rationality: The model assumes employees make logical, rational decisions, which may not always be the case.
- Difficulty in measuring: Quantifying expectancy, instrumentality, and valence can be challenging.
- Overlooks emotional factors: The theory does not fully account for emotional or psychological influences on motivation.

Understanding these limitations helps organizations integrate Vroom's model with other motivational strategies for a holistic approach.

Real-Life Examples of Vroom's Theory in Action

Example 1: Sales Teams

A sales manager wants to motivate the team to meet quarterly targets. They:

- Provide training to boost confidence (expectancy).
- Clearly outline that meeting targets will result in bonuses (instrumentality).
- Offer attractive commissions and recognition, which salespeople value (valence).

When employees believe their effort will lead to success, that success will be rewarded, and they value the rewards, motivation increases, leading to higher sales performance.

Example 2: Employee Development Programs

An organization introduces a mentorship program, where employees see a clear path to promotion

(instrumentality), feel capable of succeeding through training (expectancy), and highly value career advancement (valence). This alignment motivates participation and engagement.

Conclusion: Harnessing Work and Motivation Vroom for Organizational Success

Vroom's Expectancy Theory offers a valuable lens through which organizations can understand and influence employee motivation. By focusing on enhancing expectancy, instrumentality, and valence, managers can create motivational environments that encourage high performance and job satisfaction. While the model has its limitations, when combined with other motivational strategies and tailored to individual needs, it can significantly impact organizational effectiveness.

Employers who understand the cognitive processes behind motivation are better positioned to design incentive systems, communication strategies, and work environments that inspire employees to perform at their best. Ultimately, leveraging Vroom's principles can lead to a more motivated, productive, and satisfied workforce, driving sustained organizational growth and success.

Key Takeaways:

- Motivation depends on the belief that effort leads to performance, performance leads to rewards, and those rewards are valuable.
- Enhancing employee confidence, clarifying reward links, and aligning rewards with individual values are essential strategies.
- Recognizing individual differences and organizational culture factors can further improve motivation.
- Vroom's Expectancy Theory provides a practical framework for understanding and improving motivation in various work contexts.

By applying Vroom's insights into work and motivation, organizations can foster a motivated workforce capable of achieving outstanding results.

Work and motivation Vroom is a foundational concept in organizational psychology and management, rooted in the expectancy theory developed by Victor Vroom. This theory offers profound insights into what drives individuals to perform, how they make decisions regarding effort, and what factors influence their motivation in the workplace. Understanding Vroom's approach to motivation is crucial for managers, HR professionals, and employees alike, as it provides a framework to enhance productivity, job satisfaction, and overall organizational effectiveness. This article explores the core principles of Vroom's motivation theory, its applications in work environments, and the strengths and limitations of this model.

Understanding Vroom's Expectancy Theory of Motivation

Vroom's expectancy theory posits that an individual's motivation to engage in a particular behavior is determined by their expectation of the outcome and the value they place on that outcome. In essence, motivation is a product of three key components: Expectancy, Instrumentality, and Valence.

Core Components of Vroom's Expectancy Theory

- Expectancy (E): The belief that increased effort will lead to improved performance. For example, an employee's confidence that studying harder will result in better work output.
- Instrumentality (I): The belief that successful performance will be rewarded. For instance, the perception that completing a project well will lead to a bonus or recognition.
- Valence (V): The value or importance an individual places on the reward. For example, a worker may highly value a promotion or salary increase.

The motivation (M) can be summarized by the formula:

$$M = E \times I \times V$$

If any of these factors is zero or very low, the overall motivation diminishes significantly.

Application of Vroom's Theory in the Workplace

Vroom's model provides practical insights into how organizations can motivate employees effectively by influencing each component of the expectancy formula.

Enhancing Expectancy

- Training and Development: Providing employees with necessary skills increases their confidence that effort will lead to performance.
- Clear Goals and Expectations: Clearly defined roles and objectives help employees understand how effort correlates with performance.
- Supportive Environment: Removing obstacles and offering resources supports employees in their efforts.

Boosting Instrumentality

- **Transparent Reward Systems:** Clearly communicating how performance translates into rewards increases perceived instrumentality.
- **Consistent Rewards:** Ensuring that rewards are reliably linked to performance sustains motivation.
- **Performance Feedback:** Regular feedback helps employees see the connection between their efforts and outcomes.

Increasing Valence

- **Personalized Incentives:** Recognizing that different employees value different rewards, tailoring incentives can enhance valence.
- **Career Development Opportunities:** Offering promotions, skill development, or new challenges increases the perceived value of performance.
- **Intrinsic Rewards:** Recognizing achievements verbally or providing meaningful work can increase internal motivation.

Strengths of Vroom's Expectancy Theory

Vroom's model offers several advantages that make it a valuable tool for understanding and improving motivation:

- **Focus on Cognitive Processes:** It emphasizes the thought processes individuals go through before acting, allowing managers to influence motivation through targeted strategies.
- **Practical Framework:** The clear components (expectancy, instrumentality, valence) provide a straightforward way to diagnose motivation issues.
- **Flexibility:** It applies across various settings, industries, and roles, accommodating different individual values and perceptions.
- **Encourages Personalization:** Recognizing that motivation factors differ among individuals enables tailored motivational strategies.

Limitations and Criticisms of Vroom's Expectancy Theory

Despite its utility, Vroom's theory has some limitations:

- **Assumption of Rationality:** It presumes that individuals make logical decisions based on expected outcomes, which may not always reflect real-world emotional and psychological complexities.
- **Difficulty Measuring Components:** Quantifying expectancy, instrumentality, and valence can be

challenging, leading to subjective assessments.

- Overlooks Social and Emotional Factors: The model primarily focuses on individual cognition, potentially neglecting social influences, cultural factors, and emotional states.
- Potential for Overemphasis on Rewards: Relying heavily on extrinsic rewards might undermine intrinsic motivation over time.

Comparisons with Other Motivation Theories

Vroom's expectancy theory is often contrasted with other motivation theories, providing a broader understanding of workplace motivation.

Maslow's Hierarchy of Needs

- Focuses on fulfilling a sequence of human needs, from physiological to self-actualization.
- Vroom's model is more behaviorally focused and emphasizes expectation and valuation, whereas Maslow emphasizes need fulfillment.

Herzberg's Two-Factor Theory

- Differentiates between hygiene factors and motivators.
- Vroom emphasizes the cognitive evaluation of effort and reward, which can complement Herzberg's focus on job satisfaction.

Self-Determination Theory

- Highlights intrinsic motivation fueled by autonomy, competence, and relatedness.
- Vroom's model can incorporate intrinsic factors within valence but primarily centers on extrinsic rewards.

Practical Implications for Managers

Managers aiming to motivate their teams using Vroom's principles should consider the following strategies:

- Conduct assessments to understand individual employees' perceptions of effort-performance-reward linkages.
- Design reward systems that are transparent, consistent, and aligned with performance.

- Invest in training programs to bolster employees' confidence in their abilities.
- Personalize incentives to match individual values and preferences.
- Foster open communication to clarify expectations and reward mechanisms.

Conclusion

Work and motivation Vroom remains a seminal framework for understanding the cognitive processes underlying employee motivation. Its emphasis on expectancy, instrumentality, and valence provides actionable insights that can be leveraged to design effective motivational strategies in organizational settings. While the model has its limitations—such as assumptions of rationality and measurement challenges—it offers a practical, adaptable, and psychologically grounded approach to enhancing workplace performance. By applying Vroom's principles thoughtfully, organizations can foster motivated, engaged, and high-performing teams that contribute to sustained success.

Final thoughts: The ongoing relevance of Vroom's expectancy theory lies in its emphasis on understanding individual perceptions and expectations. In today's dynamic work environments, recognizing that motivation is a complex interplay of beliefs, values, and perceptions is crucial. Managers who harness these insights will be better equipped to inspire their teams and achieve organizational goals efficiently.

Question What is the core idea behind Vroom's Expectancy Theory of motivation?

Answer Vroom's Expectancy Theory suggests that individuals are motivated to work based on the expected outcomes of their actions, specifically that motivation is a product of expectancy (belief that effort leads to performance), instrumentality (belief that performance leads to rewards), and valence (value of the rewards). How can managers apply Vroom's theory to enhance employee motivation? Managers can apply Vroom's theory by ensuring clear communication of performance expectations, providing achievable goals, and offering meaningful rewards that employees value, thereby increasing the likelihood that effort will result in desired outcomes. What are some criticisms of Vroom's Expectancy Theory? Criticisms include its assumption that individuals are rational decision-makers and that they have complete information, which may not reflect real-world complexities. Additionally, it can be challenging to accurately measure and influence expectancy, instrumentality, and valence in practice. In what ways does Vroom's theory differ from other motivation theories like Maslow's hierarchy? While Maslow's hierarchy emphasizes fulfilling needs in a hierarchical order, Vroom's Expectancy Theory focuses on the cognitive process of decision-making related to effort, performance, and rewards, highlighting the rational calculation behind motivation rather than needs fulfillment. Can Vroom's Expectancy Theory explain intrinsic motivation? Vroom's theory primarily addresses extrinsic motivation driven by external rewards; however, it can indirectly relate to intrinsic motivation if internal rewards (like personal satisfaction or sense of achievement) are valued similarly to external ones in the valence component. What factors influence the expectancy, instrumentality, and valence components in Vroom's theory? Expectancy

is influenced by an individual's confidence, skills, and resources; instrumentality depends on the perceived reliability of performance-reward links; valence is affected by the personal value placed on the rewards, which can vary based on individual needs and preferences.

Related keywords: work motivation, vroom expectancy theory, Vroom's theory, employee motivation, motivation models, expectancy theory, work performance, motivation factors, Vroom decision theory, employee engagement

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