

Human Resource Management Motivation Theories

Human resource management motivation theories are essential frameworks that help organizations understand what drives employee behavior, enhance productivity, and foster a positive workplace environment. These theories provide valuable insights into the psychological and social factors influencing employee motivation, enabling HR professionals and managers to design effective strategies for engagement, retention, and performance improvement. In this comprehensive guide, we will explore the most prominent motivation theories in human resource management, their core principles, applications, and implications for modern workplaces.

Understanding Human Resource Management Motivation Theories

Motivation theories in HRM serve as foundational tools that explain why employees behave in certain ways and what factors can be manipulated to improve their motivation levels. These theories can be broadly categorized into content theories, process theories, and reinforcement theories, each offering unique perspectives on motivation.

Content Theories of Motivation

Content theories focus on identifying specific needs or factors that motivate individuals. They aim to understand what internal or external elements fulfill employees' needs and encourage productive behavior.

Maslow's Hierarchy of Needs

One of the most influential content theories is Abraham Maslow's Hierarchy of Needs, which posits that human motivation is driven by a series of hierarchical needs:

1. **Physiological Needs:** Basic survival needs such as salary, work environment, and physical safety.
2. **Safety Needs:** Job security, health benefits, and safe working conditions.
3. **Social Needs:** Belongingness, team relationships, and a sense of community.
4. **Esteem Needs:** Recognition, respect, and opportunities for achievement.
5. **Self-Actualization:** Personal growth, creativity, and realizing one's full potential.

In HRM, understanding this hierarchy helps tailor motivational strategies, ensuring basic needs are met before addressing higher-level aspirations.

Herzberg's Two-Factor Theory

Frederick Herzberg distinguished between hygiene factors and motivators:

1. **Hygiene Factors:** Job conditions, salary, company policies, and interpersonal relationships. Their absence causes dissatisfaction but doesn't motivate.
2. **Motivators:** Achievement, recognition, responsibility, and opportunities for advancement. These factors actively promote job satisfaction and motivation.

Applying Herzberg's theory in HRM encourages organizations to improve hygiene factors to prevent dissatisfaction and focus on motivators to enhance engagement.

McClelland's Theory of Needs

David McClelland identified three primary needs that influence motivation:

1. **Achievement:** Desire to excel and accomplish challenging goals.
2. **Affiliation:** Desire for friendly relationships and social approval.
3. **Power:** Desire to influence others and control resources.

Understanding individual employees' dominant needs can help managers assign roles that align with their motivational drivers.

Process Theories of Motivation

While content theories explain what motivates, process theories focus on how motivation occurs, emphasizing the cognitive processes involved.

Expectancy Theory

Proposed by Victor Vroom, Expectancy Theory suggests that motivation depends on the expected outcomes:

1. **Expectancy:** Belief that effort will lead to performance.
2. **Instrumentality:** Belief that performance will lead to rewards.
3. **Valence:** The value placed on the rewards.

In practice, HR strategies should ensure employees believe their efforts will result in meaningful rewards, motivating increased performance.

Goal-Setting Theory

Developed by Edwin Locke, this theory emphasizes that specific and challenging goals lead to higher performance:

1. Goals should be clear and measurable.
2. Employees should receive feedback on progress.
3. Participation in goal setting enhances commitment.

Organizations adopting goal-setting practices often see increased motivation and productivity.

Reinforcement Theories of Motivation

Reinforcement theories are based on the idea that behavior is a result of its consequences. They emphasize the role of rewards and punishment in shaping behavior.

Operant Conditioning

B.F. Skinner's operant conditioning suggests that behaviors followed by positive reinforcement are more likely to recur, while those followed by punishment are less likely. In HRM, this translates to:

1. Providing bonuses or praise for desirable behaviors.
2. Implementing disciplinary actions for undesirable behaviors.

This approach supports the development of a performance-driven culture.

Applying Motivation Theories in Human Resource Management

Understanding these theories is only the first step. Effective HR strategies

require translating theoretical insights into practical applications.

Designing Motivational Strategies

Based on the theories discussed, organizations can implement various motivational tactics:

1. **Ensure Basic Needs are Met:** Offer competitive salaries, safe working conditions, and job security.
2. **Recognize and Reward Achievements:** Use recognition programs and performance bonuses to satisfy esteem and achievement needs.
3. **Promote Social Connections:** Foster teamwork and open communication to fulfill social needs.
4. **Set Challenging Goals:** Collaborate with employees to establish clear, attainable, yet challenging objectives.
5. **Provide Opportunities for Growth:** Offer training, career development, and advancement prospects.
6. **Implement Reinforcement Mechanisms:** Use rewards and feedback to reinforce desired behaviors.

Customizing Motivation Approaches

Recognizing individual differences is vital. Managers should assess employees' dominant needs and tailor motivation strategies accordingly. For example:

1. Employees driven by achievement may thrive with challenging projects.
2. Those motivated by affiliation may respond better to team-based recognition.
3. Individuals seeking power might be motivated by leadership opportunities.

Challenges and Considerations in

Applying Motivation Theories

While motivation theories offer valuable guidance, practical application involves challenges:

1. Employees are complex; multiple needs and motivations often coexist.
2. External factors, such as organizational culture and leadership style, influence motivation.
3. Overemphasis on extrinsic rewards can undermine intrinsic motivation.
4. Motivational strategies must be ethical and fair to maintain trust.

Effective HR management involves balancing these considerations to create an environment where motivation can flourish.

Conclusion

Human resource management motivation theories provide a rich foundation for understanding what drives employees and how organizations can foster a motivated workforce. From Maslow's hierarchy to reinforcement models, each theory offers unique insights that, when integrated thoughtfully, can lead to increased employee engagement, satisfaction, and organizational success. By applying these theories strategically—considering individual differences, organizational culture, and ethical standards—HR professionals and managers can develop a motivated workforce capable of achieving both personal and organizational goals. Embracing a comprehensive understanding of motivation in HRM is essential for building resilient, innovative, and high-performing organizations in today's dynamic business environment.

Human Resource Management Motivation Theories: A Comprehensive Analysis
Effective human resource management (HRM) hinges significantly on understanding what motivates employees. Motivation theories provide vital insights into how organizations can foster engagement, productivity, and job satisfaction. Over the decades, numerous theories have been developed, each offering unique perspectives on human motivation within the workplace. In this

review, we delve deeply into the most influential motivation theories relevant to HRM, exploring their principles, applications, strengths, and limitations.

Introduction to Motivation in Human Resource Management

Motivation in HRM refers to the internal and external forces that drive employees to perform their jobs effectively. Recognizing what motivates employees enables managers to design policies, incentives, and work environments that maximize productivity and satisfaction. Motivation theories can be broadly classified into content theories (which focus on what needs motivate people) and process theories (which examine how motivation occurs). Understanding both helps HR professionals craft comprehensive strategies.

Content Theories of Motivation

Content theories emphasize identifying specific needs that motivate behavior. They suggest that motivation results from the fulfillment of certain physiological or psychological needs.

1. Maslow's Hierarchy of Needs

Overview: Proposed by Abraham Maslow in 1943, this theory posits that human needs are arranged in a five-tier hierarchy, starting from basic physiological needs to self-actualization. Levels: - Physiological Needs: Food, water, shelter, rest - Safety Needs: Security, stability, health - Love and Belongingness: Social relationships, friendship - Esteem Needs: Recognition, respect, self-esteem - Self-Actualization: Personal growth, realization of potential Implications for HRM: - Managers should ensure basic needs are met before expecting higher-level motivation. - Job design can incorporate opportunities for growth and recognition. - Organizational policies should aim to create a safe and inclusive environment. Strengths: - Holistic approach considering multiple needs -

Emphasizes personal development Limitations: - Hierarchical assumption may not apply universally - Needs may not follow a strict order - Cultural differences can influence need priorities

2. Herzberg's Two-Factor Theory (Motivation-Hygiene Theory)

Overview: Frederick Herzberg identified two sets of factors influencing motivation: - Hygiene Factors: Salary, company policies, working conditions, job security. Their absence causes dissatisfaction but do not motivate if present. - Motivators: Achievement, recognition, responsibility, advancement, the work itself. These promote satisfaction and motivation. Implications for HRM: - Improving hygiene factors prevents dissatisfaction but does not necessarily increase motivation. - To motivate employees, focus on enhancing motivator factors within jobs. Strengths: - Differentiates between factors causing dissatisfaction and those promoting motivation - Useful in job redesign and enrichment Limitations: - The distinction between hygiene factors and motivators is sometimes blurred - Cultural differences may influence perceptions of factors

3. McGregor's Theory X and Theory Y

Overview: Douglas McGregor proposed two contrasting views of employee motivation: - Theory X: Assumes employees are inherently lazy, need supervision, and prefer to avoid responsibility. - Theory Y: Assumes employees are self-motivated, seek responsibility, and can be creative. Implications for HRM: - Adopting Theory Y assumptions encourages participative management, job enrichment, and trust. - Theory X may lead to authoritative management styles, which can demotivate. Strengths: - Highlights managerial attitudes' influence on motivation - Promotes humanistic management approaches Limitations: - Over-simplifies employee attitudes - Real-world behaviors often fall between the two theories

4. Alderfer's ERG Theory

Overview: Alderfer condensed Maslow's five needs into three categories: - Existence: Basic material needs - Relatedness: Interpersonal relationships - Growth: Personal development Unlike Maslow, ERG theory suggests that multiple needs can be pursued simultaneously, and if higher-level needs are frustrated, individuals may regress to lower ones. Implications for HRM: - Flexibility in motivating employees based on current needs - Recognizes frustration-regression phenomenon, which can inform management interventions Strengths: - More flexible than Maslow's rigid hierarchy - Accounts for regression and frustration effects Limitations: - Less empirically supported - Needs categories can overlap

Process Theories of Motivation

Process theories focus on the cognitive processes that influence motivation, emphasizing how individuals choose behaviors based on expected outcomes.

1. Vroom's Expectancy Theory

Overview: Victor Vroom proposed that motivation depends on the expected outcomes of behavior, formulated as: $\text{Motivation} = \text{Expectancy} \times \text{Instrumentality} \times \text{Valence}$ Where: - Expectancy: Belief that effort leads to performance - Instrumentality: Belief that performance leads to outcomes - Valence: Value of the outcomes to the individual Implications for HRM: - Enhance employees' belief that effort results in performance - Clarify the link between performance and rewards - Offer valued rewards aligned with employee preferences Strengths: - Emphasizes individual differences - Provides a clear framework for designing incentives Limitations: - Difficult to accurately measure expectations - Assumes rational decision-making

2. Adam's Equity Theory

Overview: This theory suggests that employees are motivated by fairness. They compare their input-output ratio to that of others and feel motivated or demotivated based on perceived equity or inequity. Implications for HRM: - Maintain transparency in reward systems - Address perceptions of unfairness promptly - Foster a culture of fairness and recognition Strengths: - Highlights social comparisons - Explains workplace dissatisfaction and motivation Limitations: - Subjective perceptions can vary - Difficult to quantify fairness objectively

3. Locke's Goal-Setting Theory

Overview: Edwin Locke emphasized that specific and challenging goals enhance motivation and performance. Feedback and commitment are critical components. Implications for HRM: - Set clear, attainable, and challenging goals - Provide regular feedback - Involve employees in goal-setting processes Strengths: - Empirically supported - Promotes focused effort and persistence Limitations: - Goals may induce stress - Overemphasis on goals can undermine intrinsic motivation

Integrating Motivation Theories into HRM Practices

Successful HR strategies incorporate insights from multiple motivation theories: - Job Design: Use job enrichment and enlargement to fulfill higher-level needs (Herzberg, Maslow, Locke). - Reward Systems: Align incentives with employee values (Vroom, Adam's Equity Theory). - Leadership Style: Foster participative management to promote self-determination (McGregor's Theory Y). - Performance Management: Set SMART goals, provide feedback, and recognize achievements (Locke).

Challenges in Applying Motivation Theories

While these theories offer valuable guidance, applying them in diverse organizational contexts involves challenges: - Cultural differences may influence need priorities and perceptions. - Individual differences necessitate personalized motivation strategies. - Organizational constraints might limit the implementation of ideal practices. - Motivation is dynamic; needs and expectations evolve over time.

Conclusion: Toward a Holistic Approach

Understanding human resource management motivation theories provides a foundation for creating motivating work environments. No single theory offers a complete explanation; rather, integrating multiple perspectives yields more effective HR strategies. By recognizing the complexity of motivation—ranging from fulfilling basic needs to aligning personal goals with organizational objectives—HR professionals can foster engaged, productive, and satisfied employees. Continual assessment and adaptation are essential, as motivation is inherently dynamic and influenced by individual, organizational, and cultural factors. In essence, a deep comprehension of motivation theories equips HR practitioners with the tools to design policies that not only enhance performance but also promote a thriving, motivated workforce committed to organizational success.

Discovering **Human Resource Management Motivation Theories** often begins with a need: a topic to understand, a problem to solve, or a skill to improve. What happens next depends on access. When information is available instantly, learning flows naturally instead of being delayed or abandoned.

Having **Human Resource Management Motivation Theories** available in PDF format creates a sense of readiness. The material is there when questions

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Flexibility plays a central role in this experience. Whether opened on a laptop during focused study or on a mobile device during brief moments of reflection, the content adapts to the reader's routine. Learning becomes something that fits into life, not something that competes with it.

The structure of a well-prepared PDF supports clarity. Chapters are easy to navigate, sections remain consistent, and visual elements reinforce understanding. This stability is especially valuable for educational and professional materials where precision matters.

Interaction deepens engagement. Highlighting important ideas, adding personal notes, and bookmarking key sections allow readers to shape the material according to their goals. Over time, **Human Resource Management Motivation Theories** becomes more than a document; it turns into a personalized reference.

Efficiency matters in a world filled with distractions. Search tools allow readers to locate exact terms or concepts within seconds. This makes the book useful not only for reading from start to finish, but also for quick consultation whenever specific information is needed.

Accessing **Human Resource Management Motivation Theories** through trusted platforms ensures confidence. Legal sources protect both readers and creators, offering peace of mind alongside quality content. Knowing that the material is reliable allows full focus on comprehension rather than concern.

Affordability expands opportunity. When high-quality resources are available without excessive cost, readers feel encouraged to explore more freely. Learning becomes driven by interest rather than limitation.

Students benefit from this openness. Study sessions can happen anywhere, notes remain organized, and revision becomes less stressful. The ability to revisit content repeatedly supports long-term retention rather than short-term memorization.

For professionals, **Human Resource Management Motivation Theories** becomes a practical asset. It can be consulted during projects, referenced during decision-making, and revisited as experience grows. This ongoing usefulness transforms reading into a long-term investment.

Independent learners often value autonomy. Being able to choose when, how, and how deeply to engage with a subject strengthens motivation. Learning feels self-directed rather than imposed.

Accessibility features extend inclusion. Adjustable display settings and compatibility with assistive tools allow more readers to engage comfortably, reinforcing equal access to information.

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Global access creates shared understanding. Readers from different regions encounter the same material, often bringing unique perspectives that enrich interpretation. This shared access supports collaboration and collective growth.

Revisiting familiar sections often reveals new insights. As experience grows, the same content can feel different, more relevant, or more nuanced. This layered understanding is a sign of meaningful learning.

With **Human Resource Management Motivation Theories** always within reach, learning becomes less about completion and more about engagement. The material remains available whenever attention returns to it.

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Questions & Answers About human resource management motivation theories

No	Question	Answer
1	What are the main motivation theories in human resource management?	The primary motivation theories include Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, McGregor's Theory X and Theory Y, Alderfer's ERG Theory, and Vroom's Expectancy Theory.
2	How does Maslow's Hierarchy of Needs influence HR management practices?	It suggests that employees are motivated to fulfill basic needs first, such as safety and physiological needs, progressing to self-actualization, guiding HR to develop initiatives that address these different levels.

3	What is Herzberg's Two-Factor Theory and how does it apply to employee motivation?	Herzberg's theory distinguishes between hygiene factors (which prevent dissatisfaction) and motivators (which promote satisfaction). HR strategies focus on enhancing motivators like achievement and recognition to boost motivation.
4	How does McGregor's Theory X and Theory Y impact leadership styles in HR management?	Theory X assumes employees are inherently lazy and need close supervision, while Theory Y assumes employees are self-motivated. HR leaders adopting Theory Y promote participative management to foster motivation and innovation.
5	What role does Vroom's Expectancy Theory play in designing employee incentive programs?	It emphasizes that employees are motivated when they believe their effort will lead to good performance, which will be rewarded, thus HR programs should clearly link effort, performance, and rewards.
6	How can understanding motivation theories improve employee engagement?	By applying these theories, HR can create tailored motivation strategies that meet employees' psychological needs, leading to higher engagement and productivity.
7	What are the limitations of traditional motivation theories in modern HR management?	Traditional theories may overlook individual differences, cultural diversity, and changing workplace dynamics, necessitating more flexible and inclusive motivational approaches.
8	How do contemporary motivation theories like Self-Determination Theory relate to HR practices?	Self-Determination Theory emphasizes autonomy, competence, and relatedness, encouraging HR to foster an environment that supports intrinsic motivation and personal growth.
9	Can motivation theories be combined for more effective HR strategies?	Yes, integrating multiple theories can provide a comprehensive understanding of employee motivation, allowing HR to design diverse and effective motivational initiatives.
10	What is the importance of aligning HR policies with motivation theories?	Aligning HR policies with motivation theories helps in creating a motivated workforce, reducing turnover, and enhancing overall organizational performance.

employee motivation, Herzberg's two-factor theory, Maslow's hierarchy of needs, intrinsic motivation, extrinsic motivation, reinforcement theory, goal-setting theory, equity theory, job satisfaction, performance management

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Studying with Human Resource Management Motivation Theories

Studying with Human Resource Management Motivation Theories in digital format allows learners to approach content in a more structured, flexible, and efficient way. Unlike traditional printed materials, digital documents provide tools that support active learning, deeper comprehension, and long-term retention. By applying effective study strategies, learners can maximize the educational value

of Human Resource Management Motivation Theories and turn it into a powerful learning resource.

One of the most effective approaches is breaking chapters into smaller, manageable sections. Large blocks of information can be overwhelming and reduce focus. Dividing content into sections encourages gradual progress and helps learners absorb information step by step. This method also makes it easier to schedule study sessions and maintain consistency over time.

After completing each section, summarizing the content in your own words is highly recommended. Summaries help clarify understanding and reinforce key concepts. Writing brief notes or outlines based on Human Resource Management Motivation Theories content enables learners to process information actively rather than passively consuming it. These summaries can later serve as quick revision materials before exams or discussions.

Regularly reviewing highlighted sections is another essential study practice. Highlights draw attention to important ideas, definitions, or arguments that require reinforcement. Periodic review sessions strengthen memory retention and help identify areas that may need further clarification. Digital highlights remain accessible and searchable, making review sessions more efficient than flipping through physical pages.

Creating a consistent study routine further enhances learning outcomes. Allocating specific time slots for reading and review promotes discipline and reduces procrastination. Digital formats allow flexibility in choosing study locations and devices, making it easier to integrate learning into daily schedules.

Active learning strategies

Active learning transforms Human Resource Management Motivation Theories from a static document into an interactive study tool. Asking questions while reading, making predictions, and connecting new information with prior knowledge improves comprehension. Learners can add questions or reflections

as annotations, creating a dialogue with the text that deepens understanding.

Teaching concepts learned from Human Resource Management Motivation Theories to others is another powerful strategy. Explaining ideas in simple terms reinforces understanding and highlights gaps in knowledge. This method can be applied during group study sessions or personal review by summarizing content aloud.

Using Digital Features

Digital features significantly enhance the study experience with Human Resource Management Motivation Theories. Search functionality allows learners to locate keywords, concepts, or references instantly. This saves time and supports efficient cross-referencing, especially when working with lengthy documents or multiple sources.

Copying references and quotations digitally simplifies academic work. Learners can quickly extract relevant passages for essays, reports, or research projects. When copying content, it is important to maintain proper citations and respect copyright guidelines to ensure ethical use of information.

Bookmarks are another valuable feature for efficient study. Marking important chapters, sections, or reference pages allows quick navigation during revision. Bookmarks help learners resume reading exactly where they left off and organize content according to study priorities.

Digital annotation tools further support active engagement. Notes, comments, and highlights can be added directly to the document, keeping insights closely connected to the source material. These annotations can be edited, expanded, or reorganized as understanding evolves over time.

Some readers also support linking annotations to external notes or documents. This integration allows learners to build a comprehensive study system that combines Human Resource Management Motivation Theories with

supplementary resources such as lecture notes, articles, or multimedia content.

Efficiency and productivity benefits

Digital features reduce repetitive tasks and improve productivity. Instead of manually searching for information, learners can rely on built-in tools to streamline study processes. This efficiency frees up time for deeper analysis, reflection, and practice.

Synchronizing notes and progress across devices further enhances productivity. Learners can switch between devices without losing annotations or bookmarks, maintaining continuity in their study workflow.

Group Study

Group study adds a collaborative dimension to learning with Human Resource Management Motivation Theories. Sharing insights and discussing key points helps reinforce understanding and exposes learners to different perspectives. Collaborative learning encourages critical thinking and clarifies complex topics through discussion.

When engaging in group study, it is important to share Human Resource Management Motivation Theories content legally. Only free, public domain, or authorized versions should be distributed directly. For paid editions, sharing official links or references ensures compliance with copyright regulations while still enabling collaboration.

Group members can exchange summaries, annotations, or discussion questions based on Human Resource Management Motivation Theories. These shared materials support collective learning while allowing individuals to maintain their own notes. Digital platforms make it easy to collaborate asynchronously, accommodating different schedules and learning styles.

Discussion sessions focused on specific chapters or themes help structure group study effectively. Assigning sections to different members for review or

presentation encourages accountability and deeper engagement. Each participant contributes unique insights, enriching the overall learning experience.

Collaborative tools and platforms

Cloud-based tools facilitate collaborative study by enabling shared documents, comments, and feedback. Study groups can use shared folders or collaborative note-taking apps to centralize materials related to Human Resource Management Motivation Theories. This approach keeps resources organized and accessible to all members.

Respectful communication and clear guidelines enhance group study outcomes. Establishing expectations for participation, note-sharing, and discussion ensures productive collaboration and minimizes misunderstandings.

Maintaining Quality

Maintaining the quality of Human Resource Management Motivation Theories files is essential for effective study. Low-quality or corrupted files can hinder readability, disrupt learning, and cause frustration. Ensuring that downloaded files are complete and legible supports a smooth and reliable study experience.

Before using Human Resource Management Motivation Theories for study, learners should verify file integrity. Checking page completeness, image clarity, and text readability helps identify potential issues early. If a file appears incomplete or corrupted, obtaining a fresh copy from a trusted source is recommended.

High-quality files preserve formatting, structure, and navigation features such as tables of contents and hyperlinks. These elements enhance usability and make study sessions more efficient. Poorly scanned or improperly converted documents may lack searchable text or clear layout, reducing their educational value.

Choosing reputable and legal sources for downloads ensures better quality and safety. Official publishers, libraries, and recognized platforms typically provide well-formatted and verified versions of Human Resource Management Motivation Theories. Avoiding unreliable sources reduces the risk of errors and security threats.

Updating and replacing files

Over time, improved editions or corrected versions of Human Resource Management Motivation Theories may become available. Periodically checking for updates ensures access to the most accurate and relevant content. Replacing outdated files with newer versions helps maintain a high-quality study library.

Archiving older versions separately allows reference if needed while keeping primary study materials current and organized.

Building effective study habits with Human Resource Management Motivation Theories

Combining structured study methods, digital tools, collaborative learning, and quality control creates a comprehensive approach to learning with Human Resource Management Motivation Theories. These practices encourage consistency, deepen understanding, and support long-term retention.

Effective study habits evolve over time. Reflecting on what methods work best and adjusting strategies accordingly leads to continuous improvement. Digital formats offer flexibility to experiment with different approaches and customize the learning experience.

Final thoughts on studying with Human Resource Management Motivation Theories

Studying with Human Resource Management Motivation Theories becomes significantly more effective when learners apply structured reading strategies, leverage digital features, collaborate responsibly, and maintain high-quality

materials. By breaking content into sections, summarizing insights, using search and annotation tools, participating in group discussions, and ensuring file integrity, learners can transform Human Resource Management Motivation Theories into a powerful and reliable study companion. These practices support deeper comprehension, stronger retention, and more meaningful learning outcomes over time.