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# A Theory Based Investigation of Team Member Motivation and User Satisfaction with Agile projects

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# A Theory Based Investigation of Team Member Motivation and User Satisfaction with Agile projects

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**ABSTRACT**

Users and teams members of agile projects have consistently shown higher motivation and satisfaction compared with projects that use plan-driven methods. User satisfaction is a key measure of IS success if not synonymous with it (Delone and McLean, 1992; Seddon, 1997) and higher team member motivation is known to foster productivity, company loyalty and levels of engagement (Locke and Latham, 1990; Meyer and Allen, 1997; Pinder, 1998). Various explanations have been offered for this salutary phenomenon and have as their basis the specific characteristics of Agile methodologies such as people focus, higher levels of user involvement and collaborative development approach (Boehm and Turner, 2005; Dybå and Dingsøyr, 2009; Mann and Maurer, 2005). In this study we apply the approach-avoidance theory to not only suggest another explanation for the phenomena but also provide guidelines to tailor projects that use plan-driven methods for enhancing team-member morale and user satisfaction

**Keywords**

Approach-Avoidance theory, Completion effect, Agile methods, Plan-driven methods, Team-member motivation, User satisfaction