

Motivation @ work: constructs and applications

Massimiliano Barattucci



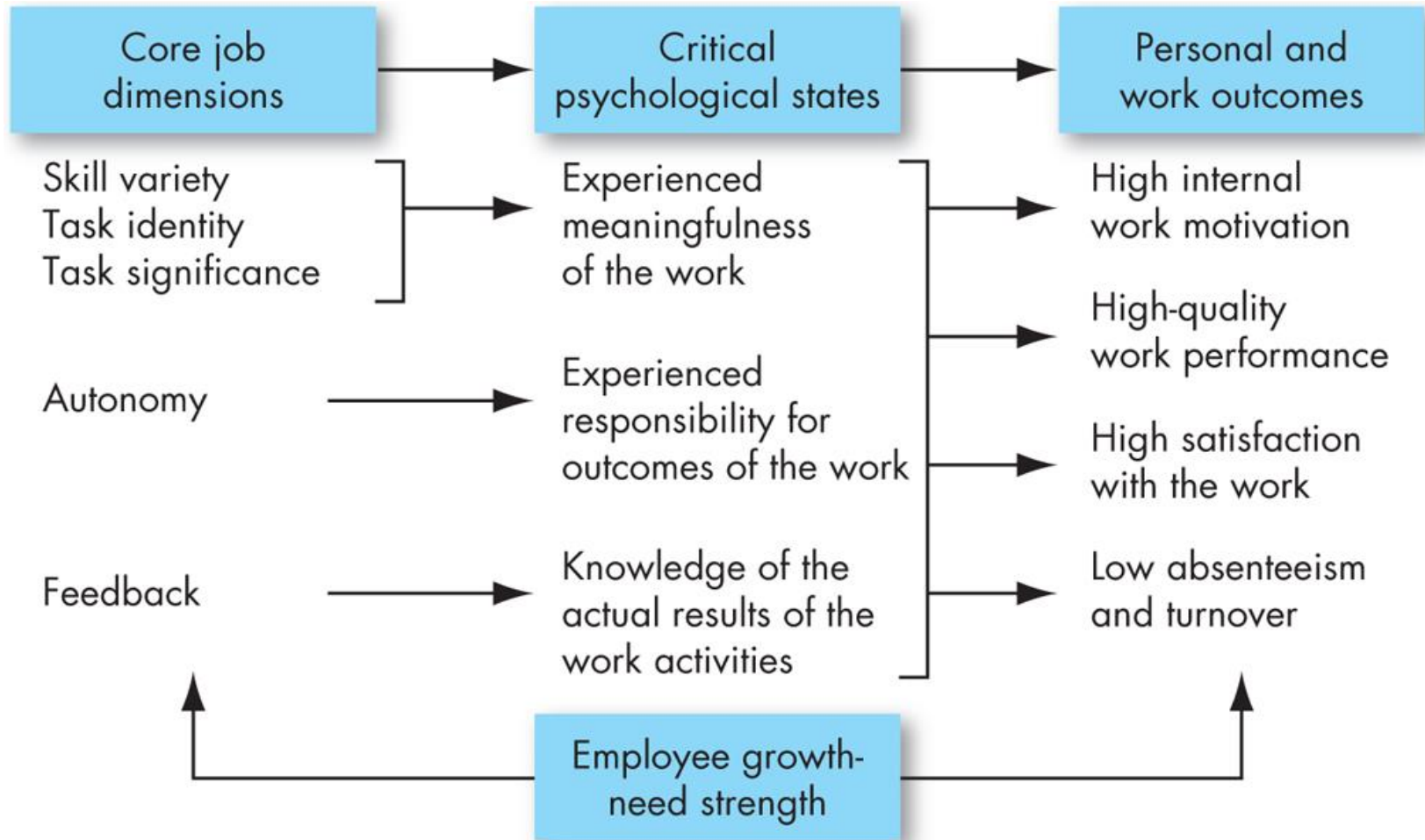
After studying this lecture you should be able to:

1. Describe how the job characteristics model (JCM) motivates by changing the work environment.
2. Compare the main ways that jobs can be redesigned.
3. Explain how specific alternative work arrangements can motivate employees.
4. Describe how employee involvement measures can motivate employees.
5. Demonstrate how the different types of variable-pay programs can increase employee motivation.
6. Show how flexible benefits turn benefits into motivators.
7. Identify the motivational benefits of employee recognition programs.

Motivating by Job Design: The Job Characteristics Model

- **Job characteristics model:** jobs are described in terms of five core dimensions:
 - Skill variety
 - Task identity
 - Task significance
 - Autonomy
 - Feedback

The Job Characteristics Model



Designing Motivational Jobs

- JCM-designed jobs give internal rewards
- Individual's growth needs are moderating factors
- Motivating jobs must:
 - Be autonomous
 - Provide feedback
 - Be meaningful

Redesigning Jobs: Job Rotation

- **Job Rotation**

- The periodic shifting of an employee from one task to another
 - Also called cross-training
- Increases job satisfaction and organizational commitment

Redesigning Jobs: Relational Job Design

- **Relational Job Design**

- Designing work so employees are motivated to promote the well-being of the organization's beneficiaries
 - Relate stories from customers who have benefited from the company's products or services
 - Connect employees directly with beneficiaries

Using Alternative Work Arrangements to Motivate

- **Flextime**

- Some discretion over when worker starts and leaves

- **Job Sharing**

- Two or more individuals split a traditional job

- **Telecommuting**

- Work remotely at least two days per week

Employee Involvement

- **Employee involvement:** A participative process that uses the input of employees to increase their commitment to the organization's success
- Two types:
 1. Participative management
 2. Representative participation

Participative Management

- **Participative management:** Subordinates share a significant degree of decision-making power with superiors
 - To be effective:
 - Followers must have confidence and trust in leaders
 - Leaders should avoid coercion and stress organizational consequences of decisions
 - Only a modest influence on productivity, motivation, and job satisfaction

Representative Participation

- **Representative participation:** Workers are represented by a small group of employees who participate in decisions affecting personnel
 - Works councils
 - Board membership
- Redistribute power within an organization
- Does not appear to be very motivational

Using Pay to Motivate Employees

- Major strategic rewards decisions:
 - What to pay employees
 - How to pay individual employees

What to Pay

- Establishing a pay structure
 - Balance between:
 - Internal equity – the worth of the job to the organization
 - External equity – the external competitiveness of an organization's pay relative to pay elsewhere in its industry
 - A strategic decision with trade-offs

How to Pay

- **Variable-Pay Programs**

- Base a portion of the pay on a given measure of performance
 - Piece-rate pay plan
 - Merit-based pay
 - Bonuses
 - Profit-sharing plans
 - Employee-stock ownership plan (ESOP)

Variable-Pay Programs

- 1. Piece-Rate Pay:** workers are paid a fixed sum for each unit of production completed
- 2. Merit-Based Pay:** pay is based on individual performance appraisal ratings
- 3. Bonuses:** rewards employees for recent performance
- 4. Employee Stock Ownership Plans (ESOPs) –** plans in which employees acquire stock, often at below-market prices

Using Benefits to Motivate

- Benefits are both an employee provision and an employee motivator
- Individual employees value the components of benefits packages differently
- A **flexible benefits** program turns the benefits package into a motivational tool

Using Intrinsic Rewards to Motivate

- **Employee recognition programs**
 - Can be as simple as a spontaneous comment
 - Can be formalized in a program
 - Recognition is the most powerful workplace motivator – and the least expensive – but fairness is important

Implications for Managers

- Recognize individual differences
- Use goals and feedback
- Allow employees to participate in decisions that affect them
- Link rewards to performance
- Check the reward system for equity