Drawing on your knowledge of motivation models explore how a manager could better engage individuals at work

In your introduction you are expected to define what motivation or engagement is with a reference and then follow this with a signpost sentence of what you intend to cover. Am not too sure what direction you are going.

* Managers need to set specific goals, but make sure they are fully understood and achievable by the employees – Goal Setting Theory (surname/s as ref as you require a name and a year1990; 2002)
  + If the goals are made public or self set– it is more likely for goal commitment to occur
  + Achievable moderate goals can be more highly motivating than difficult ones.
* now you are just listing models without the points you wanted to make made clear Self-concordance – Self-determination theory (who@ 2008)
  + Intrinsic interest => attain goals and happy even if they do not. Why? Because the process of striving towards them is fun.
  + Extrinsic reasons => less likely to attain their goals and less happy even when they do. Why? Because the goals are less meaningful to them.
  + Pursuing work goals for intrinsic reasons are more satisfied with their jobs, feel they fit into their organizations better, and may perform better.
* Herbergz’s Motivation- Hygiene Theory (1959 when citing such old models you will want to have a newer citation of them eg (Herzberg, 1959; Smerek & Peterson, 2007. )
  + 0 dissatisfaction job – managers should notice when employees are neither satisfied, nor dissatisfied.(ref? surname, year)
  + Note that it is not tailored to specific persons, takes into consideration only average. (reference please? (surname, year)
  + Also based on the assumption that happy & satisfied workers produce more.
* Job Enrichment & Enlargement are two very important aspects that contribute towards the employee’s satisfaction are you looking at Hackman and Oldham on this? They are very old. Try looking at job creep which is in the same area and a newer concept
  + Give more control over what work they are doing
  + Allow their involvement in planning
* Flexible working and its effects on happiness
  + Flexible teams and matrix teams – *flexicurity* (De Witte 2004)
  + Virtual teams good now link this to high performance working teams
* People need human interaction - *communication*
  + People need to feel valued and wanted (Cherry 2007)
* Adjust the system to make it equitable (Equity Theorem)
  + Employees compare their input-output with that of relevant others.
    - Make sure there are rewards for increased performance (Expectancy Theory)
    - Money is a controversial motivator (Berry 2006)
  + If the ratio is unequal and we feel under rewarded => equity tension which leads to anger that provides the motivation to do something to correct it

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