How a manager could better engage individuals at work: full title:

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

Don’t forget that this is supposed to be reliant on the motivational models as all your refs seem related to stress which we are not covering on this module so please amend to reflect the core material

* Managers need to set specific goals, but make sure they are fully understood and achievable by the employees (Goal Setting Theory ref this! (surname, year))
* Herbergz’s Motivation- Hygiene Theory (1959)
  + 0 dissatisfaction job – managers should notice when employees are neither satisfied, nor dissatisfied.
  + Note that it is not tailored to specific persons, takes into consideration only average. Managers nowadays have to take into consideration all specifics of an employee and tailor, as much as possible, the rewards and the requirements to them.
  + 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
  + Give more control over what work they are doing
  + Allow their involvement in planning
* Happiness & Stress & Satisfaction and their influence on productivity this should be minimal as we are not covering it on the module
  + Flexible working and its effects on happiness flexiteams and matrix teams could be linked to virtual teams to realign to the module
  + Can also look at de Witte and flexicurity
* People need human interaction communication is a helpful way to go but avoid the strong stress slant as we are not covring this
  + The stress that can be induced by the extensive use of ICT – “technostress”
* Make sure there are rewards for increased performance
  + Individuals act based on the expectation of the outcome (Expectancy Theory)expectancy theory is useful but you will have to look at Vroom in context of pay and nonpayment reward systems
* Adjust the system to make it equitable (Equity Theorem)

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* Adam’s Equity Theory (1968; 2002)
* Employers must be flexible Bates, (2009)
* Money as a motivator is controversial (Berry 2006)
* Employees want to feel valued (Cherry 2007)
* DeWitte (2004) flexicurity
* Locke & Latham Goal Setting Theory (1990; 2002)
* Messmer (2005) building job satisfaction

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