How a manager could better engage individuals at work

* Managers need to set specific goals, but make sure they are fully understood and achievable by the employees (Goal Setting Theory)
* Job Enrichment & Enlargement are two very important aspects that contribute towards the employee’s satisfaction
* Stress & Satisfaction and their influence on productivity

Goal Setting Theory

* Specific goals increase performance
* More difficult goals, when accepted, result in higher performance

Link reward to performance

Make sure system is equitable

Goals are attainable

Individualized rewards

Equity Theory

* Compares I/O and corrects inequities
* Distors, induces I/O to see what happenes
* Changes the comparison person

Three Needs Theory

* Achievement
* Power
* Affiliation

**Herbergz’s Motivation – Hygiene Theory**

* + **Satisfaction - Motivators**
    - Achievement
    - Recognition
    - The work itself
    - Responsibility
    - Advancement
    - Growth
  + **Dissatisfaction – Hygiene factors**
    - Company policies
    - Supervision
    - Relationship with supervisor and peers
    - Work conditions
    - Salary
    - Status
    - Security

It is not tailored to specific persons, only considers the average. It is also based on the assumption that happy & satisfied workers produce more. That is not always the case, because happy and satisfied workers might get distracted by the

**Expectancy Theory**

* Individuals act based on expectation of the outcome
* Individuals act based on the effort involved
* Individuals act based on the attractiveness of reward

When Power Makes Others Speechless: The Negative Impact of Leader Power on Team Performance

Leigh Plunkett Tost, Francesca Gino and Richard P. Larrick

George Halkos, Dimitrios Bousinakis, (2010) "The effect of stress and satisfaction on productivity", International Journal of Productivity and Performance Management, Vol. 59 Iss: 5, pp.415 – 431

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