Drawing on your knowledge of motivation models explore 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 (1990; 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.
* Self-concordance – Self-determination theory (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.
  + OB research suggests that people who pursue 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)
  + 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
* Flexible working and its effects on happiness
  + Flexible teams and matrix teams
  + Virtual teams
* People need human interaction
  + Communication between managers and individuals should be varied
* 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)
  + 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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