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.
  + 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)
  + 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.
  + 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 – *flexicurity* (De Witte 2004)
  + Virtual 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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