

# MOTIVATION OF EMPLOYEES. MEANINGFUL JOB

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# TODAY'S TOPIC

Motivation

Devotion

**MOTIVATION** |

# INTRINSIC MOTIVATION

5 key work characteristics that stimulate intrinsic motivation (Hackman and Oldham, 1974)

- Diversity of skills,
- Identity of work,
- Distinction of work,
- Job autonomy
- Feedback

# EXTRINSIC MOTIVATION

## Rewards

- Salary increase,
- Commendation,
- Promotion,
- Employee benefits

## Punishments

- Disciplinary proceedings,
- Withdrawal of the non-monetary component of wages,
- Criticism

DEVOTION



# DEVOTION

A strong desire to remain a member of the organisation,

A strong belief in and acceptance of the values and goals of the organisation,

A willingness to make a significant effort on behalf of the organisation.

# FACTORS AFFECTING DEVOTION

## Strategic level

- Supporting competitive strategies, commitment of top management to values and effective say of HR in strategy development and implementation;

## Functional level (HR policy)

- Shaping the workforce based on stabilising employees, investing in training and development and merit-based remuneration that encourages collaboration, participation and contribution;

## Workplace level

- Selection based on high standards, broad job design and teamwork, employee involvement in problem solving and a climate of cooperation and trust.



# CREATING A COMMITMENT STRATEGY

Recommend appropriate methods of communicating the values and goals of management and the achievements of the organization so that employees identify with the organization and are proud to work there.

Emphasise to management that commitment is a two-way street; from employees cannot be expected to be committed to the organisation if management does not demonstrate its commitment to employees and recognise their contribution as stakeholders.

Encourage management to create a climate of trust in the organisation by treating people fairly, keeping their word and showing a willingness to listen to the views and suggestions of employees during consultation and participation processes.

Creating a positive psychological contract (a set of mutual but unwritten expectations that exist between individual employees and their employer) - treating employees as stakeholders, relying on agreement and cooperation rather than command and control, and creating opportunities for learning, development and career progression.

Promote partnership with trade unions, based on common goals, to develop mutual cooperation, and the opportunity for employees to have their say on issues that affect them.

To recommend and participate in the creation of a unified position for all employees, which often included in partnership agreements to overcome the 'us and them' culture.

Encourage management to implement a policy of job security and to prevent compulsory redundancies.

Promote performance management practices that lead to alignment between the objectives of the employees and the organisation.

Recommend appropriate tools to increase employee identification with the organisation by rewards linked to the performance of the organisation (profit or revenue sharing) or by employee shares.

Encourage increased employee identification with their work through the process of job creation with the aim of increasing job satisfaction (job enrichment job satisfaction).

# SUMMARY

What have you learned today?

# HOMework

What motivates you at work?

THANK YOU FOR YOUR ATTENTION

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