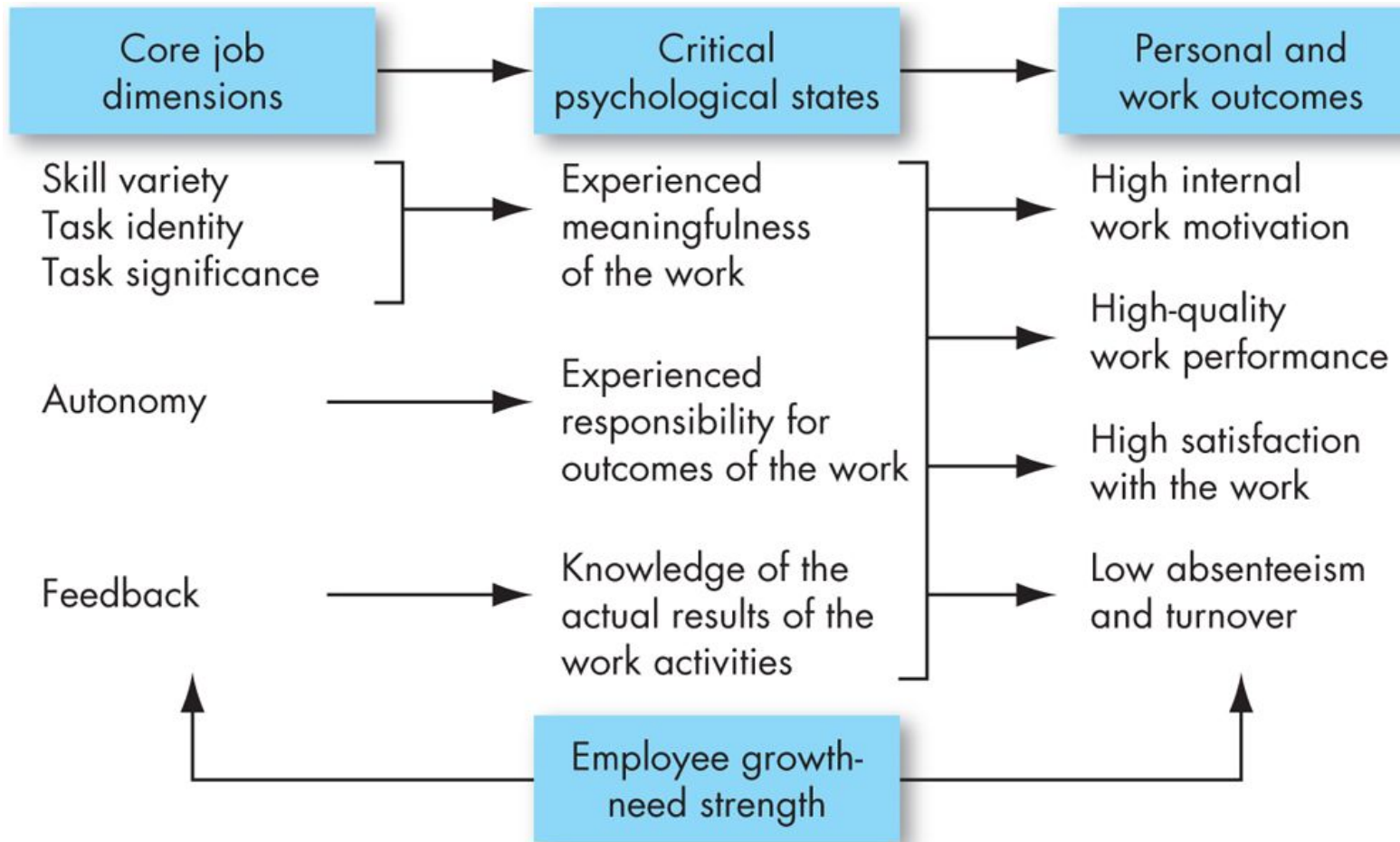


Motivating by Job Design: The Job Characteristics Model

- **Job characteristics model:** jobs are described in terms of five core dimensions:
 - Skill variety
 - Task identity
 - Task significance
 - Autonomy
 - Feedback

The Job Characteristics Model



Designing Motivational Jobs

- JCM-designed jobs give internal rewards
- Individual's growth needs are moderating factors
- Motivating jobs must:
 - Be autonomous
 - Provide feedback
 - Be meaningful

How Can Jobs Be Redesigned?

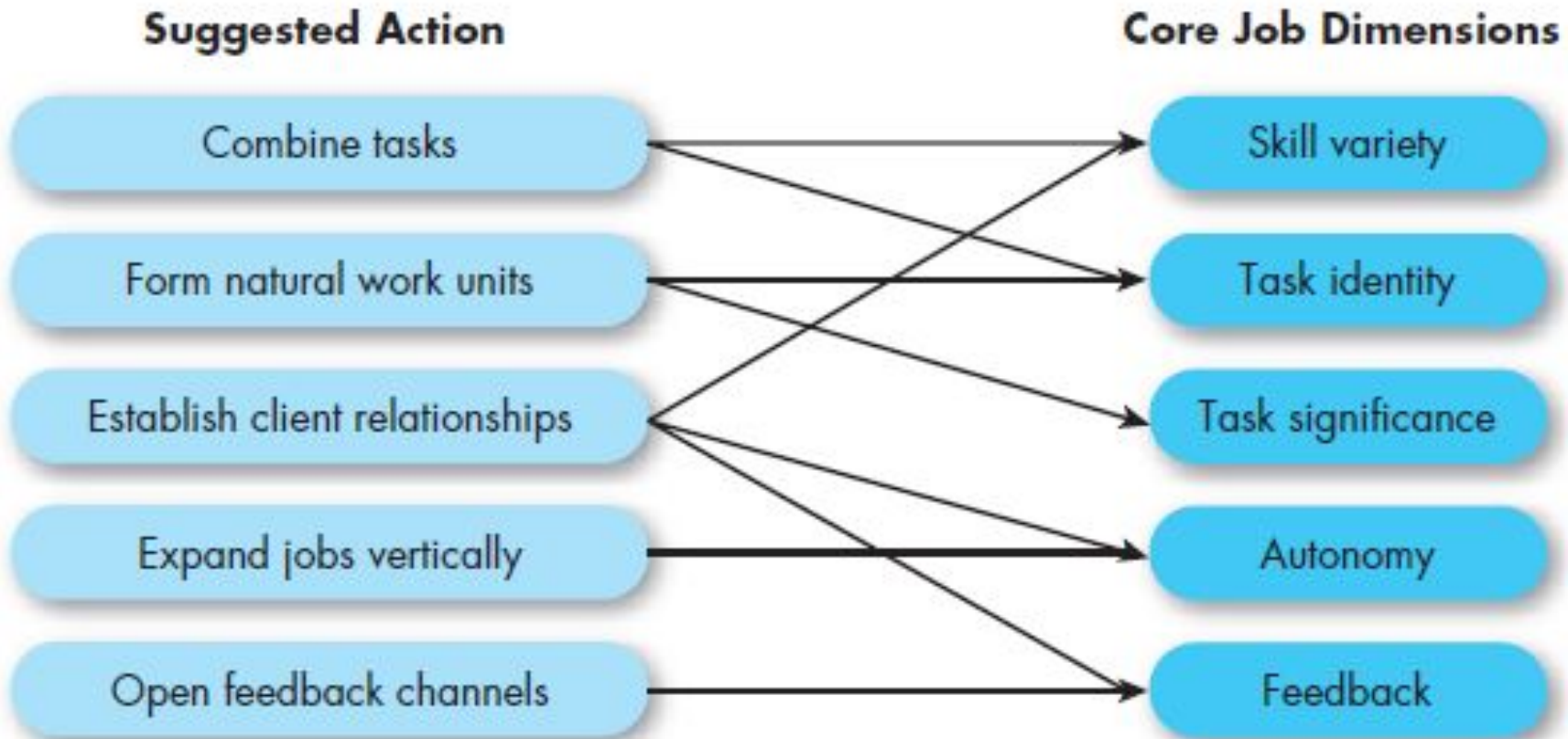
■ Job Rotation

- The periodic shifting of an employee from one task to another

■ Job Enrichment

- Increasing the degree to which the worker controls the planning, execution, and evaluation of the work
- Enrichment reduces turnover and absenteeism while increasing satisfaction

Guidelines for Enriching a Job



How Can Jobs Be Redesigned?

- **Relational Job Design**
 - Designing work so employees are motivated to promote the well-being of the organization's beneficiaries
 - Relate stories from customers who have benefited from the company's products or services
 - Connect employees directly with beneficiaries

How Can Jobs Be Redesigned?

- **Alternative Work Arrangements**
 - **Flextime**
 - Some discretion over when worker starts and leaves
 - **Job Sharing**
 - Two or more individuals split a traditional job
 - **Telecommuting**
 - Work remotely at least two days per week

Employee Involvement

- **Employee involvement:** A participative process that uses the input of employees to increase their commitment to the organization's success
- Two types:
 1. Participative management
 2. Representative participation

Participative Management

- **Participative management:** Subordinates share a significant degree of decision-making power with superiors
 - To be effective:
 - Followers must have confidence and trust in leaders
 - Leaders should avoid coercion and stress organizational consequences of decisions
 - Only a modest influence on productivity, motivation, and job satisfaction

Representative Participation

- **Representative participation:**
Workers are represented by a small group of employees who participate in decisions affecting personnel
 - Works councils
 - Board membership
- Redistribute power within an organization
- Does not appear to be very motivational

Employee Involvement Programs and Motivation Theories

- Theory Y: consistent with participative management
- Theory X: consistent with the more autocratic style of managing
- Two-factor theory: employee involvement programs could provide intrinsic motivation by increasing opportunities for growth, responsibility, and involvement in the work itself

Using Pay to Motivate Employees

- Major strategic rewards decisions:
 - What to pay employees
 - How to pay individual employees
 - What benefits to offer
 - How to construct employee recognition programs

What to Pay

- Establishing a pay structure
 - Balance between:
 - Internal equity – the worth of the job to the organization
 - External equity – the external competitiveness of an organization’s pay relative to pay elsewhere in its industry
 - A strategic decision with trade-offs

How to Pay

■ Variable-Pay Programs

- Base a portion of the pay on a given measure of performance
- Seven types:
 1. Piece-rate pay plan
 2. Merit-based pay
 3. Bonuses
 4. Skill-based pay
 5. Profit-sharing plans
 6. Gainsharing
 7. Employee-stock ownership plan (ESOP)

Variable-Pay Programs

1. **Piece-Rate Pay:** workers are paid a fixed sum for each unit of production completed
2. **Merit-Based Pay:** pay is based on individual performance appraisal ratings
3. **Bonuses:** rewards employees for recent performance
4. **Skill-Based Pay:** pay is based on skills acquired instead of job title or rank – doesn't address the level of performance

Variable Pay Programs

5. **Profit-Sharing Plans** – organization-wide programs that distribute compensation based on an established formula designed around profitability
 6. **Gainsharing** – compensation based on sharing of gains from improved productivity
 7. **Employee Stock Ownership Plans (ESOPs)** – plans in which employees acquire stock, often at below-market prices
- While it appears that pay does increase productivity, it seems that not everyone responds positively to variable-pay plans

Using Benefits to Motivate

- Benefits are both an employee provision and an employee motivator
- Individual employees value the components of benefits packages differently
- A flexible benefits program turns the benefits package into a motivational tool

Using Intrinsic Rewards to Motivate

- **Employee recognition programs**
 - Can be as simple as a spontaneous comment
 - Can be formalized in a program
 - Recognition is the most powerful workplace motivator – and the least expensive – but fairness is important

Implications for Managers

- Recognize individual differences
- Use goals and feedback
- Allow employees to participate in decisions that affect them
- Link rewards to performance
- Check the reward system for equity

Keep in Mind...

- Most people respond to the intrinsic job characteristics of the JCM
- It is not clear that employee involvement programs work – use caution!
- Variable-pay plans can enhance motivation