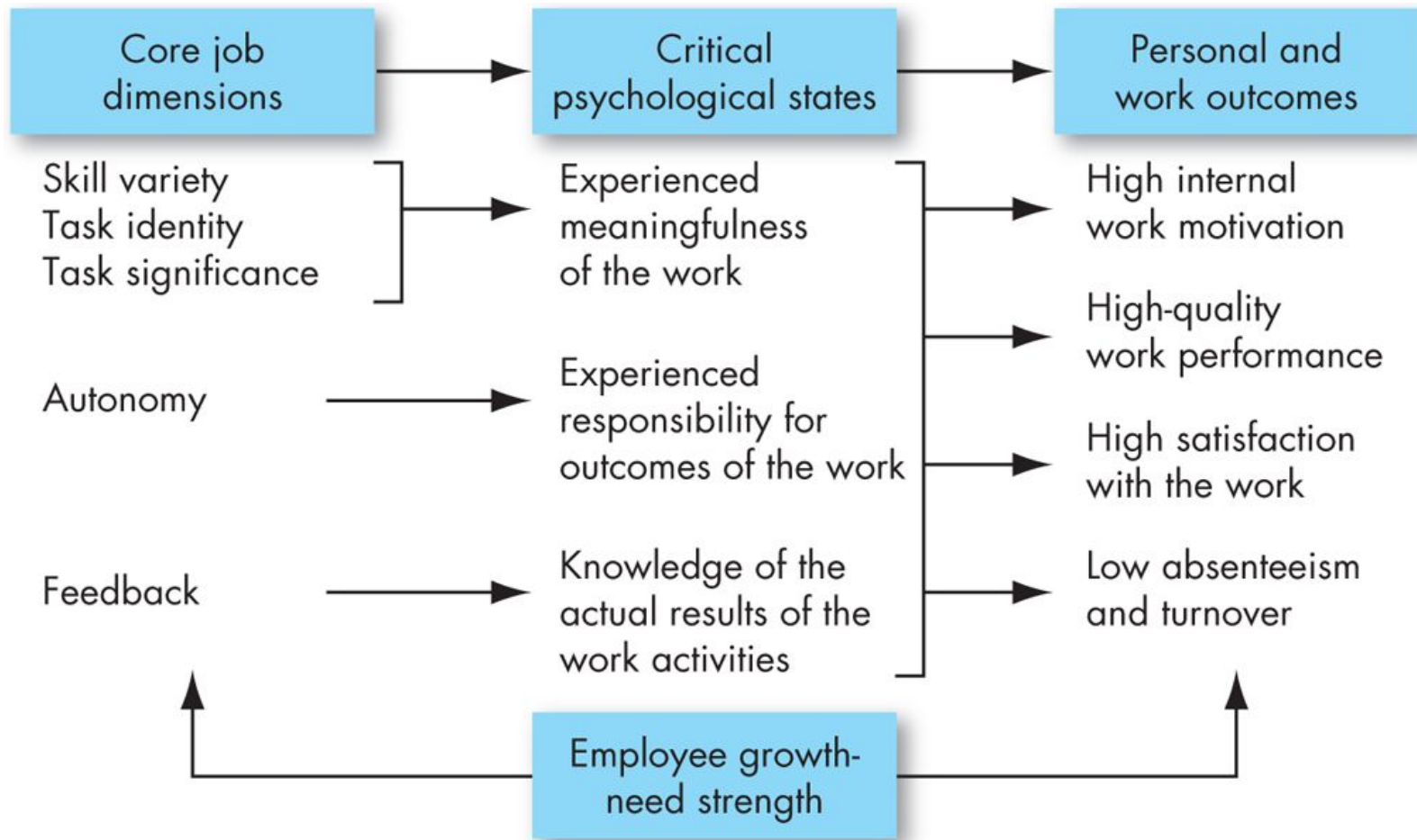


# Motivating by Job Design: The Job Characteristics Model

- **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?

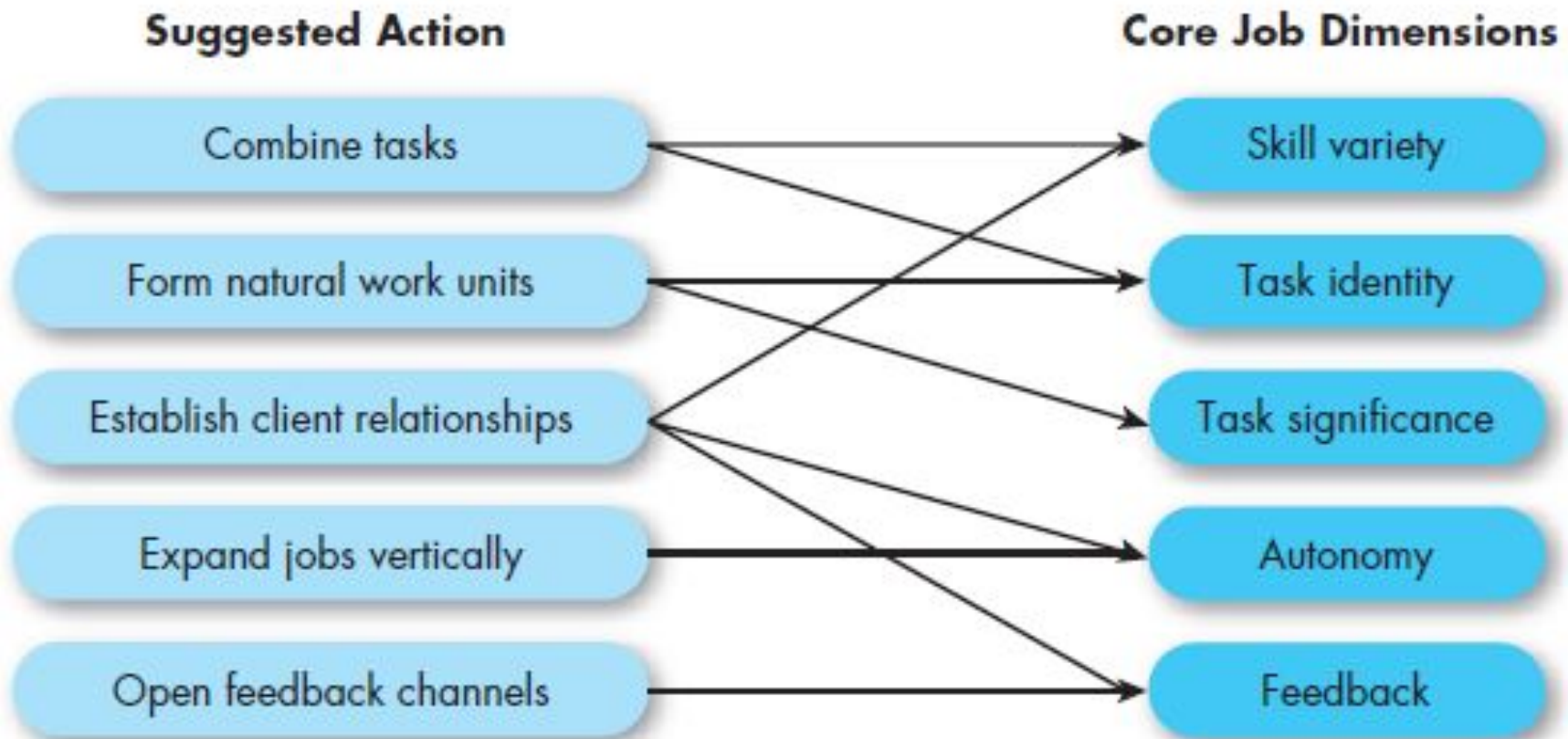
## ■ Job Rotation

- 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