Instructions:

Word Count	2,500 +/- 10% (inclusive of all figures/tables etc. but excluding bibliography: No appendices)

Question:

DETAILS

The aim of the task is to consider the different ways in which the work motivation of people doing a specific job can be improved to lead to increased job satisfaction and work performance.

Identify **ONE** job – it might have been done by you personally, one you have managed or one that you have little direct experience. You are advised to choose a job where there is plenty of scope to offer improvements.

The following should be covered in your assignment [the percentages are a *rough guide* to the distribution of text in the assignment]:

1. **DESCRIPTION**: A *brief* description of the job, the job context and the main tasks and duties. [5]

2. **PROBLEM(S) IDENTIFICATION**: State the workplace issues that you wish to improve by increasing work motivation (e.g., improve performance KTPs, improve employee well-being, reduce turnover etc.). [5]

3. **APPLICATION OF MOTIVATION THEORIES**: [50]
    (i) Apply **TWO** different theories of work motivation to the job to generate *potential* job changes with the aim to improve the issues stated in section 2.

(ii) Evaluate these potential job changes to determine which ones are suitable for implementation. The evaluation criteria could cover, e.g., the ability of the job holders to adapt to the changes, the opportunity for the changes to occur in the organisation and return of investment of the changes.

(iii) Based on your evaluation process, state the *final* job changes to be proposed and describe the expected consequences of the job changes in relation to the issues identified in section 2.

(iv) Consider if all job holders will react the same way to the job changes and explain why some job holders might react differently.

4. **CHANGE PROCESS**: In relation to the job holders and the organisational context, describe **THREE** main sources of resistance to the proposed job changes and, for each, how to successfully manage them. [30]

5. **SUMMARY**: Summarise and evaluate the above process as a technique to enhance work motivation. [10]

Your analysis must be theoretically driven using a range of theories to guide your analysis.

Job choice

- Choose a job you know

- One that is relatively low in skill use (it gives you more options for improvements

- That is done by many people (i.e..not just one person) as the benefits of change will be greater

- Redesigning the job not for a specific person

- **Think of what it is you want to improve – performance (e.g., quality, quality), well-being (job satisfaction, organisational commitment), HR indicators (absenteeism, turnover) … state this clearly as this should drive your analysis**

Work Motivation: The psychological forces that determine the direction of a person's behaviour in an organization, a person's level of effort, and a person's level of persistence.

Two expressions of motivation: do more of the same and do it more efficiently (smarter)

Relationship to performance:

Performance = Motivation x Ability x Opportunity

Ways to Motivate People at Work

Five major ways to motivate people at work:

1. Through affecting their motivation system

2. Through the way people reason the link between effort and reward

3. The design of people's jobs

4. Setting goals

5. Organisational Employee Involvement (EI) Scheme

Motivation theories

- Maslow's hierarchy of needs

- Herzberg's two-factor theory

- Equity theory

- Expectancy theory

- Job Characteristics theory

- Goal theory

- Path-goal theory

- Self-determination theory

- Pro-social motivation theory

- … others

An example of **applying** a motivation theory to generate **potential** and **actual** job changes

Job Characteristics Model: Core Dimensions (Hackman and Oldham, 1976)

Skill Variety: degree job requires variety of activities

Task Identity: degree job requires completion of a 'whole' and identifiable piece of work

Task Significance: degree job affects the lives or work of other people

Autonomy: degree job allows individual freedom and discretion

Feedback: degree to which the job gives clear information about performance

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance, 16*, 250-279.

Core dimensions	Psychological states	Work and personal outcomes

Skill variety
Task identity
Task significance
→ Experienced meaningfuless of the work

Autonomy
→ Experienced responsibility for work outcomes

Feedback
→ Knowledge of results

High intrinsic motivation

High job performance

High job satisfaction

Low absenteeism and turnover

Individual differences that affect the relationships proposed in this model:

• Growth-need strength
• Knowledge and skills
• Satisfaction with the work context

2: Job characteristics model and job redesign

Objectives

1. To assess the motivating potential score (MPS) of a particular job or jobs.

2. To determine which core job characteristics would need to change to improve the MPS of that job or those jobs.

Briefing

To measure the MPS for a given job, researchers developed the Job Diagnostic Survey (JDS). For this exercise, we will use a short version of the J redesign.

Complete this analysis for a job in which you are currently employed (full or part time); or for a job that you have performed recently. (If you have never by the job holder, and not by an observer. For each of the 12 statements, decide whether this is an accurate or an inaccurate description of the chos

1 = Very inaccurate

2 = Mostly inaccurate

3 = Somewhat inaccurate

4 = Uncertain

5 = Somewhat accurate

6 = Mostly accurate

7 = Very accurate

The job chosen for analysis is: _assembly line operator_

Item	Rating	
1	4	Supervisors often let me know how well they think I am performing
2	2	The job requires me to use a number of complex high-level skills
3	3	The job is arranged so that I have the chance to do a complete piece of work from beginning to end
4	5	Just doing the work required by the job provides many chances for me to work out how well I am doing
5	2	The job is not simple and repetitive
6	4	This job is one where a lot of other people can be affected by how well the work is done
7	2	The job does not deny me the chance to use my personal initiative or judgement in carrying out the work
8	4	The job gives me the chance to completely finish the pieces of work I begin
9	4	The job itself provides plenty of clues about whether or not I am performing well
10	1	The job gives me considerable opportunity for independence and freedom in how I do the work
11	2	The job itself is very significant and important in the broader scheme of things
12	5	The supervisors and co-workers on this job almost always give me feedback on how well I am doing in my work

Scoring Work out the

Job characteristic	Item numbers
Skill variety	2 + 5 ÷ 2 = 2
Task identity	3 + 8 ÷ 2 = 25
Task significance	6 + 11 ÷ 2 = 3
Autonomy	7 + 10 ÷ 2 = 15
Feedback	
From the job itself	4 + 9 ÷ 2
+	=_____ ÷ 2 = 4.5
From others	1 + 12 ÷ 2

To calculate the MPS for this job, first add your scores for the two feedback items, and divide the

$$MPS = \frac{SV + TI + TS}{3} \times Aut \times Fee) = 19.13$$
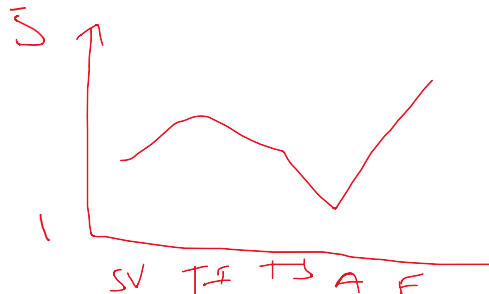
think of GWS

Potential job changes *– to improve identified work issues*

Low on skill variety – could they take on more tasks? Quality checking, admin, job rotation

Low on autonomy – can they have some control over work? Work ordering, scheduling,

Moderate on task significance – can they be informed on importance of work? to company, to customers, see product in real-world applications

All these could raise MPS score *but not all can be applied*

[do this for all 3 theories] – generate a list of **'potential'** job changes

Selection Criteria of Job Changes

	Opportunity – to make the changes	Ability – do they have skills, abilities to work	ROI – return on investment (is it financially worth it?)
Potential change 1	✓	✓	✗
Potential Change 2	✓	✓	✓
Potential Change 3	✗	✗	✓
Potential Change 4	✓	✓	✓
etc			

This will give **final changes**

Describe how the final job changes will address the identified work issues… you could estimate of the performance benefits

(iv) Consider if all job holders will react the same way to the job changes and explain why some job holders might react differently.

Moderators of job design

JCM -> Growth need strength, knowledge and skills, work satisfaction

But many more identified: openness to experience, culture,

Also, can draw on organisational change section on resistors to change.

4. **CHANGE PROCESS**: In relation to the job holders and the organisational context, describe **THREE** main sources of resistance to the proposed job changes and, for each, how to successfully manage them. [30]

Resistance to Change

From Individual Groups

Habit

Fear of Loss of Power or Status

Friendship and Social Networks

Mutual Dependencies

Fear of Uncertainty

Economic Reasons

From the Organization

Structure, Rules, and Procedures

Inter-organizational Agreements

Sunk Cost and Investments

Limited Resources

Organizational Culture/s

Recruitment and Selection Processes
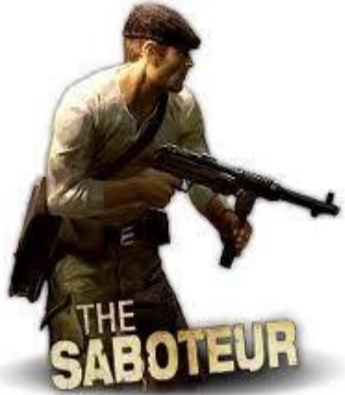
Predicting Resistance to Change

- Demographics / age

- Personality (traits, coping styles)

- Training & education

- Status / rank

- Previous experience

(Oreg et al., 2011)

- Work environment / culture / job

- Change process / participation

- Perceived harm / benefit

- Change content / compensation

Types of Resistance
(O'Connor, 1993)

The Saboteur **Covert** **Conscious**	**The Survivor** **Covert** **Unconscious**
The Protestor **Overt** **Conscious**	**The Zombie** **Overt** **Unconscious**

Planned Approach to Change

- ***n*-Step Recipes for Change**
  - **Kotter (2007)**

Establish a sense of urgency	Form a guiding coalition	Create a vision	Communi-cate the vision	Empower people to act on the vision	Create short term wins	Capture gains to generate more change	Institution-alise new approach

Contingency Approaches

Education & Commitment ← Lack of information

Participation & Involvement ← Lack of information & power distributed

Facilitation & Support ← Adjustment problems

Negotiation & Agreement ← Different interests & power distributed

Manipulation & Co-optation ← Other tactics don't work or too costly

Explicit & Implicit Coercion ← Speed essential & power centralised

(Kotter & Schlesinger, *Harvard Business Review*)

Managing Change

- **IF you have time to implement**

- **Organisation's Behaviours**

- Communication

- Education

- Participation

- **Antecedents**

- Trust in management

- Employee-manager relationships

- Experiences with previous change

"What if, and I know this sounds kooky, we communicated with the employees."

5. **SUMMARY**: Summarise and evaluate the above process as a technique to enhance work motivation. [10%]