TOPIC 8
MOTIVATING HUMAN RESOURCES

8.1. Satisfaction and motivation
8.2. Commitment and engagement

References:

Employee motivation
Process through which an employee finds a reason to voluntarily make an effort (i.e., commit themselves) to achieve work goals.
- Motivation leading to goal achievement usually increases job satisfaction.
- However, job dissatisfaction can also be a stimulus towards motivation.
- Motivation and satisfaction contribute to increase job performance.
- However, highly motivated and/or satisfied employees are not necessarily good performers → role of performance-oriented compensation systems.

Employee engagement
- It happens when an employee shows high levels of proactive (mainly intrinsic) motivation and organizational (mainly affective) commitment – beyond goals – towards company purpose and values.
- Quality of work, work environment, leadership, career development, organizational culture, work-personal life balance, etc., influence employee engagement more greatly than financial compensation.
8.2. COMMITMENT AND ENGAGEMENT

Optimizing employee engagement: Implications for compensation

- Combining different types of rewards, direct and indirect, financial and non-financial, extrinsic and intrinsic, etc., making them available to employees in exchange for their work-related value added.

- Developing a well-designed, systematic total compensation strategy (Topic 9), in order to optimize processes and dynamics of employee attraction, loyalty, motivation and engagement.