

Universitat de València  
Degree in Business Management and Administration

Academic year 2021-22

# STRATEGIC HUMAN RESOURCE MANAGEMENT

## TOPIC 8 MOTIVATING HUMAN RESOURCES

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Updated 10 February 2022

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## TOPIC 8. MOTIVATING HUMAN RESOURCES

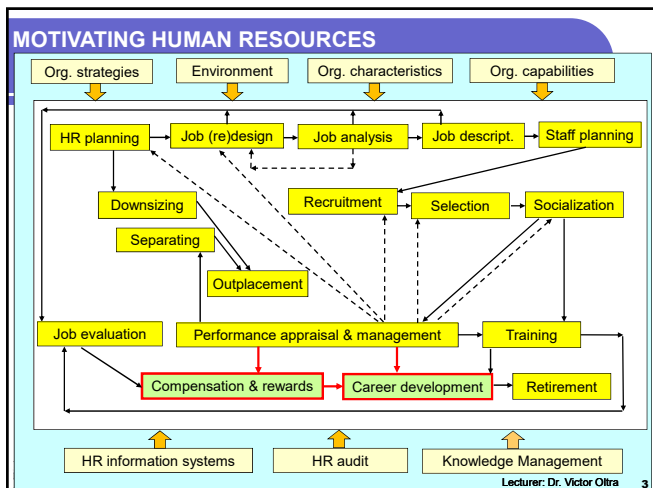
- 8.1. Satisfaction and motivation  
8.2. Commitment and engagement

### References:

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## 8.1. SATISFACTION AND MOTIVATION

### The motivation process



### 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**.

## 8.2. COMMITMENT AND ENGAGEMENT

### Employee commitment

Consistent attitude from an employee of showing **strong and sustained motivation and involvement towards achieving work goals**.

- Professional vs. **organizational** commitment.

### Types of organizational commitment

- **Affective commitment**. Emotional attachment to the organization.
- **Continuance (safety) commitment**. Cost/benefit analysis of belonging to the organization.
- **Normative commitment**. Sense of obedience and loyalty to the organization.

**Commitment-based HR strategies** try to maximize organizational commitment (especially affective), whereas **control-based HR strategies** do not focus that much on building employee commitment – although some degree of commitment usually exists (especially normative).

## 8.2. COMMITMENT AND ENGAGEMENT

### 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**.