

The paper



Base Rewards on Job Performances By: Kathy Jacobson Introduction Clause I will be using an if scenario into a project from a supervisor being judged by fairness from within the group. All workers have been given a task to research a portion of the project and will be given a reward when the task is complete. However, one employee of the group remains inequity contributing nothing to the job at hand. A supervisor looks for certain qualities from all employees and if you possess these attributes like personality traits, needs, satisfaction, drives, expectancy and equity. You will highly become a recommended person to rely on. A supervisor's position is to identify these features any employee may have and to help the employee enhance them for a reward.

Personality Traits Employees all act in a different manner whether it's how they dress at the work place and take pride in their appearance. Simple everyday behaviors from the choice of foods or the ability to carry on a decent conversation are key ways for the supervisor to identify if the employee was brought up with good manners and a possible good productive worker. Over the years a unique personality has been developed from these influences moreover, these are assets a company holds value in their employees. The supervisor is able to classify an employee by these behaviors by placing them within the bi five, key personality traits that are exhibited to various degrees by all employees.

Supervision Management (2007) dedicated, alternative, organized upbeat people make the workplace a more desirable place. Needs Satisfaction & Drives Workers like to be praised for a job well done. Hierarchy is needed to ultimately gain self actualization from work. The needs are met through work

from being socially active around other co-workers, respected at work to help build self esteem and confidence. Safety needs are also, a concern having locks on the premises, security camera, and laws to enforce policy.

A need everyone can relate to is being paid a decent salary to satisfy everyday encounters. The two basic needs are satisfied by a place to call home and food which is essential to live. Employees like to have a challenge at work to know that when a task is complete satisfaction will make everything worthwhile. Achievement characteristics are recognized by an employee wanting to be in control of an adverse situation. Expectations & Equity Self efficacy is a person's™ belief about his or her ability to perform a particular behavior successfully. Does the individual believe that he or she has the require skills and competencies required to perform well and the required goals Goals that are set too high or performance expectations that are made too difficult, lead to low expectancy perceptions.

When individuals perceive that the goals are beyond their ability to achieve, motivation is low because of low expectancy. Ones perceived control over performance is an important determinant of expectancy. In order for expectancy to be high, individuals must believe that some degree of control over the expected outcome. When individuals perceive that the outcome is beyond their ability to influence, expectancy, and thus motivation, is low. For example, many profit-sharing plans do not motivate individuals to increase their effort because these employees do not think that they have direct control over the profits of their large companies. (Porter&Lawler, 1968: Vroom, 1964) Equity is measured by the workers job being completed to a supervisor's™ approval in all fairness.

Employees would like the work being done be rewarded fairly by the complexity of the job. Example: A supervisor has assigned a group of people to do a task divided up into fair and equal research portions. The end result will be a small bonus and a certificate of achievement. George was the only person who just sat back and did nothing the other workers want to make sure when the time comes into receiving a reward that he will not receive anything because, all workers pulled their own weight in the project and his work as well. Why should he receive any equity for the task Fairness must act upon in this situation to maintain balance and consistency within the entire company.

Finally, if empowerment was reached to all employees for the project perhaps George would have gotten some personal recognition.