Section 2.4

Activity 2.4.1

1. Corie might be working at:
2. ISC – safety level because his social needs are not met
3. Index computers – esteem level because no evidence of self-actualisation.
4. Team working might be important to Corie’s motivation because:

* It enables effective communication between team members
* It reassures him about decisions
* Of the social aspect of working with a team.

1. Hertzberg’s research can be effectively applied to a working environment in the following ways:

Applying motivating factors through opportunities for workers for:

* Achievement
* Recognition
* Fulfilment in the work
* Responsibility
* Promotion.

Applying hygiene factors that satisfy workers in terms of:

* Company policy
* Administration
* Supervision
* Salary
* Relationships with others
* Working conditions.

Applying hygiene and motivating factors may be difficult and expensive because of:

* The number of management positions available
* Not all workers respond in the same way
* The cost of increasing wages.

Activity 2.4.2

1. The views can be applied to:

* Hertzberg because the university failed to apply motivating factors such as achievement, recognition, responsibility, etc. correctly
* Pink because the university does not apply autonomy, mastery, and purpose effectively.

1. The key views in the case study that might be applied to a hospital, clothing factory or teaching staff at a school would be the need for the organisations to give their staff the opportunity of:

* Feedback
* Recognition
* Involvement in decision-making
* Control over their work
* Job enrichment
* Responsibility
* Achievement
* Well-defined tasks
* Good communication from management
* Growth and development
* Education and training
* Career paths
* Leadership.

**Activity 2.4.3**

1. The payment systems for the two jobs would be:

* Driver – time-based wage rate
* HR director – annual salary with fringe benefits.

1. The payment systems might be different because of:

* Nature of the work
* Type of employee wanted.

1. The higher paid post might carry fringe benefits to:

* Make the job look more attractive
* Reduce the amount of tax for the business and the employee.

Exam practice question

1. a. Motivation is the intrinsic and extrinsic factors that stimulate people to take actions that lead to achieving a goal.

b. Responsibility is the influence, decision-making and control an employee is given over all or part of an organisation.

1. Factors that influence an employee’s job satisfaction might be:

* Level of pay – physiological needs, esteem needs
* Team working – social needs
* Job security – safety needs.

1. It might be easier for small firms to motivate staff compared with large firms because it is easier to:

* Assign complete units of work
* Provide feedback on performance
* Give employees a range of tasks.

1. The ways a large firm can use Hertzberg’s motivators to improve worker motivation is to give opportunities for:

* Feedback
* Recognition
* Involvement in decision-making
* Control over their work
* Job enrichment
* Responsibility
* Achievement
* Well-defined tasks
* Good communication from management
* Growth and development
* Education and training
* Career paths
* Leadership.

Large firms may be able to do this because they have:

* More management positions
* Financial resources to increase wages
* A wider range of tasks to offer employees.

Large firms may struggle to do this because:

* Systems can be complex and bureaucratic
* Management tend to be more distant
* Employees have less identity.

Key concept question

The methods of motivating employees in two organisations might be framed in terms of:

* Maslow
* Hertzberg
* Pink.

This might include coverage of financial and non-financial methods of motivation. The cultures that could be covered include:

* Power culture – the influence of centralised management on motivation
* Role culture – the influence of a highly regulated environment on motivation
* Task culture – the influence of team working on motivation
* Person culture – how autonomous employees can be motivated.