



## Section 2.4

### Activity 2.4.1

1. Corie might be working at:
  - a. ISC – safety level because his social needs are not met
  - b. Index computers – esteem level because no evidence of self-actualisation.
2. 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.
3. Herzberg’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:



- Herzberg 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.
2. 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.
2. The payment systems might be different because of:
- Nature of the work
  - Type of employee wanted.
3. 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.
2. 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.
3. 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.
4. The ways a large firm can use Herzberg'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
- Herzberg
- 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.