

<h1>Motivation</h1>

Introduction:

- What is **motivation** and why are motivated workers important to business organisations?
- Which **factors** do you think are the most important to keep you with your future employer?
- Why do you think **'recognition'** is important to so many workers? Is it important to you?
- Consider two different levels of Maslow's hierarchy and explain how these needs could be satisfied at work.

Motivation

Motivation is the internal and external factors that _____ people to take actions that lead to _____ a goal.

Why do you think a motivated workforce is important to any business?

Motivation in theory

There are many theories of motivation, try to list at least 4 theorists and their main findings about motivation.



Try to understand the factors of well-motivated staff then compare the factors between well motivated staff and poor motivated staff according to below aspects.

	Well motivated	Poorly motivated
Absenteeism		<i>Deliberate absence for which there is not satisfactory explanation;often follows a pattern</i>
Lateness		<i>Often becomes habitual</i>
Poor performance		<i>Poor-quality work;low levels of work or grater waste of materials</i>
Accidents		<i>Poorly motivated workers are often more careless,concentrate less on their work or distract others,and this increases accidents</i>
Labour turnover		<i>People leave for reasons that are not positive;even if they do not get other jobs,they spend time in trying to do so</i>
Grievances		<i>There are more of them within the workforce and there might be more union disputes</i>
Poor response rate		<i>Workers do not respond very well to orders or leadership and any response is often slow</i>

Maslow and the hierarchy of human needs

Maslow's theory relates motivation to a hierarchy of needs. At the bottom are essential physiological needs such as air, food, shelter and clothing. As individuals satisfy one level of need, their motivations change as they aspire to reach the higher order needs. Therefore, to motivate an individual Maslow suggests that it is necessary to know where within the hierarchy each employee is placed so that these factors can be taken into account.

Motivation in practice

- *Payment or financial reward system*
- *The most common payment systems are:*
- *hourly or time wage rate*
- *piece rate*
- *salary*
- *commission*
- *performance—related pay and bonuses*
- *profit sharing*
- *fringe benefits*

Assume that you are the manager of a computer shop. Which payment system would you use for your staff: commission only, time—based wage rates or a combination of the two? Justify your choice.

Commission

Commission is a payment to a _____ for each sale made.

Try to figure out the advantages and disadvantages of the commission.

Does it have the same advantages and disadvantages as piece rates used in production industries?

advantages	Disadvantages
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Performance—related pay(PRP)

PRP is a bonus scheme to reward staff for _____ performance.

Outline the advantages and disadvantages of the PRP.

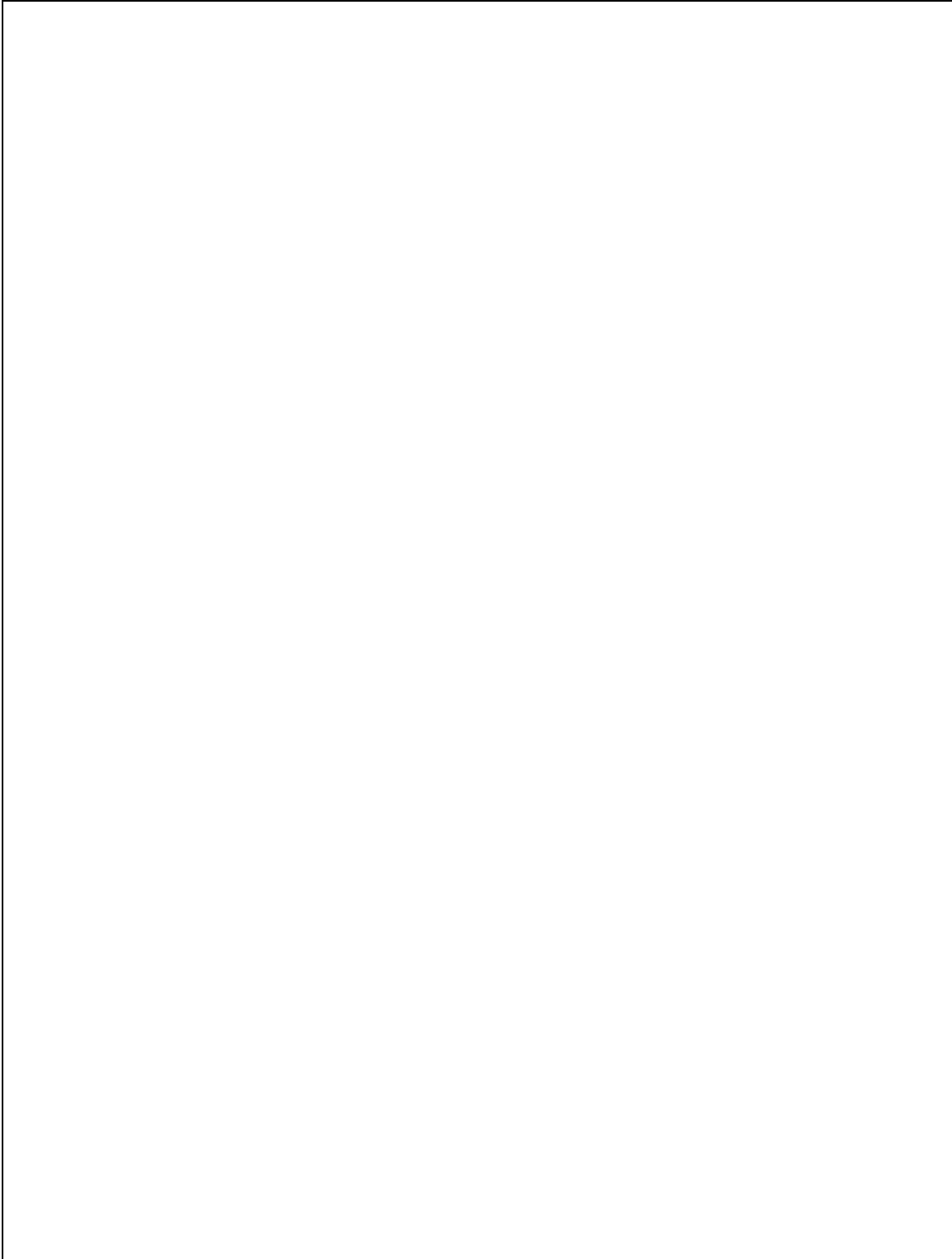
Advantages	Disadvantages
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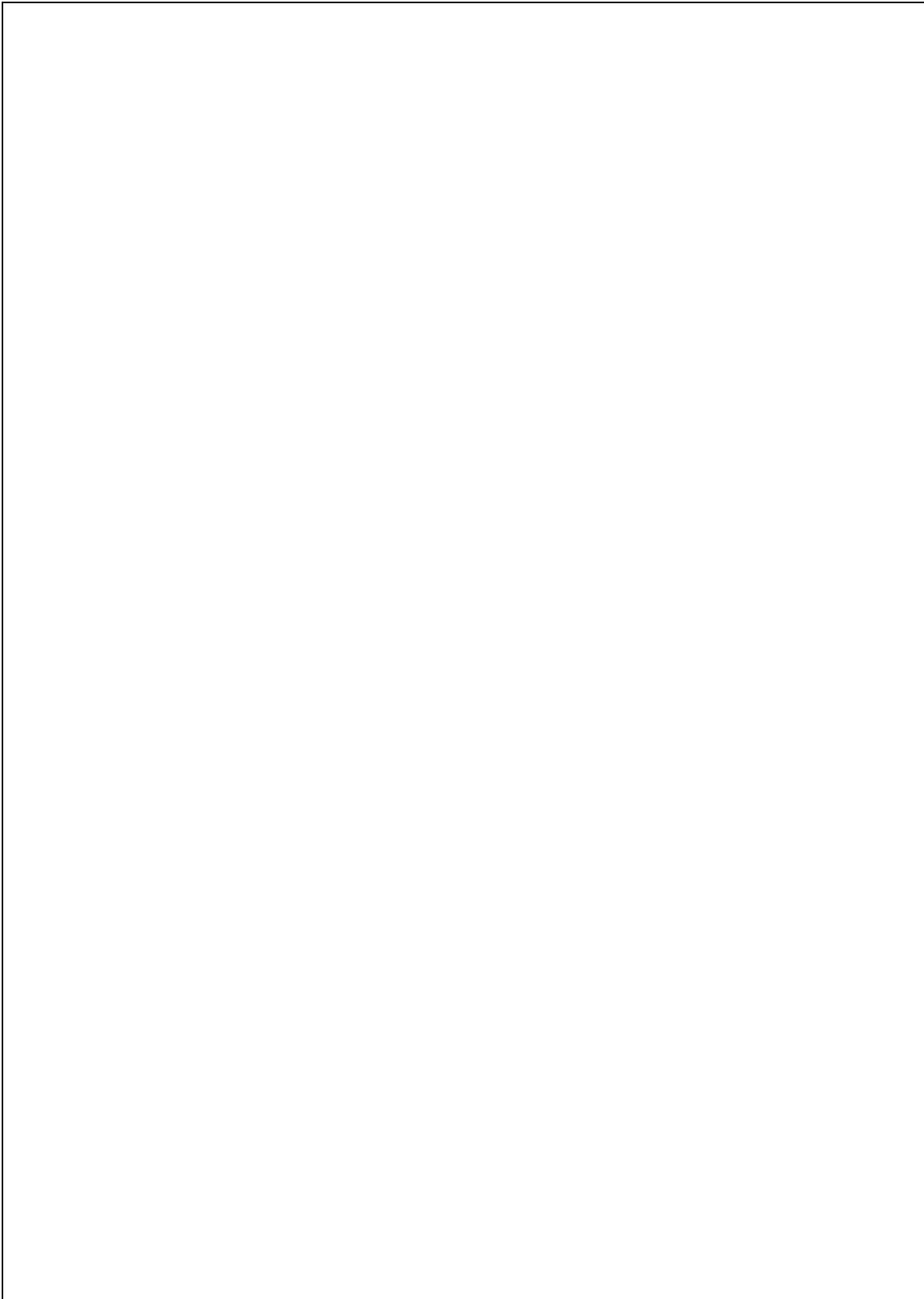
Non financial methods of motivation

- ***job rotation***
- ***job enlargement***
- ***job enrichment***
- ***team working***
- ***quality circles***
- ***target circling***
- ***delegation***
 - ***empowerment***
 - ***participation***

Is job rotation the same as job enrichment? Justify your ideas.



About the financial and non—financial motivation,which ones might be suitable in different business situations and why ,try to give two examples.



Chapter case study: motivation at Norsk petroleum.

Read the following cases and then answer the questions below.

Norsk Petroleum is a leading gas and oil exploration company based in Oslo, Norway. It employs 2564 people, and its business operations comprise the exploration, production and marketing of crude oil, natural gas and natural gas liquids. In 2007 most of its business was

conducted in Norway and Canada, although its interests included ventures in West Africa, Australia, the Gulf of Mexico and Venezuela. When Lisa Bohm, the human resources director for Norsk Petroleum, read an email message from Elizabeth Pedersen she knew she had another urgent issue to deal with that week. Elizabeth Pedersen was a petroleum engineer who had the task of deciding how to extract the oil once it had been found by geologists, and extraction had been estimated to be viable by the company's team of geophysicists. Elizabeth had requested a meeting with Lisa for the next day, but she did not say what the purpose was. Lisa suspected that Elizabeth was intending to tender her resignation.

Lisa's problem was not new, or unique to Norsk Petroleum. In the previous five years, the major oil companies such as Amoco, BP, Exxon and Shell had accelerated their oil exploration and extraction operations. With the expansion of exploration and extraction in Iraq, following the US and British military intervention, many small independent gas and oil companies had also entered the market or stepped up their operations.

After graduating from university, the "knowledge workers" of the industry—geologists, geophysicists and petroleum engineers need at least three years' field experience before they become fully qualified and valued professionals. There was a shortage of, and an urgent need for, qualified professionals. Many small companies had resorted to using executive recruitment agencies or 'head hunters'. In the previous 12 months, 18 (15 per cent) of the Norsk Petroleum scientists had resigned after receiving offers from rival companies.

As Lisa was pondering what she would do about the loss of petroleum engineers, and specifically what she would say to Elizabeth Pedersen, there was a knock on her office door. Gottfred Eng, manager of computer services, walked into the office and asked her to sign an 'Advertising request form', for an ad for a replacement for Ola Rennemo, a computer technician.

"Why is he leaving?" Lisa asked. 'His new company is closer to home and it will reduce his travel to work time,' Gottfred replied. 'Ask him to come and see me on Friday before he leaves. I would like to conduct an exit interview with him.' The meeting with Elizabeth Pedersen took place the next day. It began with comments on the weather, her daughter who had recently married, and brief discussion about the progress on the latest drilling project. Then Elizabeth made a flawless statement: "Lisa, I'm really grateful for all the support the company has given; the work has been challenging but I'm leaving Norsk to take up a new position at Petrowest." Anticipating the next question, she continued, "It's a small, independent company which has won a major contract to explore off the Newfoundland Coast in Canada. I'm excited by the job. And I'll have greater responsibility for managing two three-person teams of petroleum engineers, and negotiating contracts with the suppliers." Lisa mulled over the words "small, independent company". Unlike large companies such as Norsk Petroleum, where petroleum engineers focused on specialized tasks related to their knowledge, the small exploration companies required their engineers to take on wider projects and managerial responsibilities, negotiate with customers and suppliers, and work on capital projects. Lisa knew from labour market surveys that Elizabeth was already well paid, but she offered a 5 percent increase in her salary, additional stock options and a company car. She also pointed out that the company's share values had been steadily increasing despite a sluggish stock market. Elizabeth

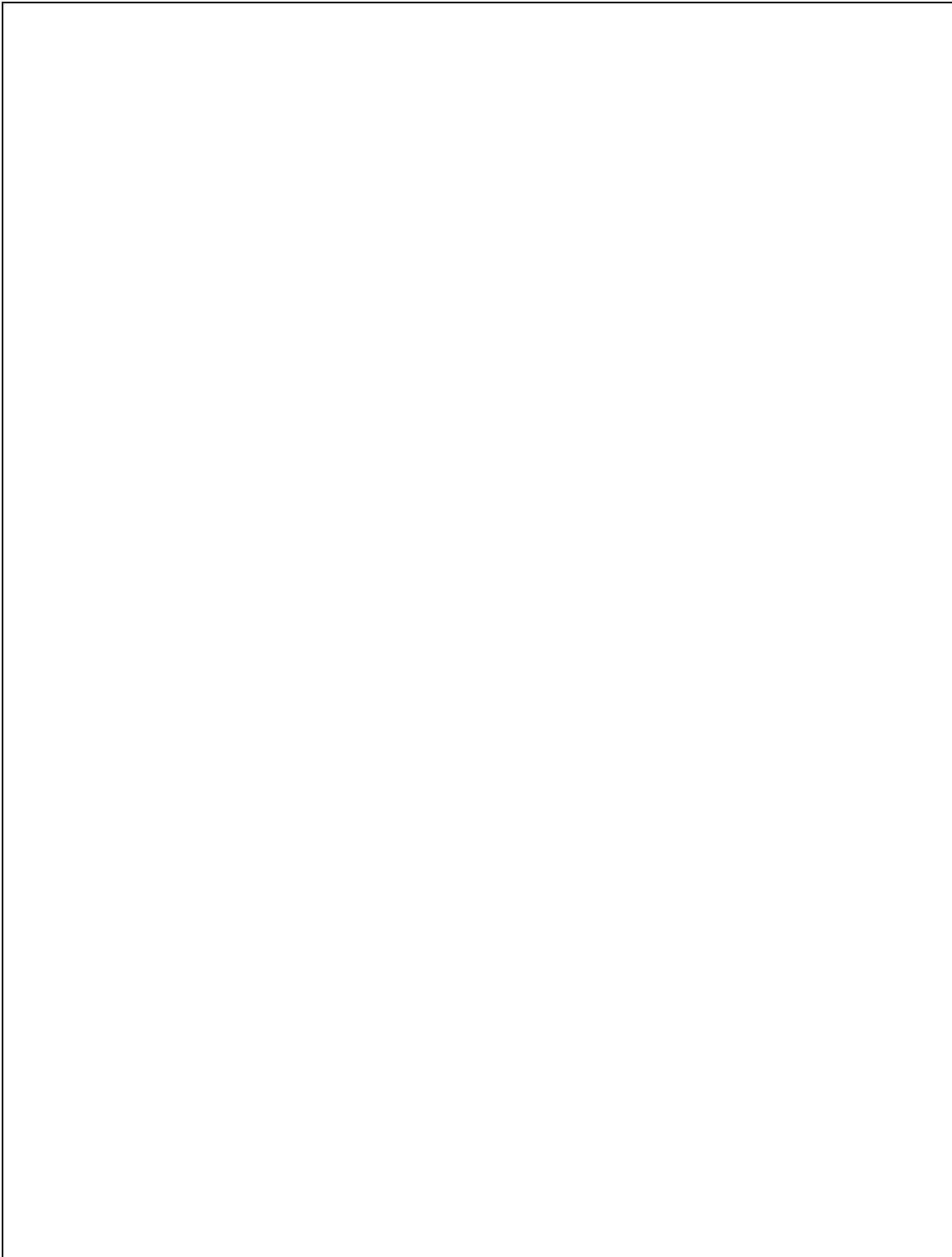
said she would consider the new pay package, saying she needed “to sleep on it”. “Let me ask you this, Elizabeth,” Lisa added. “Are you unhappy with your supervisor, or are you having problems with your team members?” Elizabeth replied that her team leader and other team members were fine. The meeting ended with Elizabeth promising to consider the improved compensation package.

On Friday morning that week Lisa conducted an exit interview with the technician Ola Rennemo. After enquiring about his wife, who was expecting a baby, and their new home, she asked, “Why are you leaving the company? Your performance appraisal has been consistently excellent and I believe you would have a bright future if you chose to stay with Norsk Petroleum.” “To be closer to my family,” Rennemo responded.

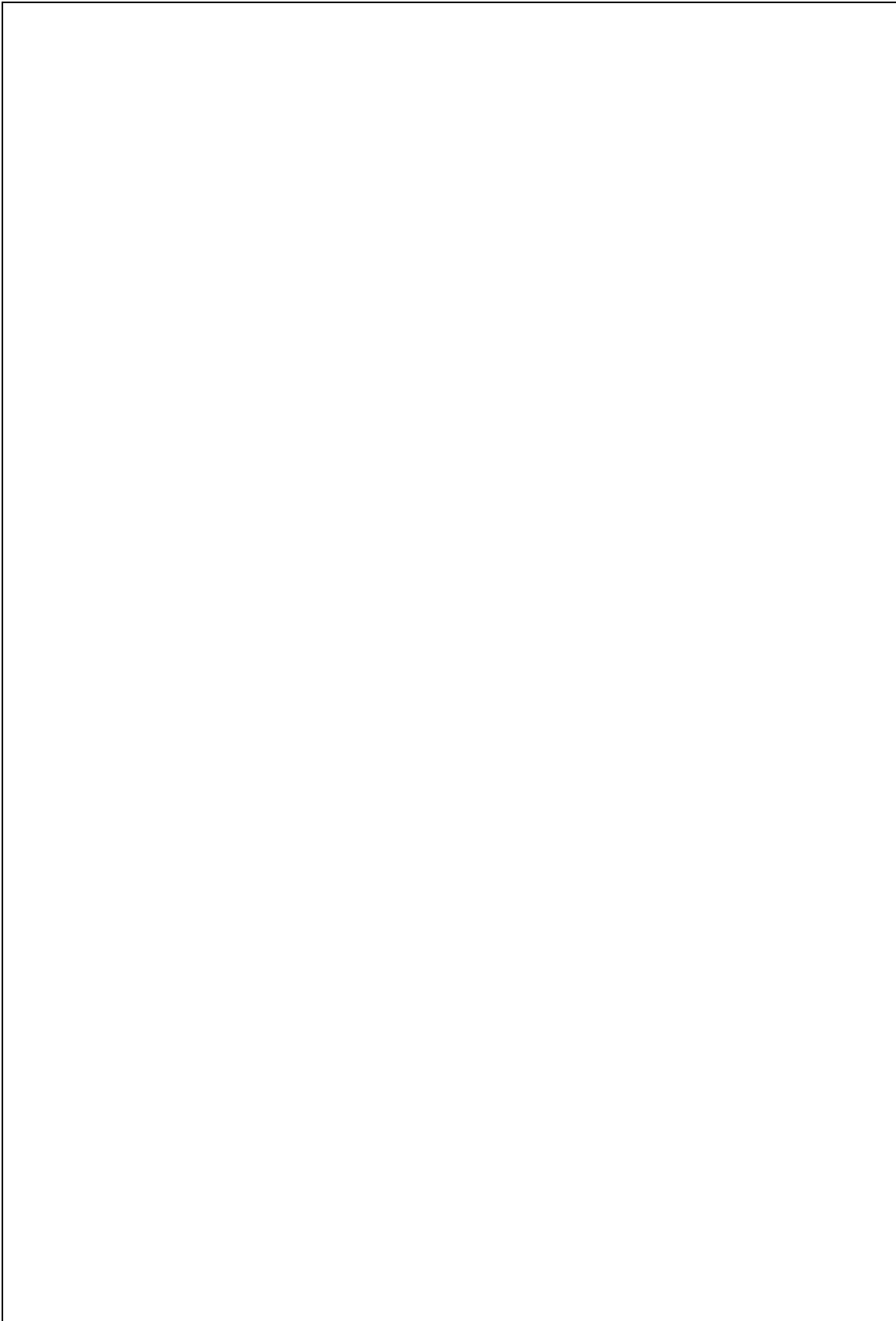
Lisa was aware that thousands of large, medium and small technology businesses across the country were trying to recruit and keep high-tech talent such as Ola. She was also aware that in line with the company’s stated policy on being a ‘learning organization’, she had agreed to pay for his technical upgrade courses, and a team leadership course held at the local college. She knew she had to stop, or at least slow down, the haemorrhage of talent from the company. She also knew from reading Ola’s latest appraisal report that he was ambitious, so she tried what she considered an innovative approach to the problem: professional development. “If the company paid the tuition for a diploma in management, would you stay?” “Thanks, but it’s too late. I’m committed to the new job,” Ola replied. At 4 o’clock that afternoon, Lisa received Elizabeth Pedersen’s letter of resignation. On Monday morning, she would be calling a meeting of departmental managers to garner ideas for recruiting and keeping their petroleum engineers and their high-tech support staff.

Task

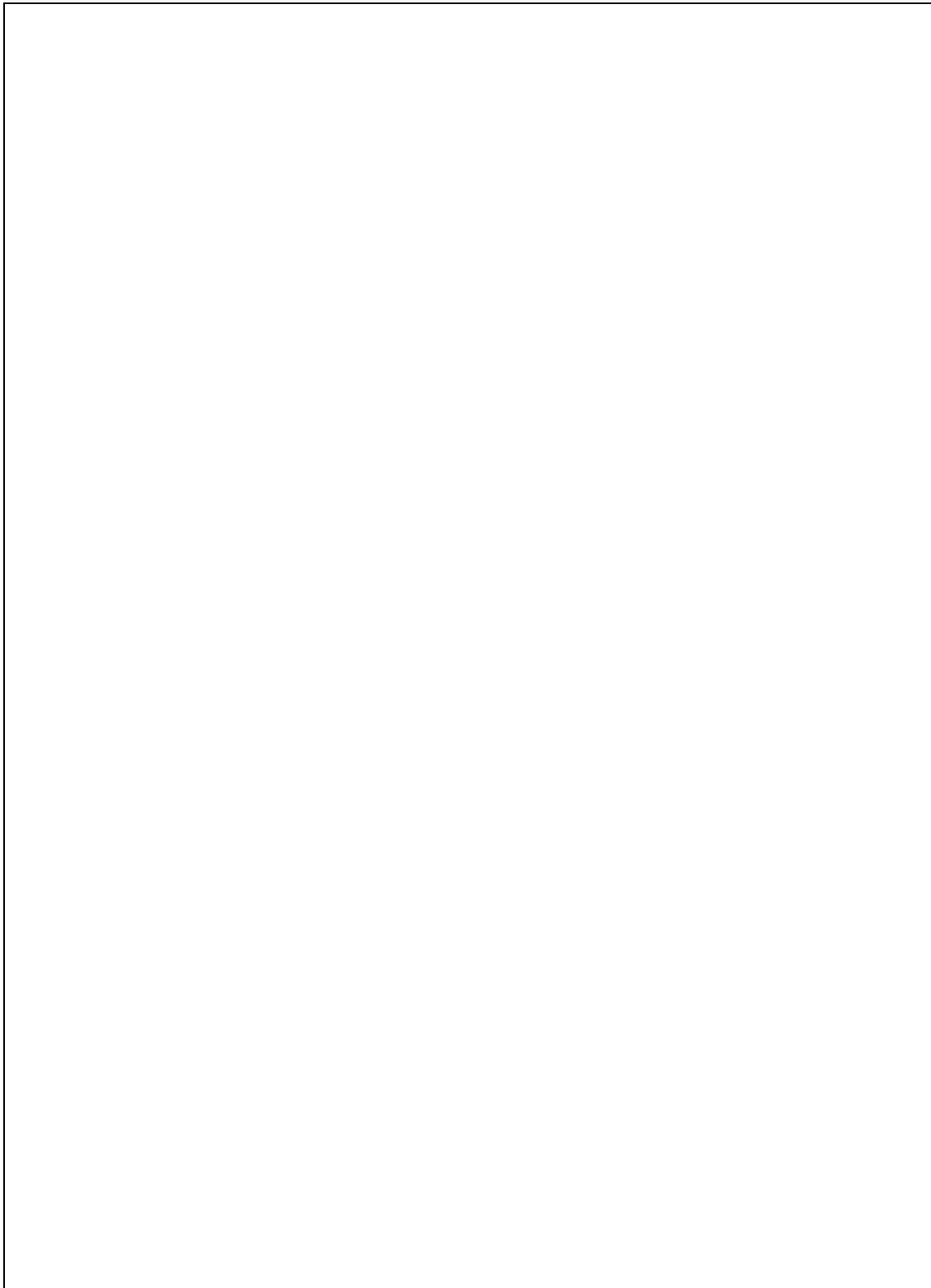
1. Use your understanding of motivation theories to explain both Elizabeth Pedersen’s and Ola Rennemo’s motivation toward their jobs at the time of their resignation.



2. If you were Lisa Bohm, what would you do to handle this situation? Be specific in your recommendations.



3. What are the practical implications of this case to you as (a) a future employee and/or (b) a future manager?

A large, empty rectangular box with a thin black border, occupying most of the page. It is intended for the student to write a summary of the worksheet in their own words, as indicated by the text below it.

Summary of the worksheet in your own words (in English and Chinese):

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Vocabulary check:

English	Chinese
Commission	
Performance—related pay	
Job rotation	
Motivation	
Self—actualisation	
Quality circles	
Team working	