***Chapter 4 Activity and case study solutions***

**Activity 4.1**

Activity requires students to complete a self-test based on Maslow’s Hierarchy of Needs. Students’ responses will vary.

**Activity 4.2**

1. a
2. a
3. c
4. b
5. d
6. d
7. True or false
   1. True
   2. False
   3. True

**Case study 4.1: Virgin Australia**

1. Motivation strategies relate to:

* remuneration and rewards such as competitive pay, performance based rewards, salary sacrifice, study assistance , paid leave entitlements (maternity, parental and adoption)
* diverse career path opportunities and in-house learning and development programs.
* benefits in the form of travel concession for staff and their family and friends
* 24 hour support for staff and their families with an employee assistance program (EAP)

1. Factors that make the staff feel valued and supported and therefore a desirable place to work are::

* The financial rewards they receive e.g. in 2015 the staff received a significant pay rise.
* In cases of family and domestic violence they are given special leave to cope with the crisis.
* The rewards and recognition they receive (monetary and non-monetary) for performing at a high level
* The travel concessions (Team Travel) they receive for themselves and their families and friends.

1. The airline industry requires pilots and crew to be away from home, either domestically or internationally, for various periods of time. Being away from home can be disruptive to a person’s or their family’s life. To help overcome this issue, staff are granted longer rest periods at home to allow them to re-adjust and compensate for having to work on different shifts that involve working over weekends and public holidays. The staff may also need special leave to cope with any issues and pressures that arise due to the nature of their work program. Also, to comply with air safety regulations, Virgin Australia must ensure that their pilots and cabin staff only work a set number of hours before they are mandated to have rest periods.
2. Challenging staff to be looking ahead acts to motivate them to think about what possibilities are ahead for them in their career path within Virgin. This means that staff is being challenged to perform at their best and not just coming to work to undertake the same job day in day out. The looking ahead approach would act to encourage staff to look for career development opportunities, which are supported by Virgin.
3. Staff complete Engagement Surveys which have the purpose of allowing staff to communicate with management over issues that matter to them so that action can be taken on these issues. Involving staff in corporate events also provides opportunities for two way communication to occur and create a more collegiate atmosphere at the workplace.
4. There is a direct relationship between the motivation level of an employee and their performance. If an employee is motivated and has the drive and desire to achieve, which can be provided by intrinsic or extrinsic factors, it will result in increased performance.

**Activity 4.3**

Activity requires small group brainstorming by students. Student responses will vary. When developing a list of strategies the group believes could motivate employees to improve their performance, students should consider the Hierarchy of Needs (Maslow), Goal Setting Theory (Locke and Latham) and the Four Drive Theory (Lawrence and Nohria), and the way in which human resource managers try to apply the key principles of these theories in the workplace.