***Chapter 4 Summary Question Solutions***

1. Definitions. Where possible, the following definitions are those included in the body of Chapter 4.
	1. Motivation: Motivation is the willingness of a person to expend energy and effort in doing a job or task.

*Gavin is a first year intern at the firm. He is highly motivated to work hard and impress his colleagues.*

* 1. Performance-related pay: A financial reward to employees whose work has reached or exceeded a set standard.

*Any member of the sales team who exceeds their half-yearly target will receive a bonus.*

* 1. The drive to acquire: The human need to gather the basic necessities for survival, as well as more complex needs like status and power.

*Ellen’s desire to be promoted to partner and receive a private corner office reflects the basic human drive to acquire.*

* 1. The SMART principle: In order to be effective as motivators, goals need to be specific, measureable, achievement (but challenging), relevant and time-bound.

*Jenna’s manager helped her to create SMART goals for the upcoming financial year.*

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3. Motivational strategies related to career advancement:

Job enrichment: Businesses can make a job more interesting and fulfilling by introducing more challenging tasks, and by increasing the responsibility and control that a person has over their job tasks

Job rotation: Businesses can introduce variety by allowing employees to spend periods of time in other areas of the business. This allows employees to broaden their skill set and experience, and understand how different areas of the business contribute to the overall achievement of objectives.

1. The importance of motivation:

No business can prosper without motivated employees. Motivation can be defined as ‘the willingness of a person to expend energy and effort in doing a job or task’. Various theorists including Maslow, Locke and Latham, Lawrence and Nohria have tried to explain human motivation. All of them agree that to some extent, employees are motivated by money and other benefits, status, social relationships in the workplace, challenging and interesting work, responsibility, and opportunities for personal growth. Employees may be motivated by different things depending on the age and stage of life. All motivated employees are productive ones. Businesses that wish to prosper must therefore spend time examining what motivates the particular employees at their workplace, and then put in place strategies that satisfy those motivators.