

Motivation Matters (Sample Solution)



Happy staff are productive staff, so motivation is important for all businesses. However, keeping staff happy is not always easy, and can depend upon what is demotivating them in the first place.

You've been asked to provide some advice to three businesses who are having some issues keeping their staff motivated. Each of the three businesses has explained what the main problem is but would value your opinion on the best way to solve it.


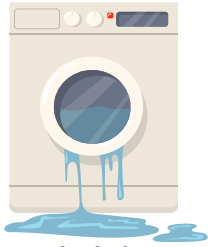
Use the information provided to explain to each business what you think would be the **most appropriate** way for them to improve the motivation of their staff. There may be more than one suitable way, so you should explain your reasons!

Once you've done that, compare your answers with someone else and see whether you agree with each other.


NB: The solutions provided below are example answers - others methods may be suitable

Business 1 - Harry Bow Sweets	
The Problem	<p>Harry Bow runs a small sweet factory. He employs a number of staff to work on the production lines, and to pack boxes of sweets ready to be loaded onto delivery lorries.</p>  <p>However, the staff who work on these production lines complain that the work is boring, and that they don't enjoy their job.</p> <p>As a result, staff leave on a regular basis, and Harry then has to go through the process of recruiting and training new staff.</p> 
Recommendation	<p>Financial motivation is unlikely to increase motivation amongst Harry's staff, because the problem is that they are bored, and lack challenge. Paying them extra money will not stop them being bored.</p> <p>I would recommend that Harry uses non-financial methods of motivation for his production line staff. One option is that he could vary the tasks that the staff are asked to do. This is called job rotation, and can help prevent boredom because staff are not doing the same thing constantly.</p> <p>Another option may be to give staff additional responsibilities, if this is possible. For example, he could make someone responsible for health and safety, or someone else responsible for keep the area clean. This is known as job enrichment, and it might make the staff feel valued.</p>

Business 2 - Warren Tee Insurance

<p>The Problem</p>	<p>Warren Tee runs a business that sells additional insurance cover for new electrical items bought at well-known electrical retailers.</p> <p>If customers appliances go wrong the insurance sold by Warren Tee means that they can claim free repairs and replacements in certain circumstances.</p>  <p>To claim, customers need to phone Warren Tee’s customer helpline. However, the staff who work on the helpline complain that dealing with unhappy, and sometimes abusive, customers all day is very demoralising.</p> 
<p>Recommendation</p>	<p>Warren could use both financial and non-financial methods of motivation to address this problem. Offering staff bonuses based on the number of customer calls they deal with would encourage them to keep answering calls, and to keep the calls short which may reduce the opportunities for customers to get angry, especially if they have been kept on hold.</p> <p>Warren could also use non-financial methods of motivation, such as organising team-building activities. This would help staff to feel that they are not on their own, and that they can get support from other staff who know what they have to put up with.</p>

Business 3 - Jim Balaya’s Urban Brunch

<p>The Problem</p>	<p>Jim Balaya runs “Urban Brunch”, a popular city centre restaurant. Open daily, the restaurant opens at 11am and closes at 11pm, serving a lunch menu until 2pm and then a full dinner menu until close.</p> <p>The restaurant is very popular with customers, and is often booked up weeks in advance, and Jim is considering opening more restaurants in surrounding towns and cities. However, many of the staff complain about the long and unsociable hours, and the fact that the pay is low with most staff earning minimum wage.</p> 
<p>Recommendation</p>	<p>Since most of Jim’s staff are earning the minimum wage, the first thing he should consider is the use of financial methods of motivation. Staff may be more willing to put up with working long unsociable hours if they feel that they are rewarded financially. However, paying staff the minimum wage is likely to make them feel that they are not highly valued, and may encourage them to find other jobs that do not require them to work unsociable hours.</p> <p>Using non-financial methods of motivation could also help increase staff motivation of, and make them feel valued. However, it is likely to take longer and be less effective than offering them a higher level of pay.</p>