

2.4 Motivation



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2.4 MOTIVATION: ASSESSMENT

Read the case study below and answer the questions that follow.

UNMOTIVATED AT WONG & YI INSURANCE



Arlia Roselin has worked as an assistant in the financial analysis department of Wong & Yi Insurance for two years. She is 24 years of age and joined Wong & Yi from high school with good exam results. Arlia also obtained some extra qualifications by taking night school courses. She started as a junior clerk, and quickly moved to a more senior post, which paid a better salary. However, she has been in this post a while now.

Arlia's aim was to use the job as a stepping stone to one of the sales teams. The business was pleased that

Arlia looked on the job this way, as it is in favour of encouraging people to get on. However, it is difficult to get into one of the sales teams, particularly when the company has placed so much emphasis on graduate recruitment. This may be one of the things that seems to be bothering Arlia. Recently the Unit Trust team hired a graduate trainee instead of Arlia, although she did accept that the new recruit had an advantage as she was a qualified actuary.

Until a few months ago, Arlia had been an above average employee. She was always cheerful, enthusiastic and willing, and picked things up quickly. Arlia used to make an excellent contribution to regular weekly meetings. And she was prepared to do one-off

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projects, always seeming to be able to squeeze in the extra work. She was also quite prepared to work late and regularly received small performance-related bonuses for achieving targets.

Lately, however, she seems to lack motivation. She has missed some meetings and taken days off. She complained that other members of the meetings had more senior posts and felt that they did not listen to her views. She said, "I shouldn't be treated as a worker who is satisfied just by basic physiological needs, I need intrinsic motivation"

The other day, Arlia refused to take on a low-level task. She suggested that she was fed up doing routine work and not leaving the office every day until 8 o'clock. Arlia also argued that she was never allowed to make decisions and her work was always checked, as if she was not trusted. In the end some of these other tasks had to be given to other members of staff, increasing their workload. Arlia's absences have put additional pressure on the team. In addition, she has also started being off-hand. She was overheard several times being rude to people who asked her for information or help.

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25 MARKS, 45 MINUTES

- 1 Distinguish between intrinsic and extrinsic motivation **[3 marks]**
- 2 Outline four indicators of poor motivation **[2 marks]**
- 3 Explain why it is important for a firm such as Wong & Yi Insurance to have motivated staff **[3 marks]**
- 4 Explain performance related pay as a financial method of motivation **[4 marks]**
- 5 Explain how **two** different types of non-financial rewards could increase motivation at Wong & Yi Insurance **[4 marks]**
- 6 Using appropriate motivational theory (or theories), recommend ways in which the company may improve Arlia's motivation. **[9 marks]**