

# 7 Countrywide Manors

## Case Question

Write a draft report on staff motivation with reference to job design and productivity issues.

## Suggested Answer

- (a) Introduction to general theories of motivation, e.g.:
  - (i) Herzberg – hygiene factors and motivator factors
  - (ii) Maslow – hierarchy of needs
  - (iii) McGregor – theory X and theory Y
  - (iv) Vroom – expectancy theory
- (b) How the theories can be applied to the situation in the advance reservations department.
- (c) The role of management in motivating staff.
- (d) Methods of improving motivation to include job design (job enrichment, job enlargement, job rotation), pay and incentive schemes and participation.
- (e) A system for monitoring individual productivity levels.
- (f) Techniques used to measure motivation, e.g., attitude surveys, analysis of labour turnover rates and records of absenteeism.