**MBA706 Leading People in Organisations**

**Part 1 - Understanding the individual at work and enhancing performance**

In this part, the interview was conducted to understand people at work and their motivations and demovitations. Through the concepts and ideas of Topic 1 and Topic 2, I tried to find out what kinds of things might increase the effort the person puts into their work.

**A) Person description**

For this research work, I spoke to Sam. She works in the marketing department of a renowned multinational retailing company. She is responsible for planning and executing the marketing and promotional strategies for the organisation. Giving return on investment is a major part of her job profile. Also, Sam is responsible for taking feedback from the clients and ensuring that a long-term relationship is developed with them.

**B) Motivation and Demotivation**

It is extremely important for an organisation to keep the employees motivated (Huselid & Becker, 2010). This helps in enhancing the employee satisfaction and productivity (Griffin, 2018). Upon interacting with Sam, it was found that there are several factors that motivate her at work. Following is a brief description of the same –

* Work environment – A good work environment and a supportive culture motivates her at work. She said, “it is motivating to work when the entire team supports you, and there is no politics internally”.
* Competitive salary – This is also one of the motivating factors for an employee. Sam mentioned that “money is one of the main motivators for me. The organisation offers me a decent salary, and this keeps me motivated at work”.
* Leadership – Efficient leadership is the key to employee motivation (Robbins et al., 2018). She also mentioned that “an effective leader ensures that the employees are happy and satisfied. This is another major motivation for me as our top management is highly focused on employee satisfaction”.

On the other hand, there are two factors that demotivates her at the job as well. Following is a brief description of the same –

* Lack of career growth – Every employee expects growth in his or her career, and this is a major motivator at the job (Gold, 2013). Sam mentioned that “COVID has affected the company sales and hence the employees have neither got any salary hikes or promotions. This is the main demotivator for me at present because the future looks quite dark right now”.
* Glass ceiling – According to McGuire (2014), the glass ceiling is a concept under which the females do not get high positions in an organisation. She mentioned that “there have been a few instances where females were not given higher designations despite their good performance. This affected my morale as well”.

**C) Person’s abilities and motivation**

Sam is 30 years old, and she has experience of 8 years in the field of marketing. She has worked with different multinational companies in the past. Her communication skills, innovative mindset and deep knowledge about the field are major strengths during her career. She believes that hard work and creative thinking can result in high success in the field of marketing. In her interview, she mentioned the difficulties that she faced in her career and how she managed it with a positive attitude. This was big learning from this interview.

During this interview, it was found that these demographics, abilities and perception of her enables her to remain motivated at work. This is because of two reasons. Firstly, she is in her mid-thirties and has strong mental strength. This allows her to take work pressure. Secondly, her positive attitude at work keeps her motivated. She has faced many problems at work, but she always ensures that there is positivity around her. This helps her in staying motivated. Lastly, her perception and abilities are also a major strength in reference to her motivation. She firmly believes that difficulties are a part of life, and they provide valuable learning to an individual. Also, her communication skills, innovative thinking and deep knowledge help her in overcoming all the difficulties. These perceptions and abilities motivate Sam at work.

**D) Motivational theories**

The Maslow’s theory of motivation is a famous theory in the area of motivation. It was put forward by Abraham Maslow in the year 1954. According to the Maslow’s theory of motivation, organisations should fulfil five needs of the employees that include basic needs, social needs, safety needs, esteem needs and self -actualisation needs (Hook and Jenkins, 2019). An organisation needs to undertake strategies to meet these needs to enhance the motivation level of employees (Morgan, 2015).

Another important theory of motivation is the Herzberg theory of motivation. This theory states that there are some set of factors that causes job satisfaction for the employees at the workplace, while there are some set of factors that may cause dissatisfaction as well (Armstrong & Taylor, 2014). The first set of factors is hygiene factors that include work supervision, company policy, working conditions, salary etc. The second set of factors are the motivators that include challenging work environment, responsibilities and authorities, recognition, the opportunity for growth and many more (Mello, 2015).

Implementing these theories can help in enhancing the motivation of employees. This is because the organisation can understand the employees and their needs. By offering relevant monetary and non -monetary incentives to the employees, it is possible to enhance the motivation. On the other hand, if the organisation focuses on any one aspect of motivation, such as offering money or giving growth, then it may result in demotivation as well.

**References**

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**Part 2 – Focusing on Teamwork**

In conducting a survey to assess the level of activity of the team, the performance level of the team was evaluated using the checklist provided in Topic 3.3.

Using this checklist, I collated the data, interpreted the results, and recommended to improve in future.

**A) Scores**

| **Score** | **A** | **B** | **C** | **D** | **E** | **F** | **G** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 1. Trust among members | 4 | 5 | 5 | 3 | 3 | 4 | 3 |
| 2. Feedback mechanisms | 3 | 5 | 4 | 2 | 3 | 3 | 2 |
| 3. Open communications | 4 | 5 | 4 | 3 | 3 | 3 | 3 |
| 4. Approach to decisions | 3 | 4 | 4 | 2 | 2 | 2 | 3 |
| 5. Leadership sharing | 4 | 3 | 4 | 4 | 4 | 4 | 4 |
| 6. Acceptance of goals | 2 | 3 | 4 | 2 | 3 | 1 | 3 |
| 7. Valuing diversity | 2 | 4 | 3 | 3 | 3 | 2 | 4 |
| 8. Member cohesiveness | 3 | 5 | 3 | 3 | 2 | 2 | 4 |
| 9. Support for each other | 3 | 4 | 4 | 3 | 2 | 1 | 4 |
| 10. Performance norms | 3 | 4 | 3 | 2 | 3 | 2 | 3 |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Score** | **Average** |  | **Min** | **Max** | **Range** |
| 1. Trust among members | 3.86 |  | 3 | 5 | 2 |
| 2. Feedback mechanisms | 3.14 |  | 2 | 5 | 3 |
| 3. Open communications | 3.57 |  | 3 | 5 | 2 |
| 4. Approach to decisions | 2.86 |  | 2 | 4 | 2 |
| 5. Leadership sharing | 3.86 |  | 3 | 4 | 1 |
| 6. Acceptance of goals | 2.57 |  | 1 | 4 | 3 |
| 7. Valuing diversity | 3.00 |  | 2 | 4 | 2 |
| 8. Member cohesiveness | 3.14 |  | 2 | 5 | 3 |
| 9. Support for each other | 3.00 |  | 1 | 4 | 3 |
| 10. Performance norms | 2.86 |  | 2 | 4 | 2 |

**B) Aggregate results**

The team is a group of members who work together, support each other, maintain proper communication and ensure that the ultimate objectives are met. This perception of a team was entirely met by our team and its scores. The aggregate results of the entire team represent my view as well. This is because all the team members scored decently in parameters such as trust, communication, diversity, support, performance and others. I also believe that there should be proper trust and communication between the team members. This helps in attaining the objectives and ensuring that all the members work together without any misunderstanding (Simmons, 2014). Diversity is an important part of a team. This is because all the team members have different attributes and characteristics. Besides this, I believe that our team was quite supportive throughout the task. There were many disagreements, but they were properly discussed, and this enabled us to find the most reliable solutions. Thus, the entire team worked in close coordination and ensured that the ultimate objectives are met. Thus, the team scores and performance were in line with my perception of a team.

**C) Recommendations**

The lowest rating was found to be in the acceptance of goals. This acted as a big barrier in the process. Following are some recommendations to overcome this issue in future –

Firstly, the entire team should focus on the goal attainment theory. This theory emphasises understanding the goals, developing a comprehensive plan and ensuring that all the members work in a dedicated manner to attain the same (Rego et al., 2011). The team members should maintain a proper communication to discuss their progress and plan the timeline in which the goal can be attained.

Secondly, in future, the entire team should divide their roles and the tasks that are to be completed by each member. This will divide a big goal into small tasks and ensure that all team members accept their individual tasks and work in a systematic manner to complete the same (Swart, Mann, Brown, and Price, 2015). This will automatically result in accepting and attaining the goal.

**References**

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