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CASE STUDY REPORT

Abstract

This report unravels the hidden meanings behind the case study “Who needs an education” from the text ‘Human Resource Management’ by Raymond Stone. The whole purpose of this report is to analyse some of the theories of motivation and reveal how they relate to the case, so that we can provide some solutions to their problems. In the analysis we uncover the related theories and the impact that demand and supply in particular industries has on workers in other industries. The biggest motivator to employees across the past to current times has been the pay they receive for their efforts, with modern motivations also including the enjoyment they have in doing their work, but the problem is there has to be some form of balance between the two for the employee to be ultimately satisfied.

Introduction

The aim of this report is to analyse the key determinants of motivation theories in relation to the response of the case study “Who needs an education”. Case-study 3, demonstrates the perspective of academics who disagree with the salary and/or wages of workers in the offshore dredging industry, compared to the work efforts of themselves. The argument they are attempting to appeal to, is higher education academics who believe that labour is an inferior occupation, due to the stereotypical ideal that labourers have minimal education. The need for labour is higher in specific occupations with labour being the number one process in creating an output for the economy and offshore dredging industry. Different needs of various markets have an impact of employment rates and salaries. The theories of motivation that are examined in the report reveal that there are underlying feelings towards their opinions. Through the literature review we uncover 4 different motivation theories that relate to the case study with pay being the biggest cause of motivation towards work effort. The case review gives the reader an understanding of what actually goes down in the case that is related to this report, where academics are reading a paper about the offshore dredging industry getting another pay rise when they can’t even get one when they ask for it. Further on the report discusses the causes and effects that can result in unmotivated employees and suggestions to how these problems can be fixed. Including employers providing better goal setting to allow the academics to strive for something in their own fields, and training and development to broaden their minds to new opportunities, which could in turn increase their own pay. In review of the case, one of the academics made the point that there is also a difference in pay when there is an imbalance in the demand and supply of a particular market or industry, which is the case for the dredging industry because of the harsh conditions and required skills there are less workers than are required. This means there needs to be better incentives to draw workers to the area, which is done by offering larger pay cheques.

Literature Review

Arguably, a key determining factor of individual employee performance indication is motivation. We see this theory of motivation in all jobs throughout the world and motivation is quite subjective to the individual employee in their own job. As shown in this article, motivation plays an important factor in performance (Alkış, N., &

Temizel, T. T. (2018) For example, the motivation of an individual who has completed a PhD in medicine will differ greatly from a line worker. Both these individuals need to be motivated in order to work. The most basic form of motivation in just about every job is payments or their wage, however throughout one's employment history it seems that money becomes less of an incentive and the importance of enjoying the job takes over. Money can also serve as a symbol or achievement of recognition and status. Employers and employees focus on how individuals are paid to determine the ranking within and outside the organisation. Successful motivation in the workplace (particularly by the Human Resources Department) allows for companies to be more effective and efficient in reaching their goals and maximising profits. This in-turn, benefits the employee and employer respectively.

Generationally, we notice the changes in work preferences over time. Baby boomers are stereotypically known to hang onto jobs for long periods of time as they 'value job security' and long term status (Burk, B., Olsen, H., & Messerli, E. 2011). The Millennial generation and even the youngest generation, "Generation Z" seem to prefer having the "right job" or a job that provides them with more purpose, rather than having a higher salary. Forbes, on the "5 Things We Know Millennials Want From A Job", explains that millennials are disrupting the status quo from the traditional norm in society by focusing on having a large social impact which in-turn allows them to feel motivation through the work they do. This now brings up new challenges for the Human Resources Department on how they can work effectively in limiting the turnover rate, increasing loyalty and the employee motivation within the the organisation. There's several methods of increasing motivation for employees and some range from more "traditional management methods" to more modern complex methods. The key differences between the two being that previous methods of motivation were more instrumental and focused on maximizing profits and not considering employee drive, motivation and even opinion . Modern approaches to management and motivation have a more humanistic "softer" approach and attempts to include all employees regardless of gender, race or religion in the organisation. Rather than viewing the employees as robots, companies are focusing on viewing employees as key cogs in the machine. (Nduka 2016)

Scientific Management is based from the research conducted by Frederick Taylor and others under the scientific management school to observe workers during labor intensive jobs and even today we can see this method being used in major organisations, for example; Google. Scientific management stresses a strong emphasis on the use of technology and task specialisation for employees in the organisation. It primarily views the need for assets as a major importance in the motivation of employees. Some of Taylor's views nowadays may be considered insulting to the average employee. Scientific management recognized differences between certain workers and stressed that the right person should be selected for the right job. In the early rise of Scientific Management, Taylor promoted the idea of frequent breaks and good pay for good work. Taylor's view on unskilled, unintelligent workers was quite intrusive as he often compared them to "draft animals". In summary, Taylor believed ultimately that there was "one best way to do things" by incorporating technological advances to assist labourers, Taylor however considered money to be one of the key factors in motivating individuals to work effectively and efficiently.

Another type of motivation is Maslow's hierarchy of needs theory which focuses on the psychological aspect of motivation. It's primarily based on five levels in a pyramid structure. The term "Maslow's hierarchy" was coined by Abraham Maslow as he published the paper "A Theory of Human Motivation" in 1943. The pyramid is split into three levels with the low order needs being more physiological needs and the top being growth needs, these are; self actualization, self-esteem, belongingness or relationships, safety or security and physiological. Self-actualization includes things like morality and creativity, aimed at the growth of an individual, self-esteem focuses on confidence and achievement. These play a huge role in how an employee feels in an organisation. Belongingness, ties into friendship, love and family. Safety, includes being healthy, safe and having employment. Finally, at the bottom of the pyramid we have physiological which relies on necessities like air, food, water and sleep. Maslow concluded that any form of deprivation ("d-needs") on one of these levels can cause an employee to lack satisfaction, motivation and ultimately impacts how they conduct themselves in a working environment. Maslow's hierarchy of needs is still very relevant to just about every job in society today.

Vroom's expectancy theory ties into a similar structure of Maslow's pyramid, however it places its emphasis on three key components of the pyramid and asserting the essential need of them. These are, expectancy, instrumentality and valence. The theory of expectancy assumes that employees are motivated when they expect some type of reward of achievement in the future, from the work they put in. An example may be a car salesman who is motivated to sell multiple cars to reach a quota, in turn, resulting in him gaining bonuses. However, the critical flaw in the expectancy theory is that once the car salesman reaches the said quota, he may no longer feel motivated in driving the company's performance. The second component in Vroom's theory is called the instrumentality component. Back to the car salesman example, if the car salesman feels the quota set is un-achievable in a length of time, they may lose interest of motivation to reach the goal. Therefore, there needs to be a certain degree to which the employee believes that performing their tasks will result in them reaching the desired goal. Finally, valence is the subjective value or importance that the employee places on the goal. Everyone is different, so the perception of some workers may be to just achieve the goal in the time set, or for others it is to achieve and surpass the goal for bonuses. It is important all the other factors of motivation meet the employee and employers standards resulting in effective results. Vroom's theory attempts to trim down the other factors, of Maslow's theory, and analyze its key components.

So to narrow it down, motivation and pay go hand-in-hand by affecting the contribution an employee puts towards the effort one puts into their role at a company. It is vital employers strike the right balance between pay and motivation to not put themselves in a financial loss by trying to meet standards expected by the employee. Motivation can be increased for the employee through recognitions like an award or bonus. From the various studies conducted on modern employees we definitely see people prioritising job security due to the growing implementation of AI, so employers can use this "need" of job security that employees have to benefit them through offering promotions and job security for hard working employees. Everyone is different and everyone has different things that motivate them. For some it's being paid the most for their job and for others it's having the status in the

organisation of being a high ranked employee, so companies should understand motivation to benefit themselves and employees.

Case Review (summary)

Individuals within the case study “Who Needs an Education” are criticizing the Maritime Union and its offshore dredging industry on the basis that “some crew” are earning over \$356,000 for low education, “odd jobs”. The issue delves further into the motivations of people to get a higher education (PhD) when their time isn’t worth the money they make in their current career.. This leads to disagreements in the wage system and how the award system works legal restrictions. The discussion of markets, demand and supply invokes a distrust of salaries between labourers and academics. It suggests that money is an important factor in determining motivations for the academics in terms of their status, but for the dredging industry it is a key factor in convincing people to get the job done. Through our analysis of the case study we acknowledge how societal expectations are placing one specific job to be more deserving of pay, respect and societal status and how this affects employee motivation leading to employee whom are unhappy at work. We are able to see how being unmotivated affects the employees by the pay disputes, as some of the professors at Western University display their frustration, by comparing their wages to that of an individual who is employed by an offshore dredging industry. Through the case study the claim of “the administration goes ballistic” in response to the professors asking for a raise, displays a lack of communication from the administration to the professors which can be seen to be poor leadership and managerial styles. Additionally the issue with the administration not being able to communicate efficiently with their staff could enhance any to poor compensation packages that may already be occurring. The case study showcases that professor Steve Plovnick is motivated by pay, as he expresses his opinion on how to motivate people if there is “not sufficient rewards”. This showcases through the lack of proper managerial skills the administration are unable to understand what motivates their employees to encourage them to reach their goals and objectives. Through the discussion of how the professors feel as if their hard work while studying was now not rewarded, another issue of why their pay rates are not equal is due to the labour force and the high demand within the dredging industry rather than a professor where there is high supply yet little demand.

Case Analysis symptoms, problems, causes

Symptoms -

Symptoms are what is visible within an organisation regarding an issue. These symptoms are visible cultural shifts or unhappiness. Within the case, we are shown a conversation between two academics who believe they are at a financial disadvantage compared to offshore dredging workers. The issue of wages within an organisation can lead to employees having a lack of motivation, leading to them being unhappy at work and decreasing their productivity. When staff are unhappy within their occupation they are more likely to not be as productive as possible leading to goals and objectives not being met. Steve Plovnik and Cidney Castelli, the two professors from the case study where they expressed their idea of a fair reward with the statement “how do you expect to motivate people... if there are not sufficient

rewards.” This shows that the two academics are willing to perform yet would benefit from having incentives such as bonuses, profit sharing and stock options . Through the case study an ideal could be explored that even though the demand for more labourers in Australia is much higher than it is for professors, the societal expectations and what is considered to be more complex and evidently more deserving of higher pay.

Problems

Problems are the effect of a cause in which leads to unmotivated and unproductive employees. Indeed, the topic of wage differences which is what invoked the discussion, shows two opposing sides the academics and the labourers. The need for labour within Australia is higher than ever before, as there has been a shortage for the right people to efficiently and effectively do specialised tasks. The mining industry in Australia has shown a dramatic increase in its employment growth yet, there are not enough specialists who are experts in their specific fields. This started the use of fly in, fly out (FIFO) .Workers who are highly trained, and highly paid to accommodate the stress of being away from their families. The need for these specialists is so high as the turnover rate is “more than twice than the resource industry” .Within the case study, an additional lecturer Angela Simons expresses her view of how the need of labourers is higher than a lecturer's job due to “supply and demand”. Through the case study an ideal could be explored that even though the demand for more labourers in Australia is much higher than it is for professors, the societal expectations and what is considered to be more complex and evidently more deserving of higher pay.

Causes

Causes are the root and bases behind the problems and symptoms within an organisation. These can cause a variety of issues, but within the case study we explore how having unmotivated staff is a large issue within organisations. The lack of motivation within a workplace can be detrimental to an organisation as staff moral decreases, which evidently leads to a decrease in productivity. The scientific management approach can assist in the professor's dilemma of being unhappy within their workplace. As the key function of this motivation theory, emphasises on the right person being hired for the specific job to earn a better wage. Like in the case study the dredging workers have the specific skills for the job and thus are hired with a higher pay check to complete the task. This can help the current professors as well if they are not the right fit they can engage in some training and development to further their skills into a higher position, which may provide a higher salary, or they can look elsewhere to find a better suited position.

Discussion

The report illustrates the perception of human capital and that knowledge management is that people possess skills, experience and knowledge, and education has played a crucial part in today's workforce. Case study 3 has mentioned how a highly regarded profession could earn less than lower class job, in some states this is an affiliation between cause and effect of demand and supply in needs of the job markets. Looking at a single situation you could not define the whole pack of why

doing odd jobs would get better monetary incentive than professionals, as PhD Steve Plovnick has mentioned for an example. While occupation may be a rank people can be measured by, the most common thing we measure by most is monetary basis. On the other hand, without the motivation of education, bittersweet years in universities will assist younger generations to cope with their career choices. The fact is, of those people who are able to go straight to work after high school are useful for labour jobs going to university is seen as being more superior in decision making.

According to the literature review in this motivational theory effort, the following motivation theories were selected need theories, and job design model toward organizational objectives, compared by the effort's ability to satisfaction. In additionally, the demand on skill worker in this context is an internal state that makes certain outcomes appear attractive. An unsatisfied employees may foreseeable the benefit they have lack with in the market of outsourcing. (Robbins, 1993) stated that those tension will gradually decreasing by motivate their employees to see further than what they may have. Furthermore, in this case of incentive for employee who have been educated has greater vision on what they may have develop the future career. As an employer in human resource field, should focus on the performance of their employee results, analysis the effects, also imply the theories of incentives more than just let the employee focus only on wages, or other organisation advantages. For example, Australia has resulted in considerable competition for labour, particularly in remote mining areas. Shortage of skilled labour has led mining companies to source workers from far afield, while the high incomes created by a tight labour market draw labour from across the country through long-distance commuting arrangements such as fly-in/fly-out (FIFO). While much recent literature has focused on the impacts on receiving communities of these long-distance commuters, less attention has been given to the experience of source communities. This paper compares the situation between two regional towns in which long-distance commuters reside. (Mckenzie 2014)

Conclusion

In conclusion, we can see how important motivation is towards productivity in a workplace, and the discrepancy that can occur between workplaces. We see the value of employees in particular industries and the monetary relationships between the demand and supply of workers in their industry. Through disassembling the case study, the report aimed to provide insight into different theories of motivation. Some of the theories that we looked at included the Scientific management theory, Maslow's hierarchy of needs theory, Vroom's expectancy theory, and the draw points between money and motivation. Each of these theories placed some form of emphasis on the value of money towards an employee's motivations and the work they would produce for the right price. The main points that can be drawn from this report is that without having motivated employees, an organisation would fail to work as efficiently and effectively as possible.

Final

Thoughts

· Unmotivated employees lack the moral support and encouragement from higher levels of command to be able to create and uphold a culture that boosts productivity and goal setting.

In the case, the main problem is the lack of motivation in the academics, when they feel like they should be rewarded by their years of hard work at university to get their PhD's, particularly when comparing to the dredging industry when people who are typical high school dropouts are getting paid more for odd jobs.

Motivation is a key component of an organisation.

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