**Question # 01:**

**Answer:**

According to **McClelland's Three wants Theory**, one of three wants drives people most: **the Need for Achievement, the Need for Affiliation, or the Need for Power.**

**1. Aisha – Need for Achievement:**

**How her behavior aligns with this need:** Aisha is very focused on her goals and constantly looks to get better. She aims to exceed expectations, sets ambitious goals, and carefully examines performance indicators. Her preference for working alone suggests that her motivations are more self-actualization than social engagement.

**Effective management technique for motivation:** The management should set difficult yet reachable targets for Aisha to inspire her. She will remain involved if she receives regular performance reviews. Her motivation will also be increased by giving her project ownership and publicly praising her accomplishments.

**2. Bilal – Need for Affiliation:**

**How Bilal's actions meet this need:** Bilal values team cohesion and is excellent at fostering solid relationships. He stays out of arguments, loves working as a team, and is very encouraging to his coworkers. Positive social contacts and being liked by others are what drive him**.**

**Effective motivational management technique:** Bilal will flourish in a setting that promotes teamwork. He will remain motivated if you give him team-based tasks, acknowledge his efforts to promote a positive workplace culture, and encourage candid communication. Bilal might feel respected and appreciated if management offers opportunity for group-based decision-making**.**

**3. Fatima – Need for Power:**

**How her actions meet this need:** Fatima respects authority and hierarchy, enjoys structured surroundings, and concentrates on operational efficiency. Her title, rank, and decision-making power drive her, demonstrating a high need for power.

**Effective management approach for motivation:** Management should provide Fatima leadership duties where she may exert power and have an impact on business choices in order to maintain her engagement. Her motivation will be further increased by giving her executive-level training, allowing her to oversee significant projects, and including her in the formulation of public policy.

**Question # 02:**

**Answer:**

According to John Stacey Adams' Equity Theory, people evaluate their results (rewards like pay or perks) and inputs (skills, effort, and experience) against those of their peers. A person may get unhappy and modify their behavior if they believe there is an imbalance.

**1. Naseem’s Perception Based on Equity Theory**

Since they both work the same hours, have the same amount of experience, and do the same jobs, Naseem believes that he and Rizwan contribute similarly. However, Rizwan earns a far greater outcome (salary), as Naseem has found. Resentment, a decrease in motivation, and a drop in the caliber of the work have resulted from this perceived unfairness.

**2. Key Components of Equity Theory in this Scenario**

* **Inputs (Effort, Skill, Experience, Work Hours)**
  + Naseem and Rizwan have comparable levels of skill and experience.
  + Both work the same hours and handle similar workloads.
* **Outcomes (Salary, Benefits, Recognition)**
  + Rizwan receives higher pay, while Naseem earns less despite having similar contributions.
* **Perceived Inequity**
  + Naseem sees this difference as unfair, leading him to take longer breaks and put in less effort, negatively impacting his productivity.

**3. Effects on Naseem’s Motivation and Behavior**

Due to this inequity, Naseem’s motivation has decreased. According to Equity Theory, people who feel under-rewarded may:

* Reduce their work effort (as Naseem has started doing).
* Experience dissatisfaction and frustration.
* Potentially seek alternative employment if the issue persists.
* Engage in negative workplace behaviors such as absenteeism or poor-quality work.

**4. Two Actions the Factory Management Can Take to Restore Fairness**

1. **Conduct a Fair Compensation Review**
   * The compensation structure should be evaluated by management, and the salary distribution should be transparent. To ensure justice, Naseem's pay should be changed if his contributions, performance, and experience actually equal those of Rizwan.
   * If there is a legitimate reason for the pay difference (e.g., Rizwan has additional responsibilities or higher qualifications), management should **communicate clearly** with Naseem to help him understand the rationale.
2. **Provide Non-Monetary Motivators**
   * If adjusting Naseem’s salary is not immediately feasible, management can offer other incentives such as **bonuses, recognition, career development opportunities**, or **training programs** that enhance his skills and future earning potential.
   * Open conversations about fairness and opportunities for growth can also improve employee morale.

**Question # 03:**

**Answer:**

The **Job Characteristics Model** (JCM), developed by Hackman and Oldham, suggests that five core job dimensions influence employee motivation and performance. In Sarah’s team, certain dimensions likely contribute to low morale and increased errors.

**1. Skill Variety**

* **Current issue:** The data entry tasks are highly repetitive, requiring minimal variation in skills.
* **Solution:** Sarah can introduce **job rotation** or allow clerks to handle different types of documents that require additional cognitive engagement. Training them in minor troubleshooting or quality control procedures could also provide variety.

**2. Task Identity**

* **Current issue:** Employees enter data but rarely see how their work fits into the company’s larger operations.
* **Solution:** Sarah can **show the impact** of their work by providing insights into how accurate data entry improves logistics efficiency. Arranging **occasional meetings** with other departments to explain the importance of their contributions can create a stronger sense of purpose.

**3. Task Significance**

* **Current issue:** Employees do not see the direct value of their contributions, making their work feel less meaningful.
* **Solution:** Sarah can **highlight success stories** where their accurate data entries have helped streamline shipments or prevent errors. Recognizing their role in ensuring smooth operations will increase their sense of significance.

**4. Autonomy**

* **Current issue:** The clerks likely follow strict procedures with little independence, reducing engagement.
* **Solution:** Giving employees some **control over their workflow**, such as flexible break schedules or minor decision-making responsibilities, can increase autonomy. Allowing them to suggest improvements in data entry processes may also enhance motivation.

**5. Feedback**

* **Current issue:** Clerks may not receive timely feedback about their performance, making it hard to feel progress or improvement.
* **Solution:** Implementing **regular performance reviews** and providing **positive reinforcement** when errors are reduced can be highly motivating. Sarah can also introduce a **peer-feedback system**, where team members recognize each other’s contributions.