

Motivation at norsk petroleum



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The word motivation is derived from the Latin word “ mover” which meaner “ to move” and it is defined as an internal drive that activates behavior and gives it direction. Motivational theory looks at the processes that activate and direct human behavior and it can be divided into two categories, content theory and process theory.

Although no motivation theory is universally accepted both content and process theory can be applied to the Norms Petroleum scenario. Content theory is focused on the internal factors that guide human beings, as opposed to process theory which is predominantly more relevant when referring to the external factors that guide people. (Random, 2007) Elizabeth Petersen resigned from her position as petroleum engineer at Norms petroleum to pursue a career with a smaller petroleum company where she would be leading two teams of three personnel. Elizabeth found her newly given responsibility to be very exciting .

When McClellan motivational needs theory is applied to Elizabethan situation it can be seen that she is motivated redundantly by McClellan need for authority or power (n-pop) model. (Chapman, 2009) When Herrings motivational theory is applied it can be shown that although Elizabeth did not necessarily experience any of the factors that would lead to dissatisfaction in her working environment, the desire to attain a greater sense of responsibility in her profession would ultimately outcome to greater satisfaction in her duties, therefore, motivating her to leave Norms petroleum for her new company. Chapman, ND) Olla Renames situation is fundamentally different from that of Elizabeth Ephedrine’s. In Renames case his decision to leave Norms petroleum is based upon his desire to be closer

to his family. According to Herrings theory this case does not center around a lacking motivator itself but a motivational hygiene need must be met in order for him to continue to be motivated. According to Herzog Engle Doctors Ana Lollygag It can De seen Tanat In up to AT cases problems or complications within one's personal life can be the cause of occupational dissatisfaction. Chapman, ND) Lisa Boom clearly did not utilize any effective retention techniques. I would recommend to her that she offers a retention quinine that is more applicable to the unique needs of the employees in which she is attempting to retain. In the case of Elizabeth Petersen, Lisa could have easily offered to give Lisa a position of greater responsibility and variation of subject matter. I believe that this would have been a great motivator in order to retain Lisa. Olla Renames situation is also easily handled if the necessary motivators are met.

I would have suggested to Olla the possibility of working from home a few times a week in order to be closer to family therefore retaining the organizational talent. Another recommendation that would benefit Lisa would be to engage in generic benchmarking to find out what other companies are doing to retain their employees and consider their strategies to see if any of them would be effective at Norms. By following these recommendations, Lisa will be able to turn around the hemorrhaging of talent and do a better job of human capital management.

By being proactive and taking steps before employees are ready to leave, she will have more leverage in her attempts to retain them, and if she familiarizes herself with each employee and his/ ere particular motivators she will be far better equipped to make the correct offers that will entice

them to stay. The third recommendation I would make to Lisa would be to recruit staff looking for the types of positions, challenges, and management opportunities that Norms can supply.

Once an employee has already made up his or her mind to leave and has accepted another job elsewhere, it is usually too late to do anything about it. More importantly, she needs to learn whether the employee feels the job is providing those things that are important. Finding these things out after the fact is not terribly helpful. If she recruits staff to begin with that are already better fitted to the company and the position, that will put her ahead, and if she conducts periodic surveys she can keep on top of employees' dissatisfactions and amend any unpleasant conditions.

Finally, she can use generic benchmarking to find solutions that have been proven successful elsewhere and that can be adapted for use at Norms. Knowing the kind of environment prevalent in the industry, Lisa should have been working on this issue for the entire year. Although Elizabeth had alerted her a day earlier about La's wanting to resign, Lisa waited until his exit interview to offer him tuition fees for the management degree he wanted, and that was too late.