Business Skills and Performance Management

Lecture Title:
Drivers of Individual and Team Performance

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Date: 20th July 2026

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Human Resources Management

Learning Objectives

- Critically evaluate motivational theories and their application to employee performance

- Analyse trends affecting productivity (wellbeing, hybrid work, engagement)

- Propose strategies to improve individual and team effectiveness

Group Discussion

"Think of a leader who has influenced you—what made them effective?"

Learning Objectives

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Group Discussion

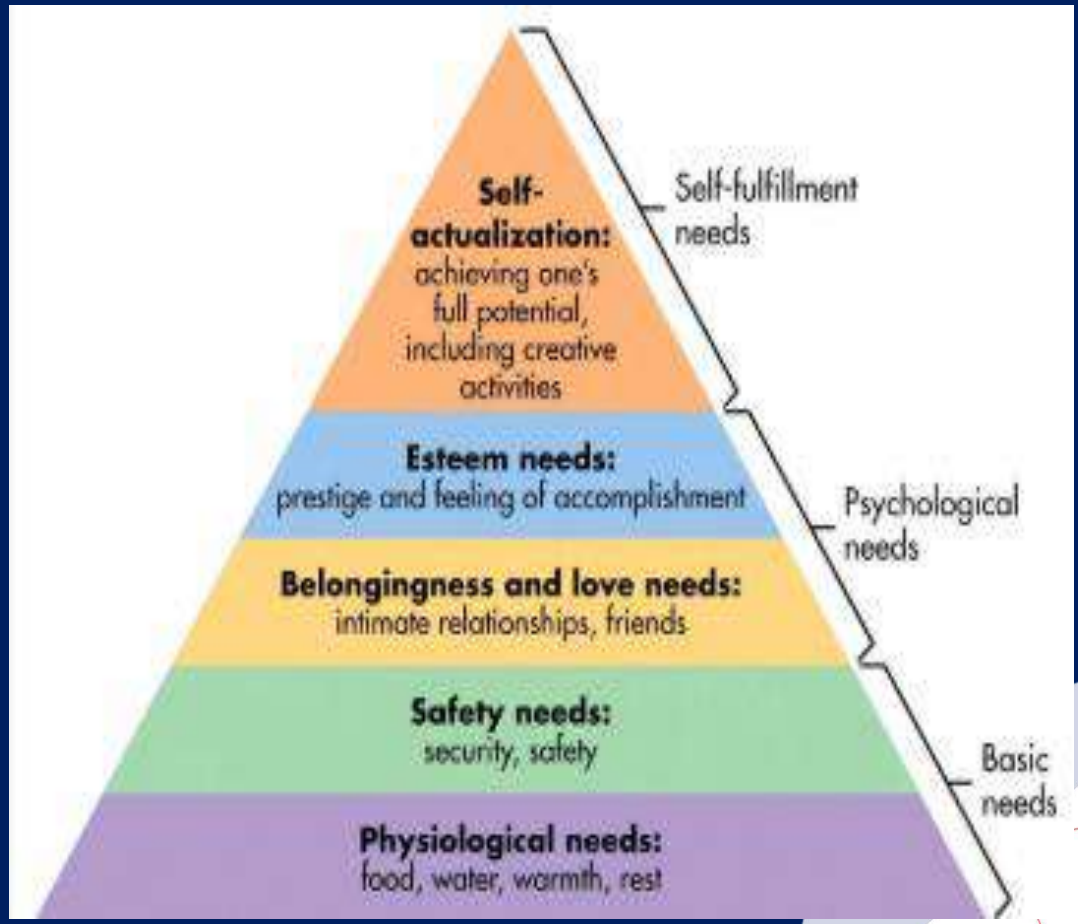
"Do you think people are motivated more by personal goals (grades, career prospects, skills) or by social factors (peer approval, collaboration, recognition)? Why?"

Critical Evaluation of Motivation Theories

Maslow's Hierarchy of Needs

- **Core Idea**: Needs arranged in hierarchy — physiological → safety → belonging → esteem → self-actualisation.

- **Application to work**: Employers often assume people are motivated by pay (physiological/safety), but higher-level motivators (recognition, growth) often matter more for engagement.



Strengths of Maslow's Hierarchy of Needs

Strength	Explanation
Simple & Accessible	Easy to understand, widely applied in work & life
Intuitive Appeal	Matches common experience: basics first, growth later
Holistic Approach	Covers both physical and psychological needs
Influence on HR & Management	Inspired later motivation theories and practices
Practical Utility	Helps managers consider different motivators for different employees

Criticism of Maslow's Hierarchy of Needs

Criticism	Explanation
Weak Evidence	No strong empirical proof of strict hierarchy
Rigid Structure	People often pursue multiple needs at once
Cultural Bias	Western focus; collectivist cultures may prioritise belonging
Ignores Individual Differences	Not all people follow the same order of needs
Limited Workplace Relevance	Less useful in modern/gig work or crisis contexts

Herzberg's Two - Factor Theory

- **Core Idea:** Hygiene factors prevent dissatisfaction but don't motivate.

  Motivators drive satisfaction and performance.

- **Application to work:** Suggests employers should invest in job enrichment, not just pay raises.

Strengths of Herzberg's Two-Factor Theory

Strength	Explanation
Emphasises Intrinsic Motivation	Focuses on achievement, growth, and responsibility
Practical for Job Design	Leads to job enrichment and empowerment approaches
Empirical Basis	Grounded in employee interviews and observations
Influenced Later Theories	Informed SDT and the Job Characteristics Model
Positive View of Workers	Sees employees as self-motivated, not just pay-driven

Criticism of Herzberg's Two-Factor Theory

Criticism	Explanation
Method Bias	Self-reporting may distort results (self-serving bias)
Too Simplistic	Some factors can both satisfy and dissatisfy
Not Universal	Ignores cultural and individual differences
Limited to Skilled Jobs	Harder to apply in routine or gig roles
Outdated Context	Modern workers often value flexibility and pay equally

Vroom's Expectancy Theory

- **Core Idea**: Effort → Performance → Outcome. Motivation depends on three beliefs:
- **Expectancy**: "If I try, I can perform."
- **Instrumentality**: "If I perform, I'll be rewarded."
- **Valence**: "Do I value the reward?"

- **Application to work**: Very adaptable to performance management systems, bonuses, and promotions

Strengths of Vroom's Expectancy Theory

Strength	Explanation
Logical Framework	Offers a clear, structured model of motivation
Individualised Approach	Recognises that people value rewards differently
Practical Use in HR	Helps design fair performance and reward systems
Flexible & Adaptable	Applies across different jobs and organisations
Highlights Fairness	Emphasises the need for trust in reward systems

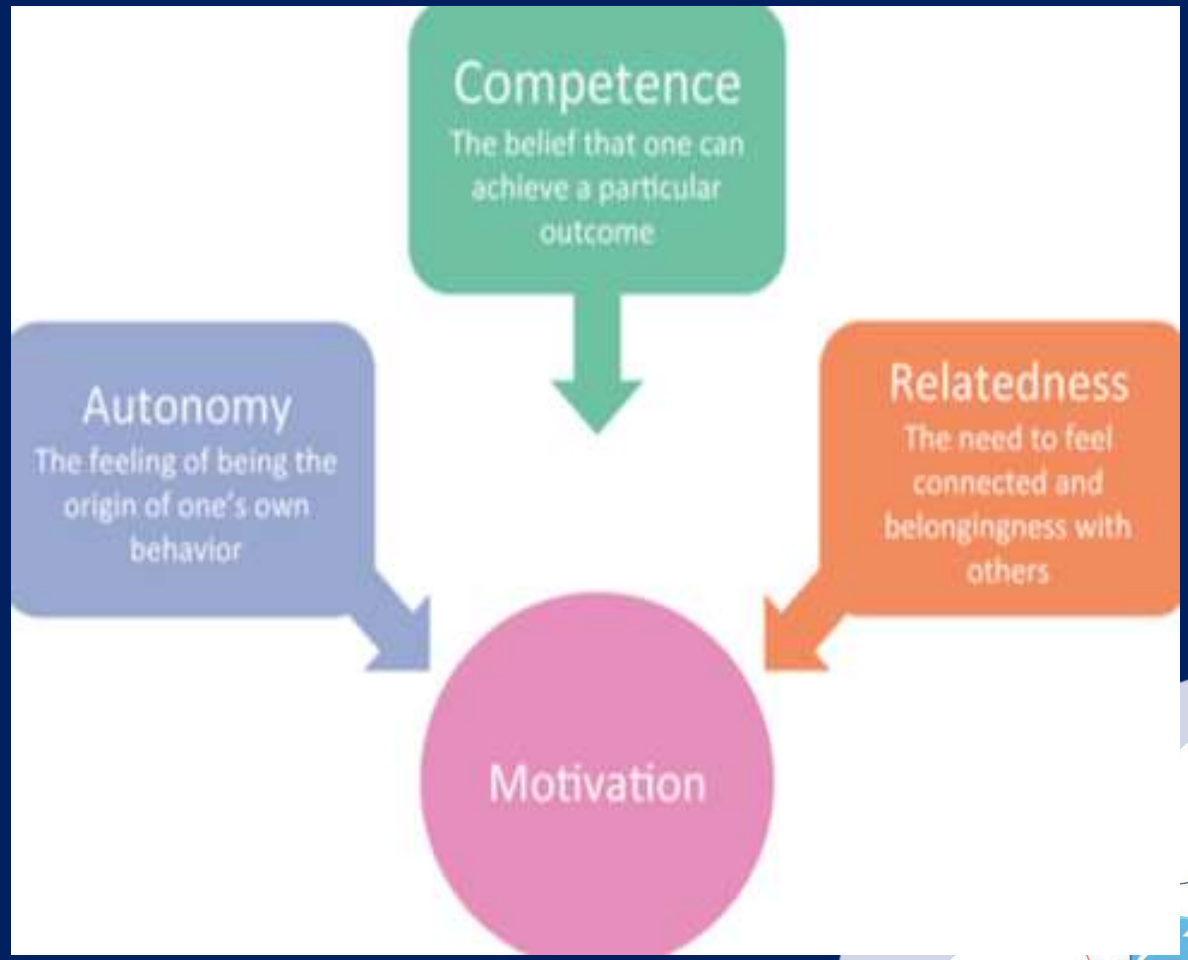
Criticism of Vroom's Expectancy Theory

Criticism	Explanation
Overly Rational	Ignores emotional and social aspects of motivation
Hard to Measure	Variables like expectancy and valence are subjective
Focus on Extrinsic Rewards	Neglects intrinsic motivation (e.g., purpose)
Assumes Stable Systems	Less effective in uncertain or creative jobs
Cultural Limits	Not always suited to collectivist or non-profit contexts

Self-Determination Theory (SDT) Theory

- **Core Idea:** People are most motivated when three needs are satisfied:
- Autonomy (control over work)
- Competence (ability to master tasks)
- Relatedness (connection to others)

- **Application to work:** Explains why intrinsic motivation (purpose, mastery, contribution) can outperform extrinsic (pay, status).



Strengths of Self-Determination Theory

Strength	Explanation
Well-Researched & Validated	Supported by strong empirical evidence
Focus on Intrinsic Motivation	Explains engagement beyond pay or rewards
Holistic & Humanistic	Sees people as active, growth-seeking
Practical for Modern Work	Fits hybrid work and empowerment models
Sustainable Motivation	Builds long-term commitment and wellbeing
Culturally Flexible	Core needs found across different cultures

Criticism of Self-Determination Theory

Criticism	Explanation
Hard to Apply in All Jobs	Autonomy not always possible in structured roles.
Downplays Extrinsic Motivation	Ignores power of pay, bonuses, or recognition.
Measurement Challenges	Needs like autonomy are subjective and hard to assess.
Cultural Variability	Autonomy less emphasised in collectivist contexts.
Idealistic View of People	Assumes everyone seeks growth and self-direction.

Theory Comparison & Implementation

"If you had to motivate employees in a start-up vs a traditional factory, which theory would you use — and why?"

Theory	Strengths	Weaknesses	Application Today
Maslow	Easy to understand	Not evidence-based, culturally biased	Explains *why* needs differ across employee groups
Herzberg	Distinguishes satisfaction vs dissatisfaction	Oversimplifies pay's role	Guides job design (enrichment vs hygiene)
Vroom	Flexible, logical	Assumes rationality, trust in system	Explains performance-based rewards
SDT	Strong modern evidence, aligns with knowledge work	Harder to implement in low-autonomy jobs	Explains engagement in hybrid/creative work

Group Exercise

- Refer to the worksheet provided
- Apply the assigned theory to a student motivation context.
- Using the same theory explain how this can be applied to a workplace scenario.
- Present discussion to the rest of the class.

(40 mins)

Group Exercise

Group 1 -

- **Theory -** Maslow's Hierarchy of Needs

- **Student Context –**

Preparing for exams

- **Workplace Context –**

Preparing an important investment plan presentation for the CEO

Group Exercise

Group 2 -

- **Theory - Herzberg's Two Factor Theory**

- **Student Context –**
  Working on a group project

- **Workplace Context –**
  Directing a start up team under pressure

Group Exercise

Group 3 -

- **Theory - Vroom's Expectancy Theory**
- **Student Context –**
  Balancing part-time work and studies
- **Workplace Context –**
  You are working in a government office where tasks are structured, outcomes are bureaucratic, and promotions or bonuses are often slow or limited.

Group Exercise

Group 4 -

- **Theory - Self-Determination Theory**
- **Student Context –**
  Final year project
- **Workplace Context –**
  A software engineering team works partly from home and partly in the office. They must develop innovative solutions while collaborating remotely with cross-functional colleagues.

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Contemporary Trends in Productivity

Group Discussion

What are the biggest challenges to productivity today?

(Think about multi level productivity - individual, team, and organizational levels)

Contemporary Challenges to Productivity

Challenge	Description	Example / Impact	Reference / Source
Employee Wellbeing & Burnout	Stress, fatigue, mental health issues reduce focus and decision-making	Remote workers feeling "always on," leading to cognitive fatigue	WHO, CIPD 2022, HBR 2021
Hybrid / Remote Work Dynamics	Coordination gaps, digital presenteeism, autonomy vs oversight	Hybrid teams struggle with misaligned schedules and reduced informal knowledge sharing	McKinsey 2023, CIPD 2022
Employee Engagement & Motivation	Disengagement, lack of recognition, shifts in expectations post-pandemic	Low discretionary effort, higher turnover; Gallup reports 21% higher profitability in engaged teams	Gallup 2022, HBR 2021

Contemporary Challenges to Productivity

Challenge	Description	Example / Impact	Reference / Source
Technological Overload	Information fatigue, ineffective tools, learning curve challenges	Constant notifications fragment attention; new tools slow workflows initially	HBR 2021, McKinsey 2023
Organizational & Leadership Factors	Poor communication, ineffective leadership, rigid structures	Confusion over goals, lack of support reduces team cohesion	Edmondson 1999, CIPD 2022
Societal / Environmental Factors	Economic uncertainty, global collaboration, pandemic aftereffects	Cross-time-zone work complicates coordination; fatigue reduces adaptability	McKinsey 2023, HBR 2021

Group Discussion – Employee Wellbeing & Burnout

1. How can chronic stress or burnout prevent employees from progressing beyond basic physiological and safety needs **(Maslow)?**
2. Which hygiene factors might be contributing to dissatisfaction and burnout **(Herzberg)?**
3. How does burnout affect an individual's belief that effort will lead to performance or that performance will be rewarded **(Vroom)?**
4. In what ways does burnout undermine autonomy, competence, or relatedness **(Self-Determination Theory)?**

Group Discussion – Hybrid / Remote Work Dynamics

1. Does remote work satisfy or threaten belonging and esteem needs **(Maslow)?**
2. Which hygiene and motivator factors have changed in hybrid work environments **(Herzberg)?**
3. How might hybrid work affect perceptions of fairness and reward visibility **(Vroom)?**
4. How can leaders sustain relatedness and competence in distributed teams **(Self-Determination Theory)?**

Group Discussion – Employee Engagement & Motivation

1. Which levels of **Maslow's hierarchy** are most relevant to maintaining engagement?
2. How can extrinsic incentives be transformed into intrinsic motivators **(Herzberg)?**
3. How do clarity about rewards and expectations influence engagement **(Vroom)?**
4. Which **Self Determination Theory** needs (autonomy, competence, relatedness) are most critical post-pandemic?

Group Discussion – Tehnological Overload

1. How does constant connectivity affect psychological safety and belonging **(Maslow)?**
2. Are digital tools hygiene factors or motivators **(Herzberg)?**
3. How does technology impact perceptions of effort-to-performance efficiency **(Vroom)?**
4. How can digital work environments support autonomy and competence **(Self Determination Theory)?**

Group Discussion – Organisational & Leadership Factors

1. How does leadership style influence satisfaction of higher-level needs **(Maslow)?**
2. How can leaders reduce dissatisfaction **(Herzberg hygiene)** while building motivation **(Herzberg motivators)?**
3. How can transparent leadership improve expectancy and instrumentality **(Vroom)?**
4. What leadership behaviors best support autonomy, competence, and relatedness **(Self Determination Theory)?**

Group Discussion – Societal/Environmental Factors

1. How do uncertainty and instability affect progression through **Maslow's hierarchy**?
2. How do external factors like job security or company policy act as hygiene factors **(Herzberg)?**
3. How do societal changes (AI, sustainability) shift what employees value **(Vroom valence)?**
4. How can organizations nurture intrinsic motivation when external control is limited **(Self Determination Theory)?**

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Strategies for Enhancing Individual & Team Effectiveness

Group Discussion –

"Imagine you're leading a small company. Your employees are skilled and motivated, but performance is inconsistent.

What do you think might be getting in the way — the people, the structure, or the systems?"

Effective performance depends on:

Individuals – skills, motivation, and opportunities
Teams – structure, roles, and relationships
Organisations – leadership, culture, and support systems

The following frameworks guide leaders on enhancing Individual and Team Effectiveness.

Hackman's Team Effectiveness Model

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This model is based on the concept that team effectiveness is determined by five key conditions that enable sustained performance and member growth.

Condition	Description	Example / Application
1. Real Team	The team has clear boundaries, identifiable members, and interdependent tasks	A software development team where members rely on each other to complete modules
2. Compelling Direction	The team has a clear, challenging, and consequential goal that motivates members	A research team tasked with developing an innovative solution for a client by a set deadline
3. Enabling Structure	The team has a well-designed structure, roles, and norms that support collaboration	Defined roles (developer, designer, QA) and agreed-upon workflows in a hybrid project team
4. Supportive Context	The team has access to resources, information, training, and rewards necessary to perform	Provision of software tools, mentorship, data access, and recognition systems for performance
5. Expert Coaching	The team receives timely guidance, feedback, and interventions when needed	A team leader or coach provides feedback on progress, resolves conflicts, and helps overcome obstacles

Tuckman's Stages of Team Development

This model is based on the concept that teams evolve through specific stages of conflict and cohesion which will affect their effectiveness.

Stage	Description	Typical Behaviors / Challenges
1. Forming	Team comes together and learns about the task and each other	Polite interactions, uncertainty about roles, dependence on leader for guidance
2. Storming	Conflicts arise as team members assert ideas and negotiate roles	Power struggles, disagreements, competition, frustration
3. Norming	Team establishes agreed norms, roles, and collaboration patterns	Cooperation increases, team identity forms, trust develops
4. Performing	Team operates efficiently toward goals with high autonomy	High productivity, problem-solving, innovation, strong cohesion
5. Adjourning (or Mourning)	Team completes tasks and disbands	Reflection, sense of closure, mixed emotions

Tuckman's Stages of Team Development

Can you identify which is the best leadership role/strategy within each team development stage:

A. Mediate conflicts and encourage open communication
B. Provide clear goals, clarify roles, build trust
C. Celebrate achievements, provide feedback, ensure smooth transition
D. Delegate responsibility, encourage innovation, maintain motivation
E. Facilitate collaboration, reinforce positive behaviors, support skill development

Stage	Leader's Role (Choose from A–E)
Forming	☐
Storming	☐
Norming	☐
Performing	☐
Adjourning	☐

Tuckman's Stages of Team Development

Stage	Correct Leader Role	Explanation / Justification
Forming	B – Provide clear goals, clarify roles, build trust	Team members are new, unsure of objectives, and dependent on guidance. Leader sets direction and helps members feel safe.
Storming	A – Mediate conflicts and encourage open communication	Conflicts and disagreements emerge as roles are negotiated. Leader must manage tension and promote constructive dialogue.
Norming	E – Facilitate collaboration, reinforce positive behaviors, support skill development	Team starts working cohesively, forming norms. Leader encourages collaboration and reinforces productive patterns.
Performing	D – Delegate responsibility, encourage innovation, maintain motivation	Team operates efficiently with high autonomy. Leader focuses on enabling innovation and sustaining motivation.
Adjourning	C – Celebrate achievements, provide feedback, ensure smooth transition	Team completes tasks and disbands. Leader recognizes accomplishments and facilitates closure or knowledge transfer.

GRPI Model (Goals, Roles, Processes, Interpersonal Relationships)

This model was developed by Richard Beckhard and suggests that team dysfunction often is the result of unclear goals or roles. The model is used to diagnose team issues.

GRPI Component	Description
Goals	Clear, shared objectives.
Roles	Defined responsibilities and accountability.
Processes	Agreed ways of working, communication norms.
Interpersonal relationships	Trust, respect, openness.

GRPI Model - Exercise

Below are four scenarios describing common team challenges.
For each scenario, identify which GRPI component is being highlighted.
Discuss how the team could resolve the issue using the GRPI framework

Scenario	Which GRPI Component? (G/R/P/I)	Suggested Solution / Notes
1. Team members are unclear about the project objectives and what success looks like.		
2. The team struggles with decision-making and coordination, slowing down progress.		
3. Personality clashes and poor communication are causing tension among team members.		
4. Two team members are performing overlapping tasks, causing confusion and duplication of effort.		

GRPI Model - Exercise

Scenario	GRPI Component	Suggested Solution / Notes
1. Team members are unclear about the project objectives and what success looks like.	**Goals (G)**	Clarify project objectives, set measurable outcomes, and ensure all team members understand the vision and purpose.
2. The team struggles with decision-making and coordination, slowing down progress.	**Processes (P)**	Establish clear procedures for communication, decision-making, and workflow; create structured meeting agendas and task tracking systems.
3.Personality clashes and poor communication are causing tension among team members	**Interpersonal Relationships (I)**	Facilitate team-building activities, encourage open dialogue, provide conflict resolution support, and develop trust among members.
4. Two team members are performing overlapping tasks, causing confusion and duplication of effort.	**Roles (R)**	Define and communicate clear roles and responsibilities; assign ownership for tasks to avoid duplication.

AMO Framework (Ability, Motivation, Opportunity)

This model is based on the concept that :-

Performance = f(Ability × Motivation × Opportunity)

The framework integrates individual and system-level performance drivers.
Reinforces that motivation alone isn't enough — ability and opportunity must align.

Dimension	Definition	Practical Example
Ability	Skills, training, capability to perform.	Employee development, mentoring.
Motivation	Willingness and drive to perform.	Reward systems, recognition, job design.
Opportunity	Organisational conditions that enable contribution.	Autonomy, communication, supportive leadership.

Case Study

- Form your group (4–5 students).
- Refer to the worksheet provided.
- Read the scenario carefully.
- Discuss and record your strategy under three categories:
  - Individual motivation
  - Team dynamics
  - Organisational context

- Link at least one motivational theory and one team effectiveness framework from this lecture.
- Prepare to share your strategy briefly with the class

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