

WEEK 7



MOTIVATION AND EMPOWERMENT

Introduction of empowerment

- Empowerment: giving someone power – granting the authority to do whatever is necessary to satisfy customer and trusting employees to make the right choices without waiting for management approval;
- Involved creative and intellectual energies;
- “to tap the creative and intellectual energy of everybody in the company”;

- Deming's points relate to notion of empowerment.
 1. Institute training
 2. Teach and institute leadership
 3. Drive out fear
 4. Eliminate exhortations for workforce
 5. Encourage education and self improvement for everyone
- Ideally, quality control should be delegated to the workforce to the maximum extent possible”

Managers must take two initiatives

1. Identify and change organizational conditions that make people powerless;
2. Increase people's confidence that their efforts to accomplish something important will be successful.

Continuum of employee involvement practices

Participation

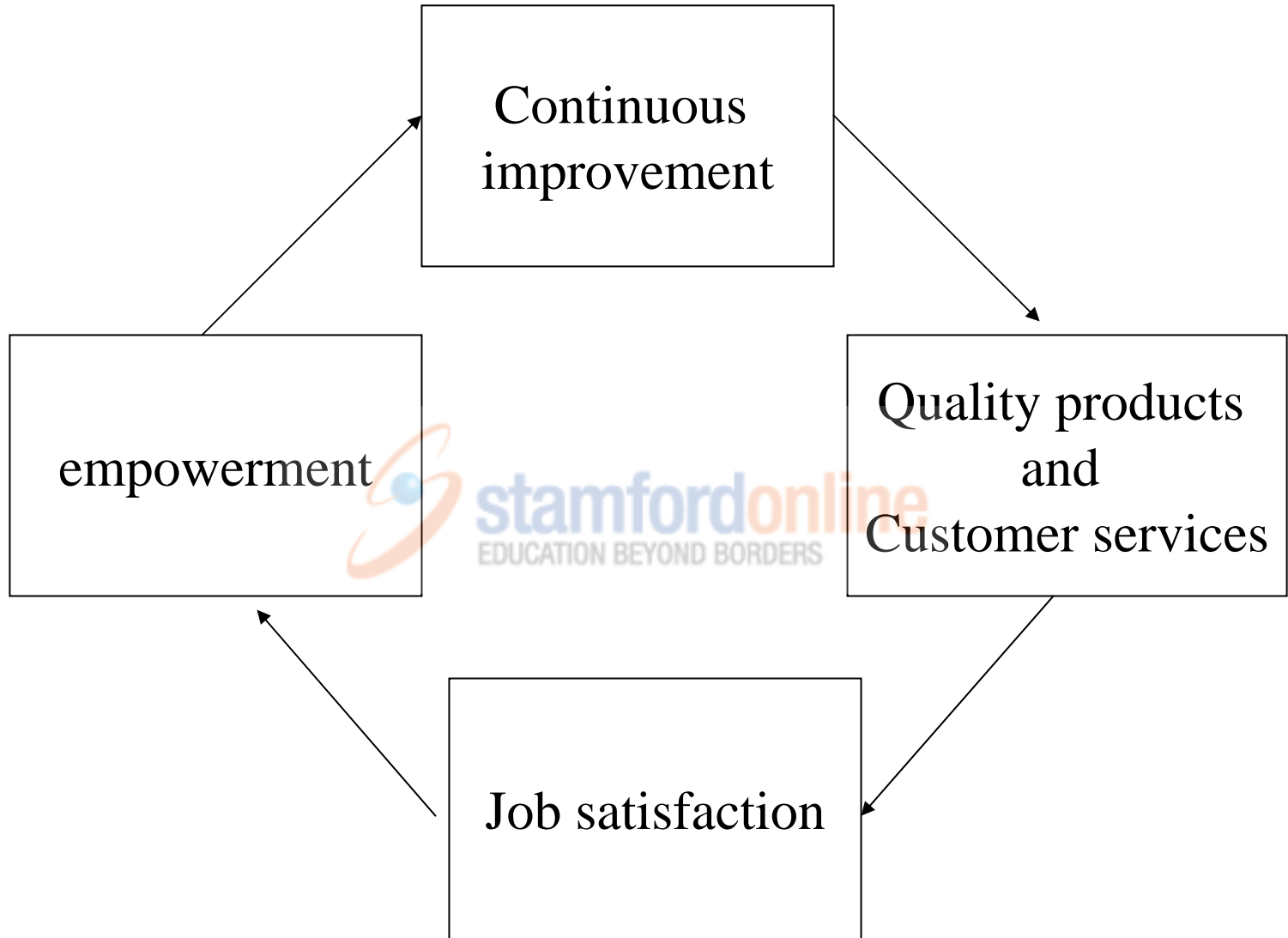
empowerment

Low small

involvement

High large

- Employee satisfaction increased, so did the customer satisfaction and loyalty;
- “being nice to employee”;
- Workers will feel they are given the opportunity to do what they do best every day;
- They believe their opinions count;
- They sense their fellow workers are committed to quality;
- Make a direct connection between work and company’s mission;



- Mutual trust needed to build a good delegation system;
- Empowerment must focus on making the organization more competitive;
- Can contribute to organization performance only if employees have access to the necessary information about the business;
- Empowered employees may squander their power on problems;
- Employee capability can be ensured through selection and training;

- Rewards system is needed to complement the empowerment.

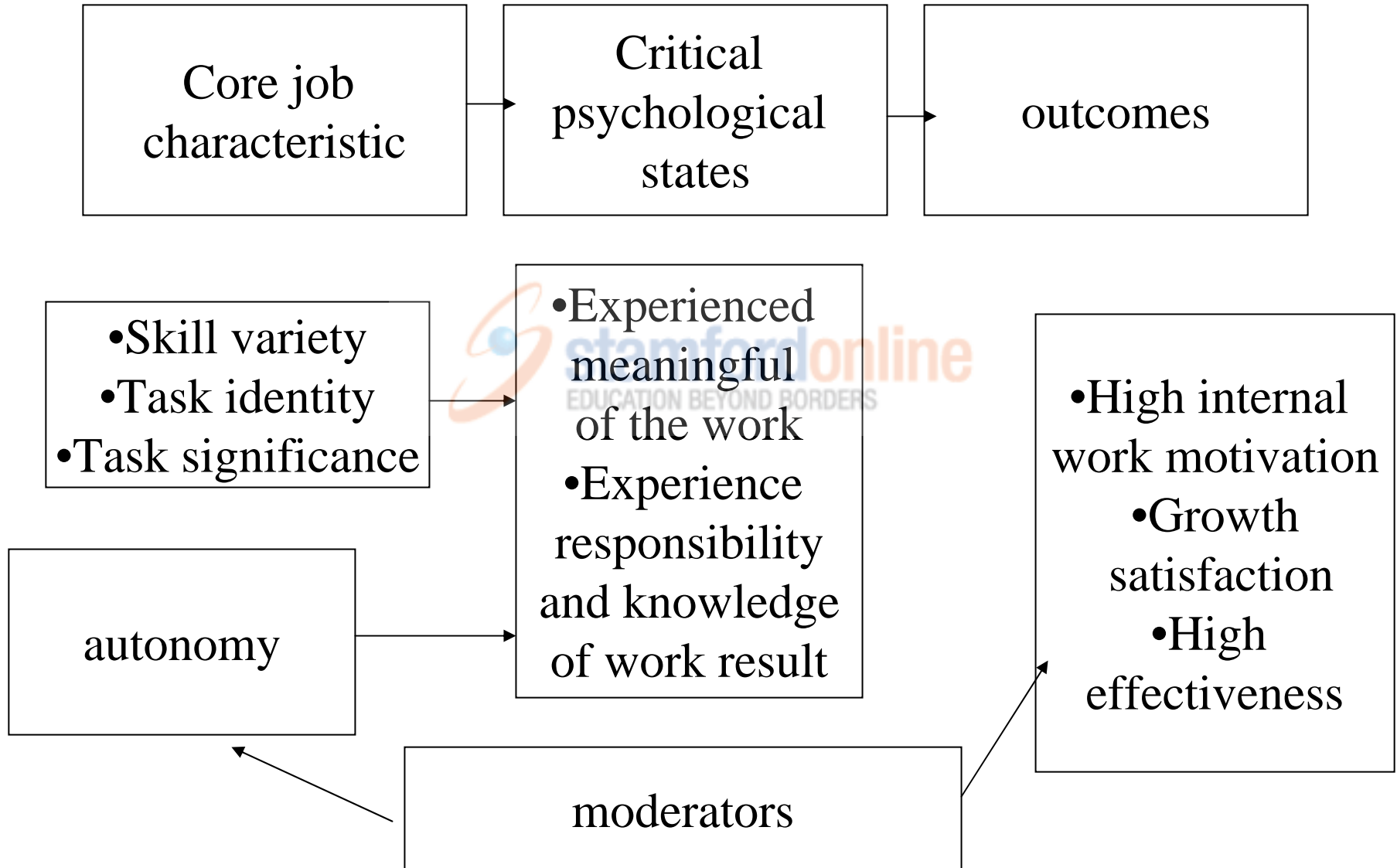
Failures for empowerment

- Management support and commitment is non-existent or not sustained;
- Empowerment is used as a manipulative tool to ensure employees complete task;
- Empowerment is deployed selectively, segmenting the workforce;
- Fail to provide feedback.

Motivation

- Deming spoke of motivation as being primarily intrinsic and was suspicious of extrinsic;
- Compensation, recognition/reward system and the work environment must be carefully designed to motivate employees;
- Good compensation should attract, retain and motivate to work;
- To get good team success.

Hackman – Oldham job theory



Summary

- Workers can be motivated in terms of rewards;
- Motivation also can improve the competitiveness skills.

