**1.4.4 Motivation in theory and practice**

**d) Non-financial techniques to improve employee performance:**

**#1 delegation**

* This method of non-financial motivation involves allocating tasks to employees
* The manager or supervisor delegating needs to have the authority to delegate
* The manager can make a list of everything they do then divide up some of the tasks amongst subordinates

**Advantages**

* Gives managers self-confidence, empowers managers to make decisions and allocate tasks to the most appropriate member of staff
* Makes sure the team’s potential is maximised
* Builds trust between the manager and the employees

**Disadvantages**

* Managers sometimes allocate tasks when overloaded with work and not when they want to motivate an employee
* Managers may not always choose the most suitable employee to delegate to

**#2 Consultation**

* This method of non-financial motivation involves giving employees a chance to be part of the decision-making process
* This will involve employees in discussions with management on topics such as how to improve productivity, cut costs or problem solve
* By law, a business must consult with their employees on:
	+ health and safety issues
	+ changes to the contract of employment
	+ redundancies
	+ Changes to pension schemes

**Advantages**

Effective consultation can help avoid any minor issues in the business becoming larger e.g. lack of air conditioning

* Consultation can help avoid a union action
* Consultation can help the employees feel motivated as their views are asked for on certain matters
* Quality circles are a useful way to motivate workers in a production environment

**Disadvantages**

* Employees may not know what it needs o run a successful business, keeping costs low
* Employees may come up with grudges against the company or amongst themselves

**#3 empowerment**

* This method of non-financial motivation involves allowing employees more authority to delegate tasks to others
* This means that the person most suitable to make the decision gets the responsibility of taking it and can be held accountable for it

**Advantages**

* Staff that are recognised for their ability, trusted, and given control over decisions, therefore are less frustrated with the business and have increased productivity levels
* Empowered employees are close to issues and problems, may be more effective at problems solving at that level
* Great involvement means greater loyalty to the business

**Disadvantages**

* Sometimes regarded as a cost cutting, a way of delayering, making management redundancies, makes managers insecure and has an associated cost of training
* Some see this as giving employees more to do for the same pay, so that mangers can be made redundant
* Lack of experience in the job can increase risk of mistakes being made

**#4 Team working**

* This method of non-financial motivation involves grouping employees to work in teams
* Teamwork is becoming more common in a variety of work settings
* Through collaboration and discussion, a team can often produce a better product or solution than an individual working on their own

**Advantages**

* Team working means pooled talents,
* Individuals can specialise,
* shared responsibility,
* Fresh business ideas can be gained through brainstorming sessions, making the business more innovative
* Well managed work-place teams can produce better results
* Peer pressure in the group can help to keep motivation levels high

**Disadvantages**

* Tensions can occur, not everyone gets along, teams suffer from too many meetings, a team is not the solution to every problem
* sometimes an individual approach would be better

**#5 Flexible working (flexitime)**

* This method of non-financial motivation involves offering a variety of working patterns so that employees can achieve a work life balance
* These may include part-time, homeworking, term time only, job share and flexible start and finish times with a core of worked times

**Advantages**

* Greater cost effectiveness and efficiency, such as savings on overheads when employees work from home or less downtime for machinery when 24-hour shifts are worked
* The chance to have extended operating hours
* More job satisfaction and better staff motivation
* Reduced levels of sickness absence

**Disadvantages**

* It can be difficult to fit shifts and schedules to suit everyone
* Some staff may take advantage of the flexible system and not work as hard or when they should e.g. working from home the temptation may be to do something else

**#6 Job enrichment**

* This method of non-financial motivation involves giving the employee a greater variety of tasks of a higher responsibility
* This means the job may be redesigned so that it is more challenging and less repetitive
* For example, an employee may be responsible for, planning a task, quality, ordering materials, scheduling activities

**Advantages**

* The employee benefits from having a more interesting job role, which can be very motivating and improve employee productivity and lower absenteeism rates
* The employee will feel more loyal to the organisation and they get the sense of achievement (Maslow?)
* Prepares the employee for possible promotion in the future (succession planning)

**Disadvantages**

* Some employees may just feel that the job has become harder
* May mean the employee will need to be trained on new machinery, in ICT or other job skills to perform the new tasks
* Not all jobs can be enriched e.g. bin man

**#7 Job rotation**

* This method of non-financial motivation involves moving employees from one task to another
* This means that staff can be trained in a variety of skills, so can be better utilised when there are shortages
* This is most common on a production line or in a factory

**Advantages**

* Advantage is the business gets multi-skilled employees who can carry out more than one task
* The job can be less monotonous and boring for the employees, reducing labour turnover rates
* It is an easy and cost-effective way to motivate employees and improve productivity

**Disadvantages**

* Convincing employees that job rotation is a good thing can be a time-consuming process, they may be unwilling to leave a job they know well or work with a different team
* It also takes time for employees to learn the new skills and get up to speed

**#8 Job enlargement**

* This method of non-financial motivation involves giving an employee more tasks of the same level of responsibility
* This is designed to prevent the employee from getting bored and to expand the scope of their job at the same level (horizontal)
* This can improve motivation levels as it can give the employee more interesting and varied tasks

**Advantages**

* This method can make the job less boring, less repetitive, and can get the maximum use out of an employee e.g. administrator given some recruitment tasks such as shortlisting candidates
* Employee productivity may be improved
* Improves employee retention and absenteeism

**Disadvantages**

* May be seen as more of the same if the employee regards it as just more tasks to get done in a working day
* Needs to be linked to a clear career progression to make sense to the employee