

Improved organizational

[Business](#), [Organization](#)



In FMC Green River, motivation is a key element of improved organizational performance as it increases the level of individual and organizational competence. It helps to reconcile the gap between what should happen, and desire-targets and standards of performance; and what is happening and levels of work performance. Kenneth Dailey uses different strategic approaches to improve motivation and create positive atmosphere and culture. Motivation is achieved through effective job design and goal settings, performance appraisal and incentive, career development programs and management support.

Kenneth Dailey introduces a job design which allows the company to introduce effective schedules and avoid work overload. Also, Kenneth Dailey introduces changing job requirements, so that the skills needed for the job match those the employee already has. Career development programs are closely connected with job transfers and training. In spite of these facts, management's philosophy of Kenneth Dailey is based on individual production work variety which provides interest and allows workers to have some control over quality.

On continuous process work there tends to be a high ratio of managers to operatives who work in smaller groups and thus closer relations develop (Career and Personnel Development 2007). Goal settings, implemented by Kenneth Dailey create opportunities for success. It means designing work situations that allow employees to practice required skills and develop proficiencies in areas where they lack confidence. FMC Green River provides adequate resources offering additional resources to raise employee

confidence levels or show how to use existing resources more effectively. Motivation is achieved through encouraging positive self-talk, i.

e. encouraging employees to avoid negative self-talk and carry on a positive internal dialogue. This approach helps management to evaluate an individual's progress through the hierarchy from existence needs, to relatedness needs, to growth needs. The lower level needs become the main focus of the individual's efforts. This approach helps FMC management achieve long term organizational goals satisfying more than one need of employees. Workers may also progress down the hierarchy. Growth needs are concerned with the development of potential, and cover self-esteem and self-actualization in everyday work (FMC 2007).

According to Expectancy theory people act only when they have reasonable expectation that their actions will lead to desired goals (Robbins, 2002). They will perform better if they believe that money will follow effective performance, so if money has a positive value for an individual, higher performance will follow. In FMC Green River, performance appraisal and pay are an important part of organizational strategies. Performance appraisal and incentive programs are based on a formula for improving motivation that involves four basic variables: effort, performance, outcomes, and satisfaction (FMC 2007).

The logic behind annual performance appraisal goes something like this: employees will put in the right amount of effort to meet performance expectations if they receive the kinds of outcomes (raises, promotions, etc.) that will give them satisfaction. The first issue deals with the relationship between employee effort and performance. The second issue deals with the <https://assignbuster.com/improved-organizational/>

relationship between performance and outcomes. And the third issue deals with the relationship between outcomes and satisfaction. The strengths of this way of appraisal include assessment of the effectiveness of existing practices and the need for change.

It allows the team leader to control a current level of performance motivating employees to sustain high level of work performance. For instance, if effectiveness fails, the graphic rating scales will reflect those changes (FMC 2007). The other strength is personal involvement of all members of the team to ensure high level of performance. In FMC Green River, the main forms of career development are “ job transfers and trainees schemes, mentor schemes, education support and scholarship schemes” (Career and Personnel Development 2007).

Training benefits FMC Green River and helps to reduce skills shortages and improving productivity level. In the modern era of rapidly changing technology with increased emphasis on flexible work–ing attitudes, job seekers are searching for employers who will offer them continued opportunities to develop and update their skills and experiences. Following Alderfer's modified need hierarchy model and McClelland's achievement motivation based on deficit model (Robbins 2002), it is possible to say that career development programs increase motivation and morale of employees.

Another approach to career development and goal settings includes the evaluation of the company competence and required skills. In this case, data for evaluation is at a premium, and there are few other ways of collecting information with such relative ease. As well as the other approaches outlined above job evaluation can help to ensure that line man–agers take

full responsibility for the management of their people by applying the process themselves and using it as a guide on pay decisions. Job evaluation is not regarded as being solely within the domain of the HR or personnel department.

HR specialists help to initiate and implement a job evaluation process; they provide help and training and administrative services, and they are guardians of the process in the sense that they do their best to ensure that it is applied consistently and fairly throughout the organization (FMC Corporation News 2007). The strategies and policies developed by FMC Green River and supported by Kenneth Dailey are closely connected with organizational development embracing a wide range of intervention strategies into the social processes of an organization and involve the application of organizational behavior.

In order to bring about effective performance, FMC makes use of a number of approaches and intervention strategies which help to motivate and inspire employees.

References

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