

Siemens - Brief

Motivation within a creative environment

Introduction

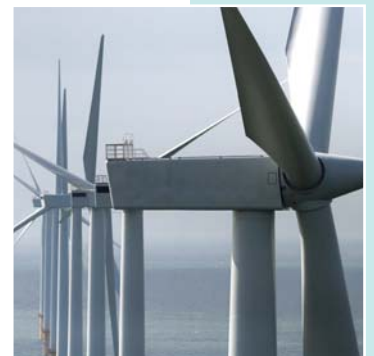
Siemens is a leading engineering group. It designs and makes many products from fridges to the BBC iPlayer to wind turbines. Its turbines help to produce around 40% of the UK's wind energy. Engineers solve real life problems using science. Engineers at Siemens are able to learn and develop their skills. Siemens takes on people at all levels. This includes apprenticeships and graduate schemes. Siemens encourages its people at all levels to advance.

Motivation

Motivation is what makes a person want to do something. In the workplace motivated staff perform better and feel happier in their work. Many factors motivate people. Siemens motivates its staff with challenging projects which allow them to be creative and solve engineering problems. Its employees have responsibility for their work. This helps to keep them content so they are less likely to be absent from work.

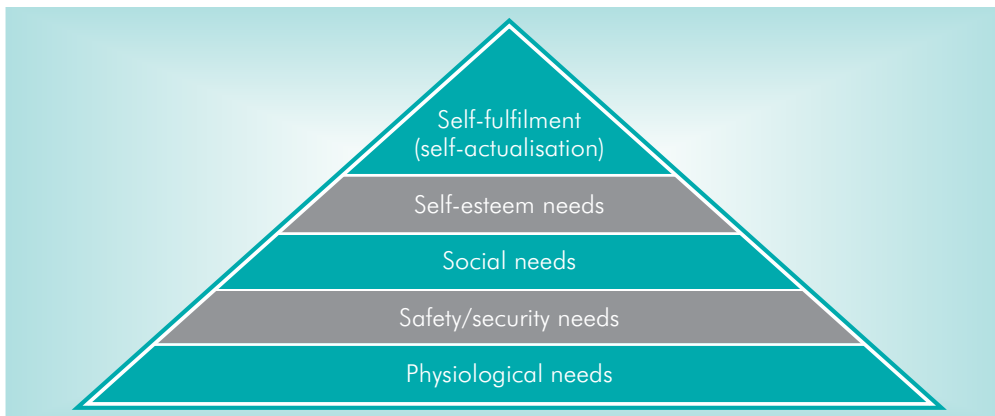
Scientific management

Taylor suggested a theory called 'scientific management'. He broke tasks down into small units. Each worker took on a small task. They were paid according to how much they produced. The sort of control shown by Taylor's work is not right for modern engineering. Siemens has an open culture which means staff become involved in their work. Control still exists in managers, but teamwork is important. Employees are encouraged to become involved in taking decisions.



Hierarchy of needs

Maslow said there was a 'hierarchy of needs'. This shows basic needs at the bottom, like safety and more complex needs at the top, such as achieving personal goals.



Siemens provides the chance for staff to fulfil higher-order needs. It runs schemes in which suggestions and projects for improvements are rewarded. It allows staff to take responsibility for their own jobs. It also offers to train and develop staff.

Satisfiers/dissatisfiers

Herzberg saw two influences that affect people's work.

1. Motivators (or satisfiers) give job satisfaction. They include:

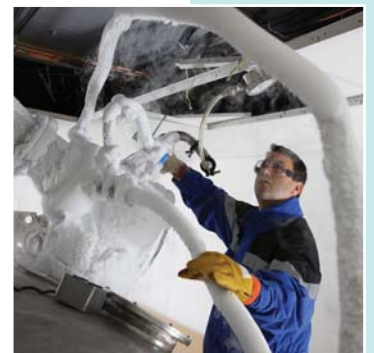
- the chance for self-development
- achievement
- recognition
- promotion
- responsibility.

2. Hygiene factors (or dissatisfiers) are factors like pay or conditions that demotivate if they are not good or missing. Hygiene factors on their own can not motivate people. Other examples include:

- company policy
- too many rules and paperwork
- working environment.

Siemens has to balance dissatisfiers against satisfiers. It ensures hygiene factors are managed by communicating issues to staff.

Motivators at Siemens include the creative nature of the job.



Conclusion

In the past, motivation theory linked pay and output. However, workers are more motivated by having their higher order needs met. Herzberg found that some factors could please or frustrate staff. The theories of Maslow and Herzberg's are more relevant to Siemens than Taylor's theory. Siemens meets lower order needs through good pay and a safe workplace. Higher order needs are also met through challenging and creative work, as well as training and development prospects and by recognising good work.

