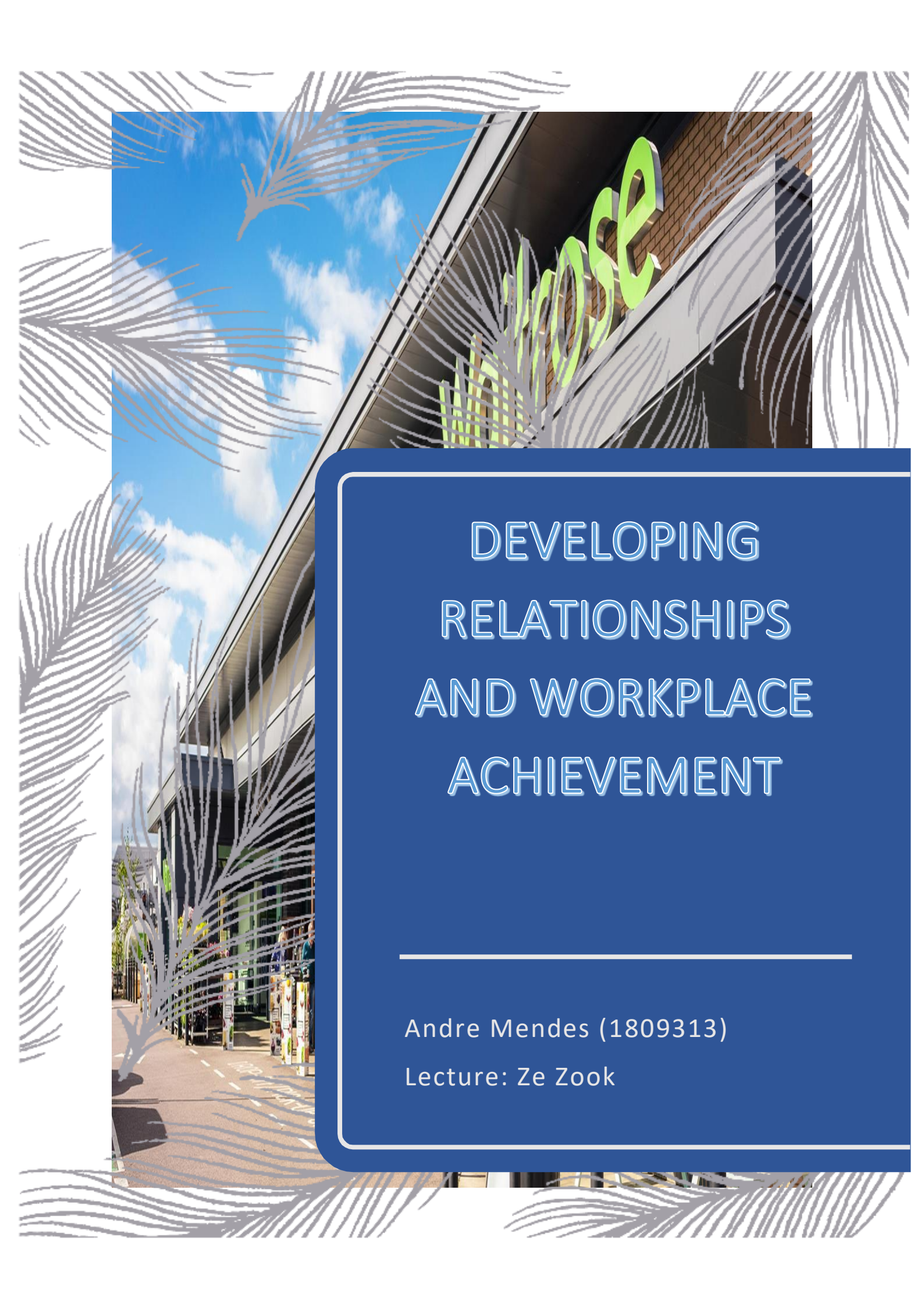




DEVELOPING RELATIONSHIPS AND WORKPLACE ACHIEVEMENT

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Lecture: Ze Zook

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INTRODUCTION

Waitrose & Partners first appeared on the high street in 1904 when Wallace Wyndham Waite, Arthur Rose and David Taylor opened their shop in Acton. They managed to create a successful business selling a wide range of grocery products. High standards and keen pricing ensured that the business grew, with Waite concentrating on the buying, Rose working behind the scenes on the accounts and Taylor working on the shop floor as the branch manager. After two years, Taylor left the business leaving Waite and Rose who formed Waitrose Ltd in 1908.

By 2004 the division had expanded to more than 200 shops including the acquisition of branches from other chains such as Morrison's and Somerfield. By this time the Leckford farm estate in Hampshire, which the Partnership owned, had become part of Waitrose & Partners. There followed a period of change involving the development of internet shopping, branches abroad and smaller format shops.

In this study we will analyse the method used by Waitrose for the implementation of motivational theories in order to have employees always with high motivation and, consequently, always have an excellent performance in terms of production.

Furthermore, in order to maintain organizational effectiveness, an excellent HRM strategy is indispensable, this study will also address a deep analysis on this.



(Source: slideshare.net)

WHAT MOTIVATES PEOPLE?

Work motivation is the combination of behaviour and reasons that drive an employee's attitudes. It directly influences the individual's willingness, will and commitment to his

work. The more motivated a professional is, the better his performance and productivity will be.

In fact, according to Hoffman, everyone is motivated by different things, we are not all the same, some motivations can come from our personal interests, experiences and desires. Sometimes, it is things like reward, power and purpose that motivate people, how to move to act or move on, this applies in our personal and professional lives (Hoffman, 2015).

Although payment or, simply, money is one of the most praised motivators, there are many other motivators such as:

- 1 Challenges and responsibility;
- 2 Flexibility (to make decisions, including in relation to schedules);
- 3 Stable work environments (turnover causes more turnover);
- 4 Remuneration;
- 5 Personal development;
- 6 Recognition;
- 7 Boss and colleagues who support;
- 8 Motivating tasks;
- 9 Company culture;
- 10 Communication (The key to Motivation in Organizations).

Note that of these 10, only one is directly related to money.

When motivated, employees work with more pleasure and dedication, have better performance and, consequently, their results also tend to be better.

Motivation is the fuel that drives professionals and employees to dedicate themselves and give their best in their daily tasks and achieve their goals, improving their performance and contributing to the achievement of positive results for the company.



(Source: slideshare.net)

A company with a strong motivational load, avoids many mistakes because the whole team is focused on what to do, distraction is almost non-existent, mistakes and conflicts are left with no room for manoeuvre, said Morgan (2017).

Having motivated employees only adds value to the company because, hardly a motivated employee leaves his post in search of other places, he never misses work without great reasons for it, while the absence of motivational stimuli can originate all of this. And when the company has employees who are missing or arrive late and without motivation, it will reflect a lot on the company's productivity and efficiency.

At Waitrose, the business model is based on valuing animal welfare, environmental responsibility and food quality. That's why you'll see the Red Tractor logo on so many packages - but that's just the minimum standard we've set. (WAITROSE 2016; WAITROSE 2019)

But, regardless of what happens, we promise never to lower the high standards you expect from us in all of our private label products. We are also committed to continuing to demonstrate why our difference is most important when it comes to quality food.

Though the high-speed environment could be challenging at times, it encouraged good customer service skills to develop, and primarily Waitrose is an extremely well-run company which is good to its staff. It's like working within a prison.

Recognizing the great importance that employees have in the life of the company, Waitrose develops an extra motivation package for its employees where, after three months, all employees get 15% discount on Waitrose and 25% discount on most items of John Lewis stores. 22 days plus public holidays, increasing to six weeks after three years of service. Managers and employees with 10 years of service earn 30 days plus holidays.



(Source: surreycomet.co.uk)

MOTIVATION OF TAYLOR

One cannot speak of the theory of motivation without mentioning Taylor who is the owner of one of the first, if not the most famous, motivational theories.

According to Taylor, supported by the research he conducted in 1911, people work for a single purpose, people only have a motivation to work. That purpose, that motivation, according to engineer Taylor, is money.

Even in the early moments of the industrial era, the workers' reward policy was already seen where, for example, the introduction of the payment method according to the number of pieces that the employee was able to produce. This generated a dynamic in production with satisfactory results for the company because it served as an incentive and a window of opportunity for each one to try harder to earn more.

At Waitrose the method of rewarding employees does not escape the theory of Frederick Taylor, giving intermittent salary increase, in addition to awards for the most outstanding employees during a given arduous period. Waitrose is not limited to Taylor's theory, he goes much further and works on a brotherhood policy, making each employee feel, through concrete actions, that he belongs to the big family that is Waitrose.

PARTNERS MAKE THE DIFFERENCE

AT WAITROSE & PARTNERS, WE'RE MORE THAN
EMPLOYEES - **WE'RE OWNERS.**

THAT'S WHY WE'RE CALLED PARTNERS.

AND THAT'S WHY WE GO ABOVE AND BEYOND TO
SHARE OUR KNOWLEDGE AND PASSION FOR QUALITY
FOOD WITH THE PEOPLE WHO MATTER MOST -
YOU, OUR CUSTOMERS.

BECAUSE FOR US, IT'S PERSONAL.

(Source: www.sussexicecreamcompany.co.uk)

THE MAYO EFFECT

Elton Mayo is considered to be the founder of the Human Relations movement, which opposed Taylor's work principles. He was professor and research director at the School of Business at Harvard, he directed the research project at the Hawthorne plant between 1927 and 1932.

Human Relations Theory was a humanistic approach to Organizational Theory and contradicted several principles of the Classical Management Theory (or Fayolism) of Scientific Administration (or Taylorism).

The emphasis on the structure and tasks of the Classic Approach has been replaced by the emphasis on people. The nature of the human being as “homo social” has replaced the concept of “homo economicus”, that is, when people are motivated and encouraged by just financial stimuli.

Mayo argued that man's conduct in society is basically determined by tradition. This tradition leads man to a positive behaviour, and he would only find happiness if he realized that he was cooperating with other people, that is, integrating and contributing to the individual objectives of the collectives. The industrial administrators realized that they should organize this cooperation, since the workers only cooperate when they accept the objectives of the administration.

It can be said that in Waitrose, the use of Mayo's theory is a constant because communication is seen as the central element of motivation in which all employees participate, using words in an exchange of ideas to improve the performance of each one. Also, the constant training given to employees in addition to the aforementioned awards. All this with the sole purpose of advancing the company that is increasingly cohesive, strong and productive.

MASLOW AND HERZBERG THEORIES

Maslow's pyramid, equally evoked by Maslow's hierarchy of needs, is an opinion instituted in the 1950s by the American psychologist Abraham H. Maslow. Its purpose is to motivate the combination of imperative categories for an individual to obtain joy, whether personal or professional.

According to the theory, the human being lives in search of exultation according to the need. For the psychologist, is a mirage of meeting these needs what generates the motivating force in us?

Maslow's pyramid is then used to highlight the imperative of this hierarchy. In other words, knowledge that is the most basic (base of the pyramid) and the most sophisticated (top). Basic needs are necessary for indigence, while the most complex are necessary to achieve personal and professional satisfaction.

(Source verssss)



(Source: verywellmind.com)

Meanwhile, according to Herzberg's theory of factors that generate motivation, we can conclude that the factors that lead to dissatisfaction are directly linked to the company's environment and the policies adopted and followed by it, so these are hygienic factors.

While the factors that cause satisfaction are directly related to the daily work of an employee, for example, if he receives a promotion, he feels that he is being useful and responsible with his work, he feels that he is recognized, etc.

At Waitrose the motivation of employees is to make them feel that they are really a part of a whole that is the company, to make each one feel like a member of a large family that is Waitrose, giving everyone the right to speak so that everyone can contribute their ideas to the company's growth.

APPLICATION OF THE HRM MODEL TO WAITROSE

Second (Sanders.et.al.2014), in order to discover the agility and potential of the team, company managers must use the HRM model, which, in fact, most companies use to guide HRM in personnel management.

A strong and dynamic human resource is an effective lever for the continuous affirmation of any company. Knowing this, Waitrose recognizes the implementation of the HRM guest model to give employees more confidence and, consequently, to have constant improvement in terms of production.

For a correct implementation of the HRM guest model, a Waitrose creates five pillars that support a good performance of human resources:

- **Strategy** with distinction, focus and quotation
- **Practices** such as screening, exercise, filing, coverage and gratification

- **Behavioural** and financial results
- **Functional flexibility** that empowers employees for different tasks

If there is a shortage of human resources, the Waitrose manager will not have any major problems because, in fact, the employees were and are constantly being trained in different areas of activity, precisely for situations of this kind. And, according to (McCracken and Morley, 2014), this flexibility adds to the performance of employees once they have been trained to perform these tasks.

To satisfy customers, Waitrose managers offer top services to customers, interacting spontaneously with them, having the competence to control quotations and place tasks peculiar to households (Pearlson et al. 2016).

- **Numerical flexibility** that although Waitrose does not apply, but that would help a lot in terms of the accuracy of the number of employees needed and also in hiring qualified employees for the company. The demand and supply activity would also be maintained in the market by using this flexibility (Bock et al. 2012).

INTERNAL AND EXTERNAL FACTORS THAT AFFECT THE ORGANIZATION WITH ETHICAL CONSIDERATIONS

In Waitrose, internal factors are ordered into categories that, in a way, affect the compositions of interest.

- Energetic management of financial designs using available sources of profitability.
- Anatomical features such as the location of the Waitrose rig, management chair and available accommodations.
- Expansion of Human Resources Management, Management by Objectives and various techniques.

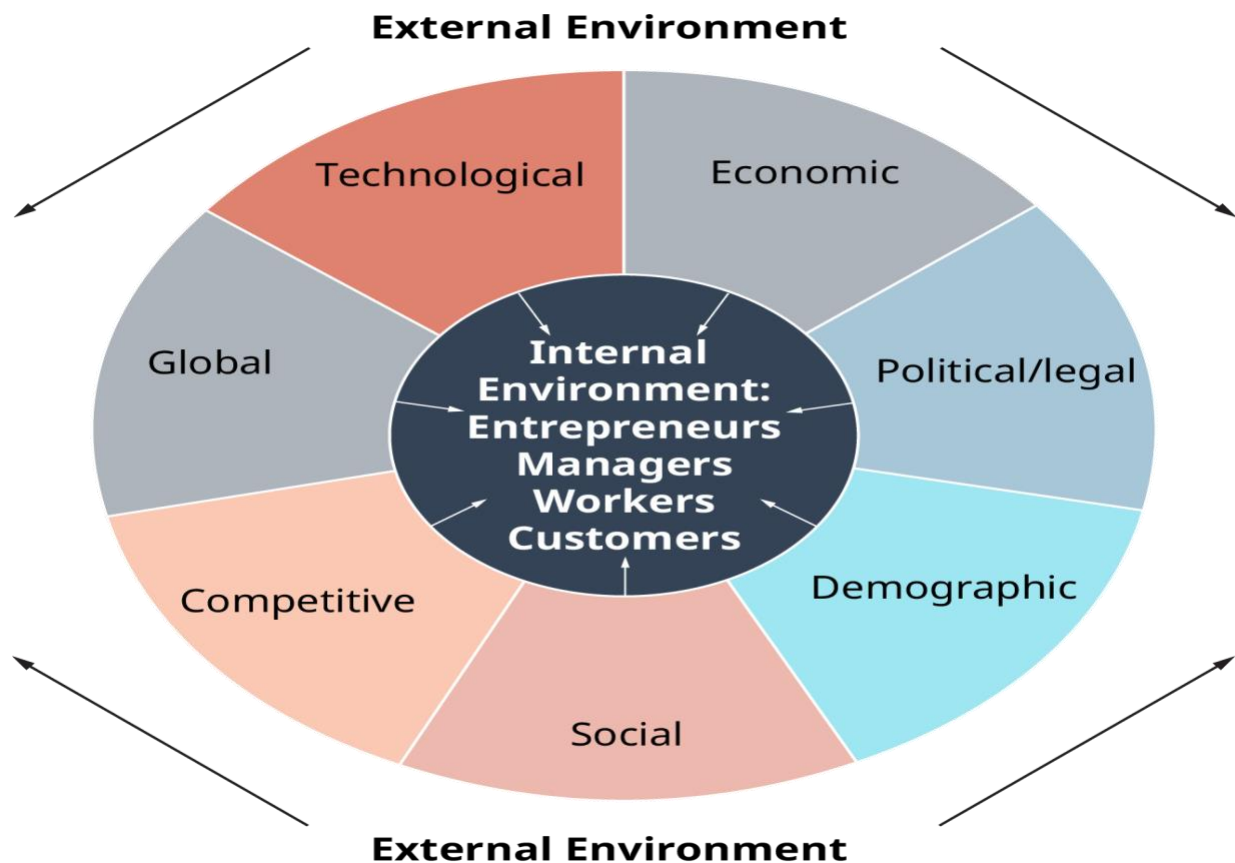
These distinctions are accepted as the estimated active factors in Waitrose's internal investments, as well as from different organizations (Hijal-Moghrabi et al. 2017).

The internal factor is classified with ethical exposures and the resolution of organizational puzzles with suitability and wisdom.

External factors are based on unrestrained competition and on the categories of fluctuation in market rates and others that significantly impact the structures of the Waitrose business. In order to assess the investments of the external environment that affect the business objectives of the Waitrose stores, the infallible strategy of the five SWOT, PESTLE and Porter forces is used (Lau et al. 2017).

External environmental factors have a direct impetus in the business methodologies of Waitrose stores.

Honesty in methodology, implementation of commercial laws and the preservation of the client's joy make up Waitrose's ethical concepts.



(Source: courses.lumenlearning.com)

RELEVANT CONCEPTS OF CONTINUOUS IMPROVEMENT

What does it mean?

- ❖ The continuous improvement process is an approach that aims to gradually reduce waste, improve quality, ensure a safe work area and increase productivity.
- ❖ The goal is to give customers what they want and when they want it, always.

What do customers want?

- ❖ Products and services with high quality standards and low cost.
- ❖ Immediate delivery, in small batches, of a wide variety of models.

THE LEAP WITHIN THE PROCESS OF CONTINUOUS IMPROVEMENT

- ❖ The individual and corporate leap means leaving behind conventional wisdom, comfortable processes and traditional leadership styles, recognizing that innovation and creativity are mandatory to achieve market leadership and profitability.

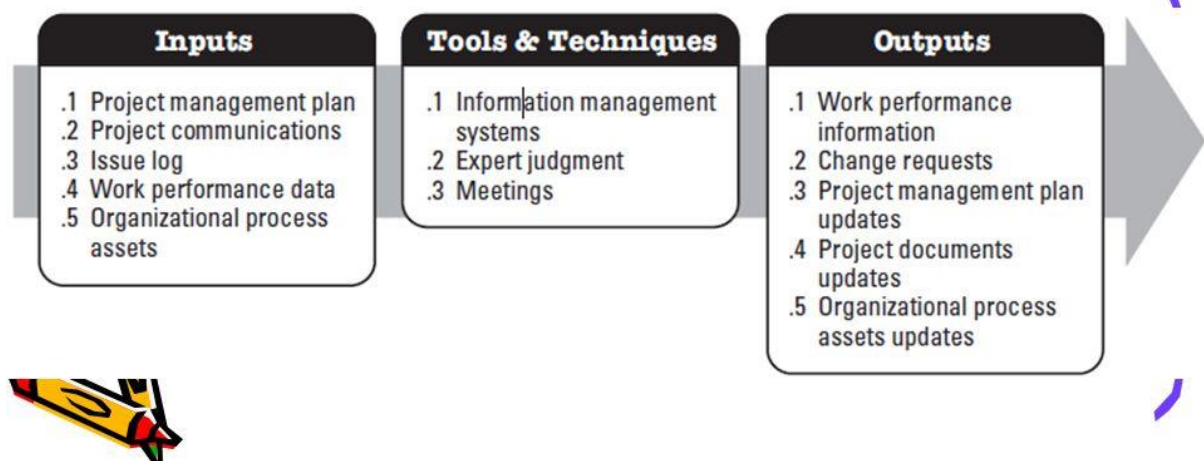
All of this is based on the Waitrose strategy, which involves the implementation of better-quality products with relevant services, supported by the quality management system.

USE OF PROPER TOOLS AND METHODS FOR THE QUALITY OF THE PROCESS

Communication appears among the main strategic axes for the approach of customer relationship that is the important target of the commercial value of Waitrose stores. (Zinovieva et al.2016).

Control Communications

Monitor and control project communication throughout the entire project to ensure the information needs of the project stakeholders are met.



(Source: slideshare.net)

Quality management is a strategic tool that promotes a systemic vision of the entire company and is aligned with concepts and practices recognized worldwide. It is an action aimed at directing and controlling all organizational processes - finance, accounting, personnel management, data management, among others -, enabling the improvement of products and services, seeking to guarantee the complete satisfaction of needs or the overcoming of the expectations of customers.

Waitrose, aware of the importance of quality management, creates the 8 pillars that are topics that serve as a basis for organizations that want management efficiency to establish themselves in the market.

- ❖ Customer focus
- ❖ Proactive leadership
- ❖ Continuous improvement

- ❖ Fact-based decision
- ❖ Good relationship with suppliers
- ❖ Systemic view
- ❖ Process management
- ❖ Awareness of all employees

These are the characteristics that define the great importance Waitrose's business values and practical business tools.

RECOMMENDATIONS

Waitrose must continue to expand its business to the four corners of the world with a management of artful coalitions to identify the local primates of each area. For this to happen successfully, it is imperative to use the appreciation of five SWOT, PESTLE and Porter forces to better examine external market fractions. Also, the cleaning and maintenance of proper hygiene of the supermarket chains for the customer's continuous enjoyment.

The constant study of the market must be done so that you can always have the the keys to winning Waitrose's clientele.

The world is living in a technological age that is at tremendous speed and Waitrose must always follow the dynamics of this era and always bet on social media marketing.

CONCLUSIONS

Employee motivation is one of the keys to the company's success and managers know it and work for it.

If in the early day's money was thought to be the supreme motivation for employees to produce more, today there are clearly other realities regarding motivational elements. All companies know that, today, there are countless factors that motivate employees. In fact, we saw this in Maslow and Herzberg's theories. Waitrose realizes this and focuses his policy on the individual recognition of each employee so that everyone feels part of the big family that is the company. This recognition goes through the employees' personal development plan, each one's competence and personal fulfilment. All Waitrose employees are entitled to career progression, all with the personal development of each employee in mind, as well as customer satisfaction, through their team, which is the company's number one objective.

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