

- Motive behind HPWS is desire & need to improve overall competitive position of the organisation.
- Adopts a culture of continuous improvement and innovation.
- Main aim is to generate high levels of commitment & involvement of employees & managers.
- Progressive HR systems to support this approach.
- Involves new/different approaches to management of employees & structure of jobs & systems.
- Organic and flexible structures.

	QWL	HPWS
More strategic focus	Concentrates on reducing absenteeism and turnover	Improve organisation competitiveness through increased flexibility & quality
Focus on performance rather than job experience	Rationale was based on improving the job experience of employees	Strong focus on performance criteria.
Major change in management style	More limited involves only a re-orientation in the role of first line supervisors	Requires fundamental overhaul of management style.
Long term comprehensive strategy	Quick fix applied to isolated & problematic work groups	Major change initially affecting the whole org. & involving a long term commitment by all parties.
Representative of strategic HRM	More of a piecemeal implementation technique	Key element of strategic HRM.

Motivation and money

Motivation theory is essentially concerned with explaining why people behave as they do, or why people chose different forms of behaviour to achieve different ends.

1. The necessity to attract the right calibre of employees & engaging them in such a way as to ensure high performance remains a central concern of the productive process (the overall running of the business).
2. The very nature of the concept of motivation remains a central area of enquiry.
3. Competitive trends & increased business regulation have forced companies to seek any mechanisms that might improve organisational effectiveness and efficiency.

However it would be a mistake to assume that money motivates everyone in the same way and to the same extent as some people are more motivated by money than others. Similarly it is naïve to think that the introduction of a performance related pay scheme will instantly transform everyone into well motivated high performing individuals.

Do financial icentives motivate people?