

TOPIC 4

STAFF ORGANIZATION & MOTIVATION

INTRODUCTION

- Landscape maintenance is generally labour – intensive. Therefore it is very important that the staffs are organized uses the best use of their time, their skills & aptitudes. Also important is to ensure that machinery & equipment are fully utilized.

In this aspect, the efficiency & cost – effective of the labour and machinery or equipment are usually depends on how the staff are organized and provided with same form of motivation. This normally involves division of labour. These 2 approach ways of division of labour normally practiced;

Division based on Skills

Division by Team Working Concept.



Division based on Skills

Here the division is based on the skills/ training individually have for a limited range of tasks which they operate/ perform almost continuously. (i.e. specialization of certain works).

e.g. Lawn-gang-mover (tractor driver)

Operate also the tractor for other works such as spraying herbicide & hedge cutting etc.

Division Of Labour Through Team Working Concept/System

- Most commonly adopted system.
- Team made up of small teams who have a responsibility for a particular part of a large site.
- Usually the teams will be under the direction of skilled charge hand (mandor) that will identify with the sites, regard them as “their own” and get to know the users & the best way of achieving attractive results.

The size of the team

Important & generally must be kept as small as possible.

- Too many in a team – too much talking /idling
- Around 2 – 3 the best.
- In case 1 fall sick – 2 can still go on.
- Individual not advised - not possible to unload heavy equipments single-handed. (Depending on the scope, site size & nature of work)

SUPERVISION

- With team system of good staff – virtually requires less supervision.
- Supervision needs only to concentrate on the team who do not seem to be getting round their work on time.
- To help the team system to be effective – explicit programme of routine tasks can make all the differences. So that they can work methodically through the day.

STAFF MOTIVATION

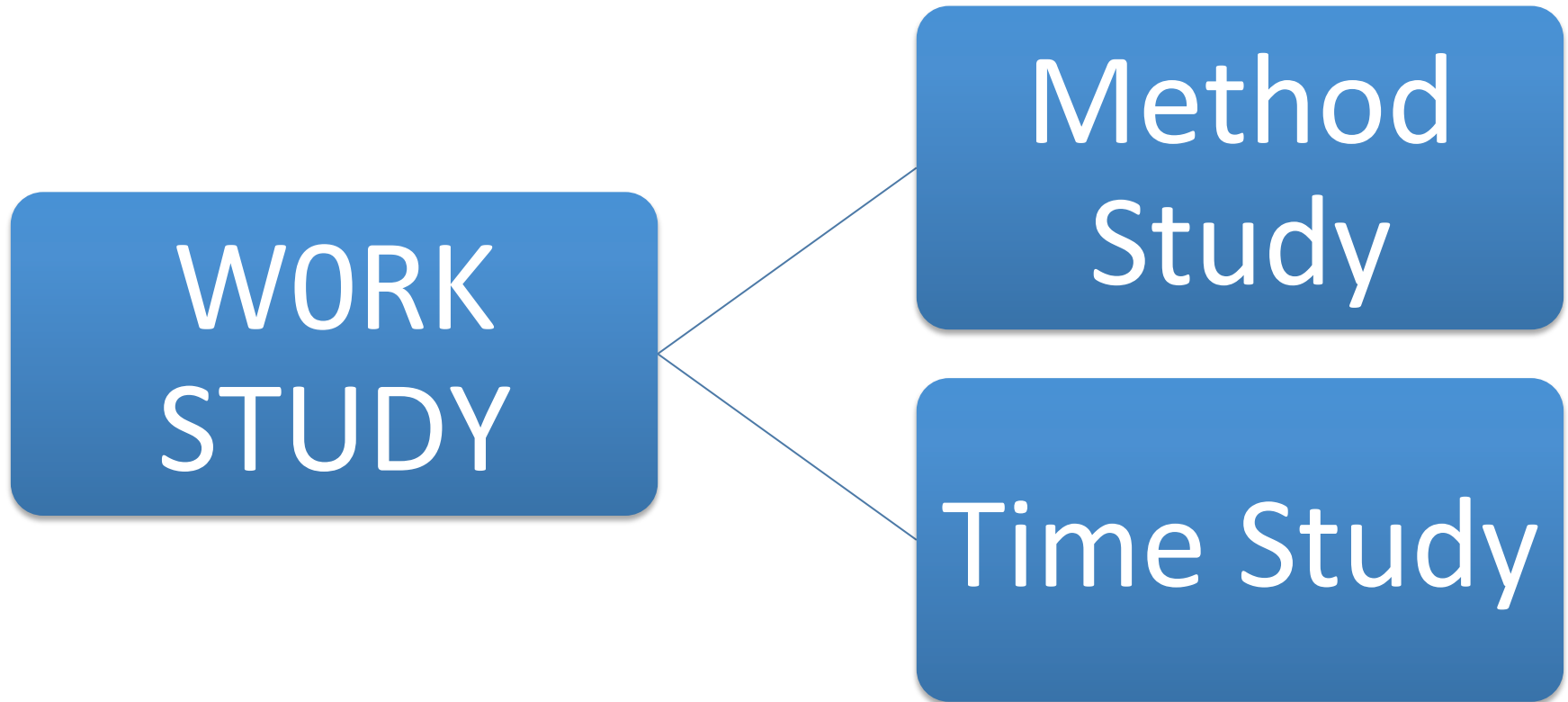
Most commonly used motivations for the landscape maintenance industry include ;

- Systems of work targeting
- Supervisions
- Team working
- Bonus incentives.

WORK STUDY

- This is the systematic study of work and operations that can be used (for RATE fixing in Bonus incentive scheme) as a management tool.
- It's used in landscape management can be divided into 2 basic parts:

*For better working methods,
work planning + TIME STUDIES incentive schemes.*



METHOD STUDY

- Analyses the individual operations that go into producing a particular finished piece of work & any impediments in the process. It then arrives at a blueprint for the **most efficient method of work**.
- Most useful for repetitive industrial process.
- Involve ergonomics ~ to ensure workstations, tools & materials are easily & comfortably to handle.

CONT.

- It has also been used in design & planning layout of certain practices. Eg. Nurseries.
- It is valuable in a whole range of ground maintenance task i.e. in deciding on the different types of machineries or for organizing & work programmes. (i.e. what work is inter-related or came first)

TIME STUDY

- Is the more specific exercise of finding out how long a job takes.
- Useful information from this record is valuable in planning both day-to-day work & longer-term setting of manning levels, budget/tender price.
- “JOB-TIME” ~ must be based on the most efficient working method. Method study must always be a precursor to any time studies.

STANDARD TIME

- *Definition of standard working:*
- The rate of output which qualified workers will naturally achieve without over exertion, as an average, over than working day/shifts, provided they adhere to the specified method and provided they are motivated to apply themselves to their work.
- To be used to overcome in the individual working rate.
- Normally based on a concept of “RATING” ~ by which they measure the motivation and effort of an individual puts into an operation.