



# Compensation in Co-operatives

Karen Miner  
Sonja Novkovic

[www.ManagementStudies.coop](http://www.ManagementStudies.coop)



INTERNATIONAL CENTRE  
for CO-OPERATIVE  
MANAGEMENT



## Presentation caveats:

Practitioner viewpoint (while sounding a bit technical)

A presentation without the “how to” answers



## ***Work and compensation.....***

- Why do you do the work that you do?
- What motivates you?
- Can you identify the “why” for how are you compensated?
- Can you imagine a radical shift to a different model?

***Start with the “why”, not the “how”***



# ***Paradigm Shift in Thinking about Motivation and Why/How to Compensate***

Principal-agent  
Economic incentives  
Extrinsic motivation  
Control approach



Stewardship/ humanism  
Psychological need  
Organizational justice  
Autonomous motivation  
(extrinsic and intrinsic)

# ***Principles-Based Compensation Philosophy***

- Human dignity
- Autonomous motivation (autonomy, mastery, purpose)
- Equity and justice
- Go beyond money
- Embrace employee participation



# *Compensation in worker co- operatives*

ΔΙΣΧΥΣΣΙΟΝ

- What is the basis of compensation in your co-op?
  - Does it encourage autonomous motivation?
  - Is it fair (by what criteria)?
- What do you need to change, if anything?



## For more information:

Karen Miner, [Karen.Miner@smu.ca](mailto:Karen.Miner@smu.ca)

Sonja Novkovic,  
[Snovkovic@smu.ca](mailto:Snovkovic@smu.ca)



INTERNATIONAL CENTRE  
*for* CO-OPERATIVE  
MANAGEMENT

[www.ManagementStudies.coop](http://www.ManagementStudies.coop)