



**BRIGHT BEE CONSULTING  
LIMITED**

# Improving Organisational Performance

By

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Motivation

## WHAT IS MOTIVATION

Job Performance = Ability x Motivation

Having the right people doing the right job that is motivated and engaged with the organisation's objectives.

## THEORY ON MOTIVATION

- According to Maslow, when we are happy and satisfied at work, we become more effective and if we are not, it is likely that we disengage, losing interest in our job as a result do not enjoying working.



## FREDERICK HERZBERG'S HUMAN NEEDS AT WORK RESEARCH

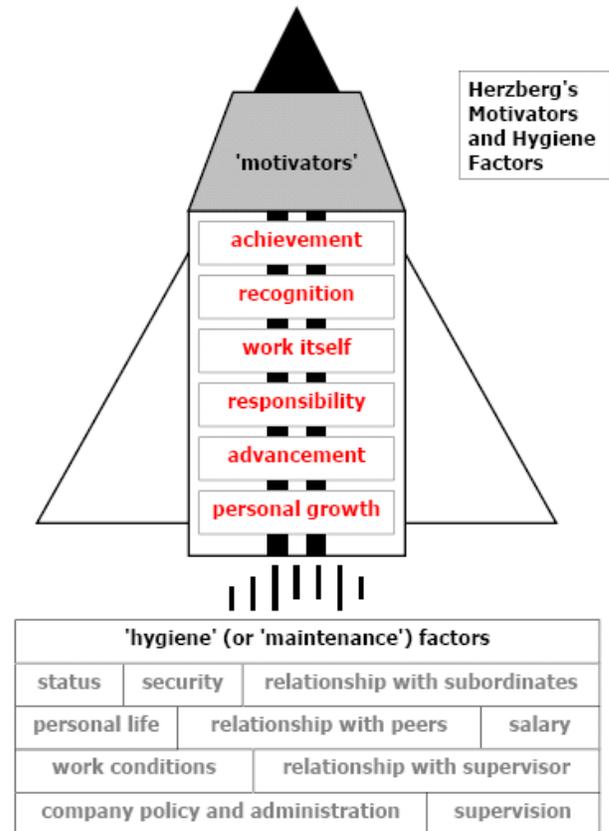
Herzberg claims that people have two types of needs:

- Hygiene needs – working environment conditions, compensation, policies and practices
- Motivational needs – Training, recognition of achievement

### INDICATORS OF JOB SATISFACTION AND DISSATISFACTION

- **Dissatisfaction** comes from hygiene factors – these won't improve motivation however until these are addressed you will not be able affect an improvement in motivation
- **Satisfaction** is achieved by Herzberg's motivational factors identified in his study that suggests that after hygiene factors have been dealt with then people will be open to such things as responsibility or advancement

*Rocket Analogy - Source: www.businessballs.com*



Hygiene factors are merely a launch pad - when damaged or undermined we have no platform, but in themselves they do not motivate.

#### Examples of Factors for Dissatisfaction Hygiene factors

- Unnecessary policies and practices
- Inadequate compensation
- Job Security
- Uncooperative co-workers
- Unpleasant supervision
- Uncomfortable working environment

#### Examples of factors of Satisfaction - Motivators

- Meaningful work
- Recognition of achievement
- Opportunity for advancement
- Responsibility
- Personal development
- Training

## ASSESSING HYGIENE FACTORS

Tip – Remember that in different situations and at different stages of their lives have different needs



**Possible Hygiene Factors**

*Include in your list any further issues that is relevant to your industry or situation.*



## RESOLVING HYGIENE FACTOR ISSUES

- Plan time and management effort accordingly to address these issues to increase the satisfaction criteria to create a more enabling motivated team.

## RECOGNISING ACHIEVEMENTS

- It's a simple courtesy to say such things like 'thank you' or compliment on achievements and efforts of your staff – it contributes towards making your people feel valued and it doesn't cost anything but can mean everything to the individuals.
- Congratulate your team as soon as they experience success – don't assume that they know you are happy with their work – tell them
- Identify what was done well, how they have exceeded your expectations. Make the conscious effort to exercise recognition.
- Six effective recognition qualities:
  - **Genuine** – ensure it is not forced, find something genuinely good
  - **Spontaneous** – anything planned feels false
  - **Personal** – Needs to feel special to the individual
  - **Specific** - acknowledge the particular action being praised
  - **Timely** – Make close to the event which will reinforce spontaneity
- Try and practice this regularly – make it a weekly activity

## INVESTIGATING OTHER OPTIONS TO MOTVIATE PEOPLE

- Use Maslow's Hierarchy of Needs and Herzberg's factors to brainstorm ways to improve your peoples motivation and write them down in the space available

Consider some of these options:

- New responsibilities you can issue
- Social team events to celebrate success
- Seek their ideas and suggestions to implement



List your thoughts here:

## LOOKING AT COMPENSATION

- You may have to vie for financial recognition they deserve
- Some practices you may consider:
  - Performance-related pay, profit-related bonuses, stock options and profit sharing
  - Paid leave
  - Achievement-based rewards – dinner vouchers, cultural or sporting events
  - Flexible schedules
  - Unpaid leave
  - Training
  - Career planning
  - Promotion opportunities



## IMPROVING YOUR LEADERSHIP STYLE

Management by Objectives or Transformational Leadership

Consider how you can use Management by Objectives and Transformational Leadership to inspire your team members here

Management Objectives

Transformational Leadership

