

Motivating Staff

Heidi van Rooyen

Project Director: Project Accept

4-5 June 2007,

HSRC Offices: Durban



Outline

- Background and Context
- Strategies for motivating staff
 - establishing a caring environment
 - satisfying employee needs
 - building commitment
 - empowering employees
- Concluding thoughts



Background

- Research contexts, externally funded:
 - time-limited
 - little in budget to fund soft issues
- Managing people versus doing science
- How do you understand your role?



Motivation...



Definitions

Is what causes people to act
Getting someone to do something because they want to
People willingly attain goals
Internally generated activity

TOP 3 Employee Motivators:
Opportunity for Achievement
Recognition for their Work
Challenging Nature of Work

Establish a caring environment



- Establish worker friendly policies and procedures
- Be respectful, fair and truthful
- Help staff grow, develop and learn
- Create a feeling of financial security amongst your staff
- Give technical support
- Provide direction, support and guidance to the team
- Spell out expectations - give staff responsibility and keep them accountable
- Get to know your staff as individuals
- Be decisive, yet open to their ideas

Satisfying Employee Needs



Employee Needs

- Physical and mental well-being
 - Belonging
 - Responsibility
- Skills Development
- Respect from Others
 - Achievement
- Safety and Security

Satisfying Employee Needs

- Improved performance
- Increased commitment
- Motivation and Loyalty
- Reduced staff turn-over
- Reduced absenteeism
- Better performance

Unmet needs invite employee problems

Varying Levels of Commitment



"Ought to"
Feel obliged to stay
Right thing to do

"Have to"
Trapped
Stay, can't find something else/
like the benefits

Disconnected
Actively looking
Little/no intention
to stay

"Want to"
Dedicated and loyal
Additional Responsibilities
Positive
Make extra efforts

Barriers to Commitment

- Little or no recognition and incentives
- Expectations not met
- Unrealistic goals
- No involvement in decisions and little responsibility
- Lack of knowledge, skills and ability



Building Commitment

- Remove the barriers
- Involve employees
- Support continuous improvement
- Measure and share results
- Recognise and reward quality efforts



Elements of a Quality Reward System

- Establish specific and challenging targets
- Match rewards with performance
- Relate rewards with employee needs
- Equitable and fair to everyone
- Celebrate publicly and often
- Include some rewards based on team efforts
- Ongoing process with continuous upgrading



Empowering Employees...



Empowerment isn't magic.
It consists of a few simple steps and a lot of persistence (Ken Blanchard)

Basics of Empowerment:
Providing staff with freedom to do the job
Having confidence in employees capability
Setting challenging goals
Give staff appropriate decision making abilities

Concluding thoughts ...





Human Sciences Research Council
Child, Youth, Family and Social Development



We can do it!
PROJECT • ACCEPT



Larry Williams (2003): Keep 'em Motivated: A Practical Guide to Motivating Employees