

Tool: Motivating Others

In order to drive higher performance, you must first recognize the factors that strengthen or diminish outcomes in the workplace. Motivational factors have the capability of driving performance, increasing motivation, and solidifying commitment. On the contrary, environmental factors are more likely to impact negative outcomes. That is, when they are not present in the workplace or are unsupportive, research has shown that the result is employee dissatisfaction.

Motivational (Intrinsic) Factors <i>impact satisfaction, motivation, commitment</i>	Environmental (Extrinsic) Factors <i>impact job satisfaction</i>
Sense of Achievement	Supervision
Recognition	Policies, Procedures & Systems
Fulfilling Work	Working Conditions
Level of Responsibility	Interpersonal Relations
Opportunity for Advancement	Work/Life Balance
Personal and Professional Growth	Salary, Benefits & Status

Assess where you and your organization stand in terms of fostering motivational and environmental factors that support your employees. Implement or strengthen environmental factors where you can. On a more granular level, avoid job enlargement (simply giving your employees more of the same tasks to do) and instead enrich their roles and responsibilities.

Job enrichment plays an integral role in motivating others. Use the strategies below to integrate job enrichment into roles and responsibilities of your staff.

- **Skill variety**—The degree to which an employee can use multiple skills, talents, and cognitive thinking to perform a job.
- **Task identity**—The degree to which the employee can perform a job from start to finish. In other words, can the employee complete the job from beginning to end with a tangible outcome? Is he or she performing assembly-line-type work, or is it possible to be responsible for an entire job from start to finish?
- **Task significance**—The degree to which an employee can see how important his or her job is to the success of the business. Does the employee see how his or her job contributes to generating revenues, increasing efficiencies, and ultimately the customer/client experience and the bottom line?
- **Autonomy**—The degree to which the employee has some decision-making power over how he or she approaches the work, identifies the procedures for accomplishing it, and improves the outcome.
- **Feedback**—The degree to which the employee receives both positive and constructive observations from you about how he or she is approaching the job and accomplishing the tasks. This is where the manager plays a central role!

These five characteristics are key to job enrichment. To the degree you can infuse a job with them, no matter how mundane, you will see some important outcomes (high performance, high satisfaction) and, ultimately, increase the intrinsic motivational levels of your staff.