Employee Morale, Motivation, and Teamwork
Introductions

- About SESCO
- About me
- Overview of the program
Program Objectives

When you have completed this workshop on motivating the productive employee, you will be able to:

- Sustain or improve your employees’ performance.
- Understand the factors that motivate employees to perform effectively.
- Understand how motivation varies from individual to individual.
- Distinguish between motivators and dissatisfiers.
- Learn how to create a work environment for each individual that will motivate high performance.
Motivating the Productive Employee

- What motivates the productive employee?
- Principles of motivation
  - Motivation occurs when a need is aroused
  - As long as a person perceives the need, it usually sustains the behavior
  - When the need is satisfied, we stop the behavior
  - Needs are variable
Motivation Theories

- Theory X and Theory Y
  - **Theory X** - In this theory, management assumes employees are inherently lazy and will avoid work if they can
  - **Theory Y** - In this theory management assumes employees *may be* ambitious, self-motivated, anxious to accept greater responsibility, and exercise self-control, self-direction, autonomy and empowerment
Maslow’s Hierarchy of Needs

- Theory in psychology proposed by Abraham Maslow
- Each of us is motivated by needs
- Our most basic needs are inborn
- Maslow’s Hierarchy of Needs helps to explain how these needs motivate us
Maslow’s Hierarchy of Needs

- **Biological and Physiological needs**
  - basic life needs - air, food, drink, shelter, warmth, sex, sleep, etc.

- **Safety needs**
  - protection, security, order, law, limits, stability, etc.

- **Belongingness and Love needs**
  - family, affection, relationships, work group, etc.

- **Esteem needs**
  - achievement, status, responsibility, reputation

- **Self-actualization**
  - personal growth and fulfillment
Motivation-Hygiene Theory

- Introduced by noted psychologist, Frederick Irving Herzberg
- People are influenced by two factors:
  - **Satisfaction**, which is primarily the result of the **motivator factors**.
  - **Dissatisfaction** is primarily the result of **hygiene factors**
Motivator Factors

- Achievement
- Recognition
- Work Itself
- Responsibility
- Promotion
- Growth
Hygiene Factors

- Pay and Benefits
- Club Policy and Administration
- Relationships with Coworkers
- Physical Environment
- Supervision
- Status
- Job Security
Herzberg’s Motivators and Hygiene Factors

- Achievement
- Recognition
- Work itself
- Responsibility
- Advancement
- Personal growth

Hygiene (or ‘maintenance’) factors

<table>
<thead>
<tr>
<th>Status</th>
<th>Security</th>
<th>Relationship with subordinates</th>
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<tbody>
<tr>
<td>Personal life</td>
<td>Relationship with peers</td>
<td>Salary</td>
</tr>
<tr>
<td>Work conditions</td>
<td>Relationship with supervisor</td>
<td></td>
</tr>
<tr>
<td>Company policy and administration</td>
<td>Supervision</td>
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</table>

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

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X-Y Theory Questionnaire

Pages 9-10
Developing a Motivating Environment

- Morale is defined as the “...willingness to perform assigned tasks, cheerfulness and discipline.”
- Morale and motivation are often used synonymously.
- Motivation can be defined as the act of getting a person or a group to work to achieve the organization’s objectives, while also working to achieve individual objectives.
Effective Ways of Destroying Employee Morale

- Don’t pay market rates
- Play favorites
- Cronyism
- Don’t bother to say “thank you”
- Punish innovation
Characteristics of a Superior Leader

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## Superior Leader Characteristics

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Honest</td>
<td>83%</td>
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<tr>
<td>Competent</td>
<td>67%</td>
</tr>
<tr>
<td>Forward-looking</td>
<td>62%</td>
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<tr>
<td>Inspiring</td>
<td>58%</td>
</tr>
<tr>
<td>Intelligent</td>
<td>43%</td>
</tr>
<tr>
<td>Fair-minded</td>
<td>40%</td>
</tr>
<tr>
<td>Broadminded</td>
<td>37%</td>
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<tr>
<td>Straightforward</td>
<td>34%</td>
</tr>
<tr>
<td>Imaginative</td>
<td>34%</td>
</tr>
<tr>
<td>Dependable</td>
<td>33%</td>
</tr>
<tr>
<td>Supportive</td>
<td>32%</td>
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<tr>
<td>Courageous</td>
<td>27%</td>
</tr>
<tr>
<td>Caring</td>
<td>26%</td>
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<tr>
<td>Cooperative</td>
<td>25%</td>
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<tr>
<td>Mature</td>
<td>23%</td>
</tr>
<tr>
<td>Ambitious</td>
<td>21%</td>
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<tr>
<td>Determined</td>
<td>20%</td>
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<tr>
<td>Self-controlled</td>
<td>13%</td>
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<tr>
<td>Loyal</td>
<td>11%</td>
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<tr>
<td>Independent</td>
<td>10%</td>
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Gallup “Q^{12}” Employee Engagement Survey

- "Actively disengaged" employees -- those fundamentally disconnected from their jobs -- cost the U.S. economy between $292 billion and $355 billion a year according to The Gallup Organization estimates.

- The Q12 survey is named for the 12 core questions that Gallup asks the employees at work units of its clients. See page 13 for questions.
The Supervisor is the Key to Good Morale/Motivation

It will be determined by:

- **Attitude**
  - Toward the club
  - Toward employees
  - Toward work

- **Commitment**
  - To the club
  - To good employee relations
  - To good work

- **Example**
  - How he/she acts
  - How he/she talks
The Basic Principles of Leadership/Management

- Always focus on the situation, the problem, or behavior -- not the person.
- Build the person’s self-esteem.
- Establish and maintain a constructive relationship.
- Take initiative to make things better.
- Lead by example.
Your Role and the Basic Principles
Poor Morale/Motivation is Created By

- Pessimism
- Discouragement
- Put Down
- Lack of Interest
- Poor Motivation
- Lack of Planning
- Lack of Caring

- Lack of Concern
- Lack of Team Work
- Lack of Respect
- Lack of Recognition
- Lack of Trust
- Unfairness
Good Morale/Motivation is Promoted By

- Optimism
- Encouragement
- Affirmation
- Interest
- Motivation
- Planning
- Caring

- Concern
- Team Work
- Respect
- Recognition
- Trust
- Fairness
Positive Recognition

Why recognize employees for doing what they’re supposed to?
The Daily “Dos”

- Personalize your recognition and make it sincere
- Enhance quality
- Be specific
Giving Recognition

- When you give recognition, it should be:
  - Genuine
  - Specific
  - Timely
  - Strategic

- What makes recognition ineffective?
  - Not specific
  - Not genuine
  - Exaggerated
  - Not immediate
Forms of Recognition

- Thanks -- verbal/written
- Praise
- Money -- raise, bonus
- Time off -- hours, day
- Promotion -- recommendation for
- Publicity – club paper, bulletin board
- Announcement in group meeting
- Out-to-lunch
- Note to spouse
Salary.com’s Top 10 Reasons to Leave Your Job

- Inadequate Compensation: Percent Responding: 57.2%
- Inadequate Opportunities for Career Advancement: Percent Responding: 37.3%
- Insufficient Recognition or Appreciation: Percent Responding: 34.2%
- Boredom: Percent Responding: 20.1%
- Inadequate Benefits: Percent Responding: 16.9%
- Inadequate Opportunities for Professional Development: Percent Responding: 15.3%
- Insufficient Job Security: Percent Responding: 11.8%
- Undesirable Impact on Health or Stress Level: Percent Responding: 10.5%
- Poor Relations with Management: Percent Responding: 10%
- Undesirable Commute: Percent Responding: 9%
Branham’s 7 Reasons Employee Leave

- The job or workplace was not as expected
- The mismatch between job and person
- Too little coaching and feedback
- Too few growth and advancement opportunities
- Feeling devalued and unrecognized
- Stress from overwork and work-life imbalance
- Loss of trust and confidence in senior leaders
Employee Relations
The purpose of an employee recognition and award program is to say thank you, well done; we value you as an employee.

The purpose differs from the goals and objectives and other aspects of the total compensation theory. Salary is the payment for doing the job; benefits are designed to protect an employee’s well being; short and long-term incentives directly reward the achievement of specific performers.
Open Communication

- Hold 50/50 meetings
- Work side-by-side with employees
- Conduct exit interviews
- Listen to your employees
New Hire Orientation

- “First impressions last a lifetime.”
- Should impress the new employee and make them proud to stay a part of an organization that cares.
- Should be designed to point the new employee with your club as fully and quickly as possible.
Supervisory Training

- Suggested areas for training include:
  - Interviewing Skills
  - Positive Employee Discipline
  - Teamwork
  - Leadership Skills
  - Performance Appraisals
  - Conflict Resolution
Timely Performance Appraisals

- Benefits to the employee and employer include:
  - Supporting documentation and practices for defending against discrimination claims.
  - More satisfied and motivated employees.
  - More productive and committed employees.
  - Enhanced employee/employer relations.
Employee Benefits

- Benefit tools are very valuable when it comes to employee retention and morale.
- Offering competitive or enhanced benefits is critical in recruiting and maintaining employees.
In addition to a well-defined screening and hiring process, management must also develop career paths to ensure applicants and employees fully understand their long-term growth and development opportunities.
51 Morale Boosters

- Easy and inexpensive!
  - Eagle stories.
  - Supervisors greet employees with a handshake as the employees begin their shifts.
  - Supervisors personally introduce new hires to each employee.
  - Lunch and entertainment are provided “on the grounds” for all employees two or three times each year.
- See pages 23-26 for complete listing.
Morale Improvement Action Plan

- Cultural Assessment (Identify Employee Concerns):
  - Turnover Analysis
  - Exit Interviews
  - Employee Discussions
  - Focus Groups
  - Opinion Surveys
Morale Improvement Action Plan

- HR Strategic Planning
  - S.W.O.T. Analysis
  - Trend Analysis
  - Stages of Organizational Growth
  - Gap Analysis
Program Conclusion

“Thank you for your attention and participation”

Jamie Hasty, Senior Consultant