How to Engage and Motivate Employees

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• Employees who feel they are valued and recognized for their contributions are more motivated and productive at their jobs.

• Promote and grow a more dynamic, engaged and positive workforce.

• Understand which elements contribute to a positive work environment and set the stage for individuals to meet their goals and experience professional successes.
Today’s Topics

• Motivation Theories
• Reward Systems
• Employee Engagement
• Workplace Strategies
Livestock Motivation Techniques

How do we motivate members of our team to help us sort or move that same livestock?
Motivation

• The set of forces that cause people to behave in certain ways.
• The goal of managers is to maximize desired behaviors and minimize undesirable behaviors.
• The psychological process that gives behavior purpose and direction.
• An incentive that generates goal-directed behavior.
The Importance of Motivation in the Workplace

Determinants of Individual Performance

• **Motivation**—the desire to do the job.
• Ability—the capability to do the job.
• Work environment—the resources to do the job.

*Be the Coach Planning for the Big Game*
Motivation Theories

• Maslow’s Needs Hierarchy Theory
• Goal-setting Theory
• Job Enrichment Theory
Individual Motivation and Job Performance

- Challenging and interesting work
- Opportunity for participation and self-management
- Desired rewards

Individual motivational factors
- Needs
- Satisfaction
- Expectations
- Goals

Ability to get the job done

Job performance
MASLOW'S HIERARCHY OF NEEDS APPLIED TO EMPLOYEE ENGAGEMENT

1. HIGHLY ENGAGED
   - What can I do for others?
   - I inspire others to do their best
   - I love working here
   - I'm a high flyer
   On average less than 15% reach this level

2. ENGAGED
   - I'm a vital part of the business
   - I feel important at work
   - I'm really busy and very likely I'm highly stressed
   - I'm an achiever
   - I'll leave if something better comes along

3. ALMOST ENGAGED
   - I know I'm part of something bigger
   - I'm almost engaged but there are times when I'm not
   - I'm proud to work here but I wouldn't necessarily shout it from the rooftops
   - I might leave if I'm tempted
   - There are no career development prospects here

4. NOT ENGAGED
   - I'm not interested in overtime
   - I have more sick days than I should
   - I have poor working conditions
   - I don't like my manager or working with my team
   - I don't like my job much, but I get on with it
   - I read job ads

5. DISENGAGED
   - I'm here for the money
   - I'm leaving when I can
   - I'm not satisfied with the job I do
   - My work doesn't excite me
   - I'm a clock watcher
   - I'm a jobsworth

2 and 3 have a direct impact on engagement and can be moved up by the 4 enablers of engagement

Motivators
De-motivators

IMPORTANCE
BELONGING
SECURITY
SURVIVAL

SELF ACTUALISATION
HIGH FLYER
Goa...
Goal-Setting Theory

- **Specific**: What do you want to do?
- **Measurable**: How will you know when you’ve reached it?
- **Achievable**: Is it in your power to accomplish it?
- **Realistic**: Can you realistically achieve it?
- **Timely**: When exactly do you want to accomplish it?
Goal-Setting Theory

• How Do Goals Actually Motivate?
  • Goals are exercises in selective perception.
  • Goals encourage effort to achieve something specific.
  • Goals encourage persistent effort.
  • Goals foster creation of strategies and action plans.
Extrinsic/Intrinsic Motivation

Motivation can be of Two Types:

1. Intrinsic Motivation
2. Extrinsic Motivation

Which are you?
Intrinsic/Extrinsic Rewards

• Extrinsic Rewards
  • Payoffs (external) granted to the individual by others
    • Money, employee benefits, promotions, recognition, status symbols, and praise.

• Intrinsic Rewards
  • Self-granted and internally experienced payoffs
    • Sense of accomplishment, self-esteem, and self-actualization.
Intrinsic/Extrinsic Rewards

• Improving Performance with Extrinsic Rewards

  • Rewards must satisfy individual needs.
    • Cafeteria compensation: a plan that allows employees to select their own mix of benefits.
  • Employees must believe that effort will lead to an attainable reward.
  • Rewards must be personally and socially equitable.
  • Rewards must be linked to performance (results) such that desired behaviors are encouraged.
Job Enrichment Theory
Reward Systems to Motivate

• Reward System
  • The formal and informal mechanisms by which employee performance is defined, evaluated, and rewarded.

• Effects of Organizational Rewards
  • Higher-level performance-based rewards motivate employees to work harder.
  • Rewards help align employee self-interest with organizational goals.
  • Rewards foster increased retention and citizenship
Reward Systems to Motivate

• Merit Reward Systems
  • Base a meaningful portion of individual compensation on merit—the relative value of an individual’s contributions to the organization.

• Incentive Reward Systems
  • Concept: employee pay is based on employee output.
  • Incentive pay plans
    • Piece-rate systems
    • Sales commissions
  • Other forms of incentives
    • Non-monetary incentives (perks)

• Team and Group Incentive Reward Systems
  • Gainsharing programs
  • Scanlon Plan
  • Employee stock ownership plans (ESOPs)
Reward Systems to Motivate

New Approaches to Performance-Based Rewards

• Leveraging the value of incentives
  • Allowing individuals and groups in the organization to have a say in how rewards are distributed.

• Getting increasingly innovative in incentive programs:
  • Offering stock options to all employees
  • Individualizing the rewards available to individuals in reward systems
10 Ways to Stimulate Employee Motivation & Engagement

• Understand their behavior
• Be sure that people's lower-level needs are met
• Encourage pride
• **Listen carefully**
• Build confidence
• Encourage contact

• Use the strategic thinking of all employees
• **Develop trust**
• Delegate decisions
• Appraising to motivate
WHAT MAKES AN EMPLOYEE HIGHLY ENGAGED?

HIGHLY ENGAGED

92% Someone has talked about their progress
97% Someone encourages their development
88% They have been praised recently
98% They have opportunities to learn and grow
74% They have a best friend at work
98% Their manager cares about them
98% They view their job as important to the company
91% Their opinions count at work
93% Their colleagues are committed to quality work
99% They are able to do their best every day
98% They have equipment needed to do their job
99% They know what is expected of them at work

LOW OR NO ENGAGEMENT

13% Someone has talked about their progress
10% Someone encourages their development
13% They have been praised recently
13% They have opportunities to learn and grow
19% They have a best friend at work
20% Their manager cares about them
22% They view their job as important to the company
19% Their opinions count at work
44% Their colleagues are committed to quality work
53% They are able to do their best every day
70% They have equipment needed to do their job
89% They know what is expected of them at work
Engaged and Committed Employees Need

• A strong relationship with their Manager.
• Clear communication from their Manager.
• A clear path set for concentrating on what they do best.
• Strong co-worker relationships.
• A strong commitment to their co-workers so they will take risks and stretch for excellence.
• Opportunities to learn and grow.
Why Do You Need Engaged Employees?

• Use their talents every day.
• Consistently demonstrate high performance.
• Are naturally innovative and strive for efficiency.
• Intentionally build supportive relationships.
• Are clear about desired outcomes.
• Have emotional commitment to what they do.
Why Do You Need Engaged Employees?

• Display high energy and enthusiasm.
• Never run out of things to do and create positive things to act upon.
• Broaden what they do and build on it.
• Commit to their work group, company and role in the organization.
Workplace Motivational Strategies

• Empowerment and Participation
  • Empowerment
    • Enabling workers to set their own work goals, make decisions, and solve problems within their sphere of influence.
  • Participation
    • Giving employees a voice in making decisions about their work.
• Areas of participation for employees:
  • Making decisions about their jobs.
  • Decisions about administrative matters (e.g., work schedules).
  • Participating in decision making about broader issues of product quality.
Motivational Strategies

• Techniques and Issues in Empowerment
  • Using work teams
    • Collections of employees empowered to plan, organize, direct, and control their work.
  • Decentralization
    • Changing the overall method of organizing the firm
  • Conditions necessary for empowerment:
    • Power spread to lower organizational levels
    • Commitment to empowering workers
    • Systematic and patient efforts to empower workers.
    • Increased commitment to training.
Motivational Strategies

• Flexibility
  • Not everyone sees their job the same way- what motivates me may not motivate you

• Recognize differences
  • People are Different

• Accommodate
  • Cultural Differences
Ideas for Motivating Employees

• New assignments
• Challenges
• Autonomy
• Training and educational opportunities
• Recognition
• Simplify non-work life
• Flexible work options
General Motivation Tactics

- Recognize Individuals
- Match People to Jobs
- Goals
- Individual Rewards
- Wellness Programs
- Check System for Equity
- Don’t Ignore Money
Topic Review

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• Employee Engagement
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