

## 1. TEXT 1

### 7 employee motivation techniques and tools

*As you build your company and hire new employees, it's important that they stay engaged, motivated and incentivized to do well. A disengaged employee is not only a drain on your resources, but can create a culture where no one is motivated to succeed.*

*Building a culture of motivation is a great way to keep your employees happy at work. Employees should feel motivated by their projects, compensation and benefits. Job performance is said to be a function of ability multiplied by motivation.*

#### **Learning incentives**

Employees who invest in themselves and their education over time not only have a renewed sense of perspective and focus on their projects, but they can actively increase your bottom line. A report from health insurer, Cigna, showed every dollar they invested into their Education Reimbursement Program generated a 129 percent return on investment. By giving employees the opportunity to get more education, companies improve their culture and profitability.

Learning incentives can come in a variety of packages: tuition or student loan reimbursements, budgets for conferences, online courses or flexible schedules for pursuing classwork. If you have a small budget, you could start building a culture of learning by creating a library or online drive to share resources.

#### **Perks: PTO, childcare and services**

Employee benefits and perks are part of almost all compensation packages. It has become standard (and often mandated) for companies to offer benefits like health insurance, paid time off and flexibility. However, employees are looking for their benefits to be taken to the next level. For many companies, this translates into infusing more fun into offices by adding game rooms and beer fridges. However, though employees probably won't turn up their noses at these perks, they are more likely to appreciate benefits that will allow them to maintain a better work life balance.

According to a report from Glassdoor, employees are most interested in health insurance, paid time off, performance bonuses, paid sick days and a 401(k) plan, retirement plan or pension. These kinds of benefits boost health, increase motivation and incentivize people to stick around and become more invested.

Companies are finding innovative and standout ways to offer these benefits. Netflix offers unlimited maternity and paternity leave. MOZ offers "PAID paid Vacation," which includes a \$3,000/year vacation expense reimbursement in addition to paid time off. Adobe closes their company for one week in December and one week over the summer. By staying competitive with benefits, these companies create a motivated workforce who are committed to their work and act as ambassadors for their brands.

#### **Appreciation, feedback, improvement**

More than anything, the biggest motivating factor for employees are words of affirmation. Showing recognition of work, encouragement and giving employees opportunities to improve will often reap the biggest productivity benefits. Lack of appreciation is the number one reason people leave jobs and appreciation is the number one thing people say causes them to do great work. Showing this appreciation thoughtfully and consistently is the best way to motivate your employees to commit to their jobs and create a more positive workplace.

Employers often show their appreciation for employees through performance bonuses, raises, promotions and career growth. However, companies can motivate their employees even more by showing appreciation on a daily basis. By offering a specific and clear compliment, trust with a new or bigger project or another kind of growth opportunity, you can show gratitude for your employees and encourage them to perform.

When you're launching an employee motivation program, collecting and measuring results and feedback from your employees is crucial. Without employee buy-in, you risk creating a less engaged workforce.

#### **Employee motivation tools**

TINYpulse: Software that allows leaders to pinpoint workplace problems. TinyPulse's tools feature real-time feedback for recognition, as well as technology for weekly check-ins, feedback and goal-setting.

Kudos: Kudos is an employee recognition system and corporate social network that engages employees to create a strong connection to corporate culture. It provides opportunities for employee-to-employee feedback, manager-to-employee feedback and customizable badges and certificates.

Culture Amp: Culture Amp provides surveys and insight for engaged employees. Their surveys can be customized to suit your organization and they offer an intuitive dashboard and analytics engine.

HighGround: HighGround offers an HR cloud platform designed for employees to help companies build highly engaged and high-performing cultures through continuous feedback, ongoing employee development and real-time recognition.

Taylor Cotter, <http://resources.workable.com/tutorial/employee-motivation-techniques>

## TEXT 2

### What People Want From Work: Motivation

#### *Motivation Is Different For Each of Your Employees*

Every individual person has different motivations for working at a job. The reasons for working are as individual as the person. But, all people work because the workplace provides something that you need from work. The something that you obtain from your work impacts your morale, your motivation, and the quality of your life.

Here are thoughts about employee motivation, what people want from work, and how you can help employees attain what they need for their work motivation.

#### **Work IS about the Money**

Some people work for their love of the work; others work for personal and professional fulfillment. Other people like to accomplish goals and feel as if they are contributing to something larger than themselves, something important, an overarching vision for what they can create. Some people have personal missions they accomplish through meaningful work.

Others truly love what they do or the clients they serve. Some like the camaraderie and interaction with customers and coworkers. Other people like to fill their time with activity. Some workers like change, challenge, and diverse problems to solve. As you can see, employee motivation is individual and diverse.

Whatever your personal reasons for working, the bottom line, however, is that almost everyone works for money. Whatever you call it: compensation, salary, bonuses, benefits or remuneration, money pays the bills.

Money provides housing, gives children clothing and food, sends teens to college, and allows leisure activities, and eventually, retirement. Unless you are independently wealthy, you need to work to collect a paycheck.

To underplay the importance of money and benefits as motivation for people who work is a mistake.

It may not be their most significant motivator or even the motivational factor they'd first mention in a conversation but earning a living is a factor in any discussion about employee motivation.

Fair benefits and pay are the cornerstones of a successful company that recruits and retains committed workers. If you provide a living wage for your employees, you can then work on additional motivation issues. Without the fair, living wage, however, you risk losing your best people to a better-paying employer.

In fact, research from Watson Wyatt Worldwide in *The Human Capital Edge: 21 People Management Practices Your Company Must Implement (or Avoid) to Maximize Shareholder Value*, recommends, that to attract the best employees, you need to pay more than your average-paying counterparts in the marketplace. Money provides basic motivation.

#### **Got Money? What's Next for Motivation?**

Surveys and studies dating back to the early 1980s demonstrate that people want more from work than money. An early study of thousands of workers and managers by the American Psychological Association clearly demonstrated this.

Managers predicted that the most important motivational aspect of work for people they employed would be money.

Instead, it turned out that personal time and attention from the manager or supervisor was cited by workers as most rewarding and motivational for them at work.

In a *Workforce* article, "The Ten Ironies of Motivation," reward and recognition guru, Bob Nelson, says, "More than anything else, employees want to be valued for a job well done by those they hold in high esteem." He adds that people want to be treated as if they are adult human beings who think, make decisions, try to do the right thing, and don't need a caretaker watching over their shoulders.

While what people want from work is situational, depending on the person, his needs and the rewards that are meaningful to him, giving people what they want from work is really quite straight forward. People want:

- Control of their work inspires motivation: including such components as the ability to have an impact on decisions; setting clear and measurable goals; clear responsibility for a complete, or at least defined, task; job enrichment; tasks performed in the work itself; and recognition for achievement.
- To belong to the in-crowd creates motivation: including items such as receiving timely information and communication; understanding management's formulas for decision making; team and

meeting participation opportunities; and visual documentation and posting of work progress and accomplishments.

- The opportunity for growth and development is motivational: and includes education and training; career paths; team participation; succession planning; cross-training; and field trips to successful workplaces.
- Leadership is key in motivation. People want clear expectations that provide a picture of the outcomes desired with goal setting and feedback and an appropriate structure or framework.

### **Recognition for Performance Creates Motivation**

In *The Human Capital Edge*, authors Bruce Pfau and Ira Kay say that people want recognition for their individual performance with pay tied to their performance.

Employees want people who don't perform fired; in fact, failure to discipline and fire non-performers is one of the most demotivating actions an organization can take – or fail to take. It ranks on the top of the list next to paying poor performers the same wage as non-performers in deflating motivation.

Additionally, the authors found that a disconnect continues to exist between what employers think people want at work and what people say they want for motivation. “Employers far underrate the importance to employees of such things as flexible work schedules or opportunities for advancement in their decision to join or leave a company.

“That means that many companies are working very hard (and using scarce resources) on the wrong tools,” say Pfau and Kay. People want employers to pay them above market rates. They seek flexible work schedules. They want stock options, a chance to learn, and the increased sharing of the rationale behind management decisions and direction.

### **What You Can Do for Motivation and Positive Morale**

You have much information about what people want from work. Key to creating a work environment that fosters motivation are the wants and needs of the individual employees. The most significant recommendation for your takeaway is that you need to start asking your employees what they want from work and whether they are getting it.

With this information in hand, you'll be surprised at how many simple and inexpensive opportunities you have to create a motivational, desirable work environment. Pay attention to what is important to the people you employ for high motivation and positive morale. When you foster these for people, you'll achieve awesome business success.

Susan M. Heathfield, [www.thebalance.com](http://www.thebalance.com) (on June 19, 2017)