

HUMAN RESOURCE MANAGEMENT

MODULE 2: Lecture 7

Factors Affecting People at Work

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Learning Outcomes

- What motivates people at work
- People engagement and commitment
- How the work environment impacts people at work
- How to enhance productivity and commitment at work



What motivates people at work



Motivating people

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What can you motivate people at work?



Come up with a minimum of **20** different ways of how you can motivate people at work

Motivation – a definition

- A motive is a reason for doing something
- Motivation is concerned with what make people behave in certain ways
- Motivating people is about getting them to move in the direction you want them to achieve a result



Two types of motivation

INTRINSIC

EXTRINSIC

THE WORK ITSELF – THEY FEEL IT IS
IMPORTANT, INTERESTING AND
CHALLENGING – PROVIDES OPPORTUNITIES
TO DEVELOP, ACHIEVE AND ADVANCE

EXTERNAL FACTORS SUCH AS PAY, PRAISE,
PROMOTION

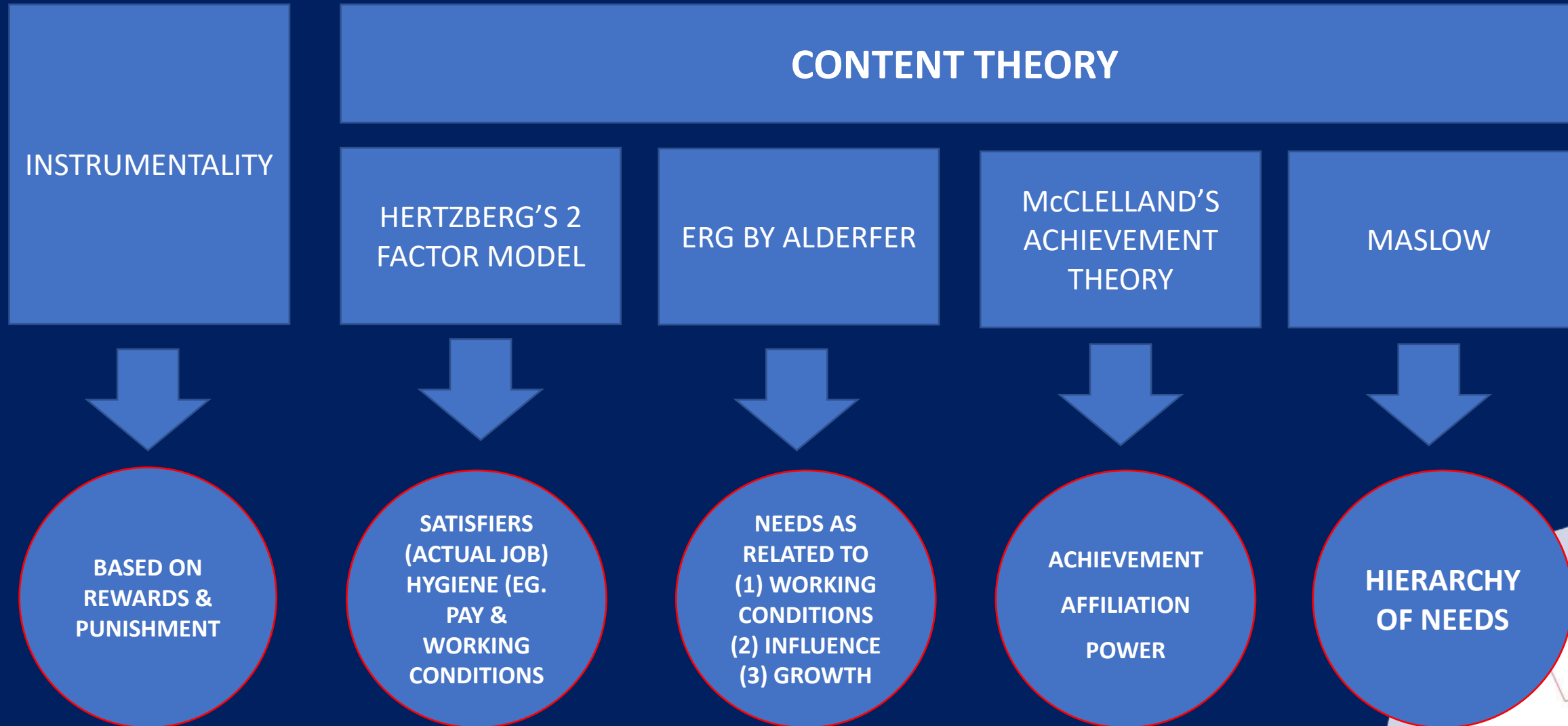
AUTONOMY

MASTERY

PURPOSE

IMMEDIATE &
POWERFUL
EFFECT BUT
NOT LONG-
TERM

Various theories on motivation



Other theories on motivation

PROCESS CONTENT THEORY

REINFORCEMENT
THEORY

EXPECTANCY

GOAL

EQUITY

SOCIAL LEARNING

SELF DETERMINATION

FLOW

AMO

Maslow hierarchy of needs





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Approaches to motivation

Valuing people

(Success, trust,
empowerment,
respect)

Rewarding people

(Financially, though
not on its own)

Non-financial rewards

(Recognition,
Achievement,
Autonomy,
Responsibility)

People engagement and commitment



Question

Do you see any differences in the behaviour of shop assistants when you buy from their outlets?

Interested

Willing to
help

Seem
annoyed

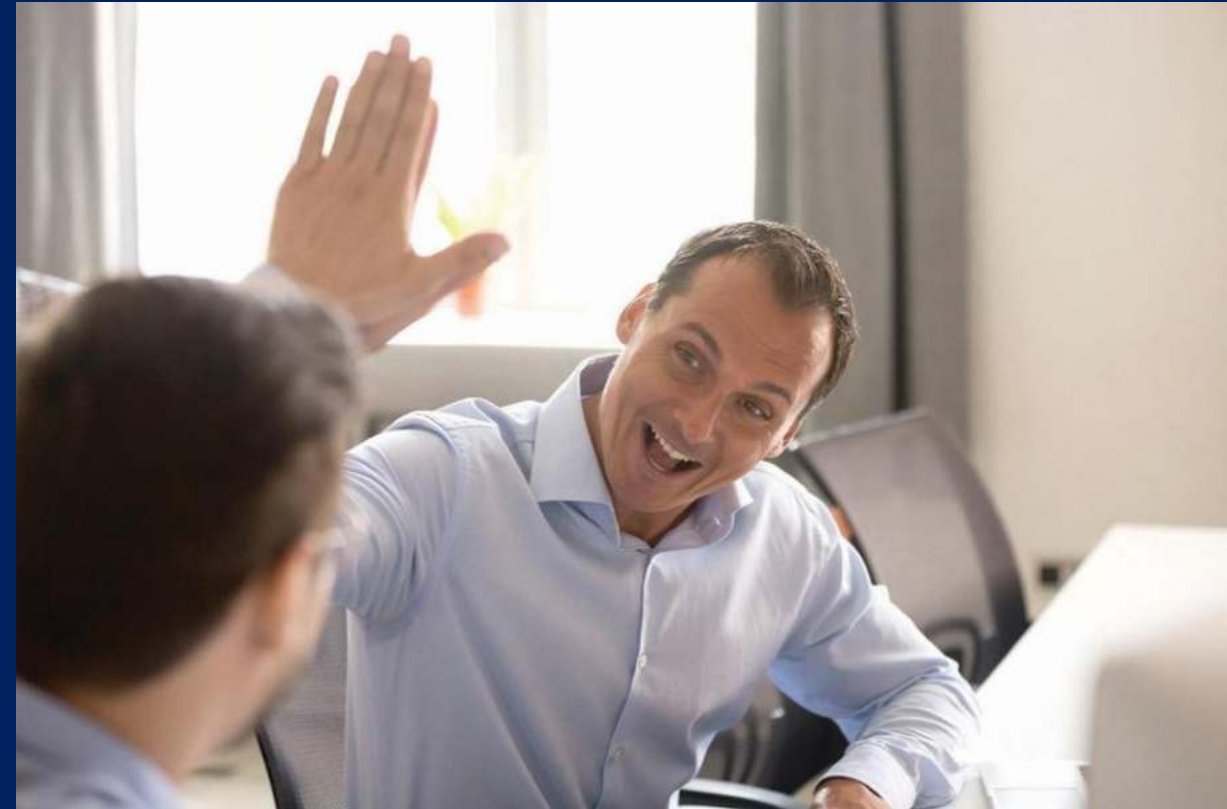
Bored

Enthusiastic

Ignore you



They may be just sticking
to what is necessary as a
minimum to do their
job.....but they are not
engaged



Why?

According to studies, less than **20%** are engaged at work!

What is engagement?

- Going beyond what is expected.....
- ***“Discretionary”*** effort

An individual’s purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort, and persistence directed towards organisational goals — *Macey et al (2009:7)*



Components of engagement



Drivers of engagement



Outcomes of engagement

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**Lower
absenteeism**

**Increased
employee
effort and
productivity**

**Improved
quality &
reduced
error rates**

**Increased
sales**

**Higher
profitability,
earnings**

**Higher
customer
satisfaction
and loyalty**

**Faster
business
growth**

**Higher
likelihood of
business
success**



Engagement strategy

1. Fair treatment of employees and support for wellbeing
2. Empowering employee to shape their jobs
3. Effective channels for employee voice
4. Good people management skills
5. Performance management systems that motivate and provide opportunities for development
6. Communications to reinforce purpose and vision to keep employees informed



Role of line managers in engagement

- Make employees aware about their strengths
- Provide continuous feedback
- Let them get on with the job (clear the path)
- Build, trust by showing commitment to employees' success
- Challenge people within their areas of strength
- Focus on skills and knowledge to build talent
- Give employees ownership and creation of their outcomes



Other factors in driving engagement

- Job design
- Learning and development programmes
- Performance management
- Reward
- High-involvement practices – give employees ownership



EFFECTIVE LEADERSHIP

Develop culture that encourages positive attitudes to work

Promotes excitement and interest in work

Reduce stress

Promotes social interaction and collaboration

Focus on employee wellbeing

Respect throughout

Commitment

COMMITMENT

LOYALTY

STRONG DESIRE TO
REMAIN A MEMBER OF
THE ORGANISATION

A STRONG BELIEF IN AND
ACCEPTANCE OF VALUES
AND GOALS OF THE
ORGANISATION

READINESS TO MAKE
CONSIDERABLE EFFORT

Employee engagement management competency framework

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Competency	Description
Autonomy & empowerment	Trusts and involves employees
Development	Helps to develop employees' careers
Feedback, praise and recognition	Gives positive feedback & praise & rewards good work
Individual interest	Shows concern for employees
Availability	There when needed
Personal manner	Positive approach, leads by example
Ethics	Treats employees fairly
Reviewing and guiding	Helps and advises employees
Clarifying expectations	Sets clear goals and defines what is expected
Managing time and resources	Ensures resources are available to meet workload
Following processes & procedures	Understands and explains processes and procedures



Factors affecting commitment

Training

Satisfaction with
career
opportunities

Satisfied with
performance
appraisal system

People
management
skills

Challenging work

Work-life balance

Communication
and company
performance

EXERCISE in GROUPS

You have been appointed General Manager within a manufacturing company producing sports shoes for export. The company, employing 250 employees on four different lines of production, has been in operation for 10 years and has been quite successful and profitable, though it can do better.

However it has a high product rejection rate and delivery dates to clients are quite often missed for one reason or other. According to a recent employee engagement survey, the overall score of employees was 63%. The employee turnover rate is 33%. The average rate of the employees' monthly salary is INR 14,000 (approx €160). The employee relations are calm on the whole but everybody tends to keep to his group of colleagues and there is not much cooperation or willingness to help each other.

What would you do to enhance the level of motivation and engagement within the company?



How to measure employee engagement

Video

https://www.youtube.com/watch?v=qQf_Qu8hkdw&t=15s



Articles

How to Boost Employee Engagement and Motivation

<https://www.ccl.org/articles/leading-effectively-articles/3-ways-to-boost-employee-motivation/>

Proof That Positive Work Cultures Are More Productive

<https://hbr.org/2015/12/proof-that-positive-work-cultures-are-more-productive>

How to Improve Employee Motivation, Commitment, Productivity, Well-Being and Safety

file:///G:/My%20Drive/%23%2021%20Advisory/Diploma%20in%20HR%20Management%20-%20Apr%202022/ACT_CTIMproveEmployeeMotivation-with-cover-page-v2.pdf

Employee Engagement & Motivation

<https://www.cipd.co.uk/knowledge/fundamentals/relations/engagement/factsheet#gref>





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