

What is the most effective way to motivate staff?

Programme: Certificate of Higher Education Skills for the Workplace

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Introduction:

This academic report will discuss the challenges of motivating staff in any workplace as well as identifying the most effective way to motivate staff. This academic piece is one of the tasks from the academic and employability skills module. Throughout this report, 4 different ways of which staff can be motivated will be identified and discussed. Karthick (2009) states that the concept of job motivations is considered to be connected with the concept of dynamism manifested in employee's gradual motion towards satisfying their needs. Pearce (2013) states that motivation is what makes people act or behave in specific ways in order to achieve specific goals.

Four different ways staff can be motivated:

Communication

The first challenge of motivating staff that has been identified is lack of communication or bad communication with staff members. Murray (2021) states that in order to be persuasive in a workplace, managers have to learn to communicate with skill. It is also mentioned that nowadays, managers need to learn to communicate with more empathy and to improve as well as develop their listening skills. Some examples of lacking communication or not providing enough are being secretive and sharing as little information as possible, managers being bad at giving feedback or are never prepared for presentations and preferring to speak.

The author states that when a manager speaks to his staff in a way that shows them that their concerns and issues have been understood, when clarity and connection to a cause is provided and managers are able to encourage people to have a conversation, only then managers are able to communicate with power (Kevin M, 2021). Cheng (2022) states that encouraging good communication habits in a work environment can be one of the most crucial things a manager can do. Therefore, good communication can boost teamwork, increase motivation and lead to better project collaboration.

Zero-hour contracts

Filimonau and Corradini (2020) mention that motivating staff who can either be permanent or hourly paid represents an important managerial challenge especially in the UK where controversial zero hours contracts prevail within the catering and event industry. This

challenge is something important to improve on because in the events industry staff performance is correlated with job motivation (Luthans, 2011). The reason zero-hour contracts are a challenge of motivating staff in a workplace is because staff have no guaranteed working hours and no obligation to offer or accept work. Whilst some employees completely disagree with zero-hour contracts, some believe that not the contracts are the main issue. BBC News (2013) has found that the major issues with ZHCs is not the contract itself, but its poor administration as managers do not follow a good practice example.

The study has found that interpersonal relationships, remuneration rates and perceived fairness of managerial treatment drive staff motivation in the industry of catering. Some other ways of motivating staff include attractiveness of venues, work environment, internal satisfaction from pleasing customers and having a good relationship with colleagues and social interaction (Filimonau V. and Corradini S, 2020).

Staff engagement

Kmietowics (2009) has mentioned in one of her articles that the NHS could learn from John Lewis about motivating staff. The Nuffield Trust mentions that adopting principles from employee-owned organisations may help organisations engage staff and deliver better services. It has also been found that a way to motivate staff is to allow them to participate in making decisions on how the workplace is run. As a result, this can deliver a range of benefits such as better productivity and performance, less staff turnover and sickness absence, greater innovation and higher levels of motivation and commitment among staff. It has also been mentioned that whilst increasing staff engagement, being transparent with staff members is also an important way to increase motivation within a workplace. Getting staff members involved in decision regarding their work or work environment will make them feel special and valued and as a result of this staff will be more motivated to work and achieve set objectives or targets.

10 ways to motivate staff

Pearce (2013) has created a leadership resource for managers including 10 steps to staff motivation. Throughout this article, the 10 ways to motivate staff are to know the team, to match the people to the skills, to work to clearly defined goals, review progress regularly,

manage failure effectively, consider basic rewards, consider higher level rewards, involve staff, reduce demotivation and refine management skills. The author states that if managers put these ways of motivating staff into action, staff motivation will increase, and productivity will improve. The 10 ways of motivating staff that have been mentioned, are all very essential in order to manage employees effectively and create a good working environment.

Conclusion:

This report has discussed different challenges of motivating staff and identified a variety of ways to motivate staff in a work environment. As a result, the most suitable way to motivate staff is to improve communication and staff engagement. As previously mentioned by Pearce (2013) and Kmietowics (2009) staff engagement can deliver a range of benefits such as better productivity and performance, less staff turnover and sickness absence, greater innovation and higher levels of motivation and commitment among staff. Murray (2021) identified that improved communication with staff members and managerial staff can improve productivity and increase motivation. As a result, in order for staff members to be motivated within a work environment, a manager must set goals and recognise success, communicate clearly, increase staff engagement, offer rewards and be a respectful and honest manager.

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