

17. Create a Motivating Working Environment

1 WHAT IS MOTIVATION?

In a work context, motivation is an internal or external drive to put in the necessary effort and action towards a work-related activity.

2 WHY IS MOTIVATION IMPORTANT?

The reason that most people have a job is to receive a salary. However, research shows that financial rewards, such as pay and bonuses, usually motivate employees for a temporary period of time, before their levels of motivation and engagement return to where they were before. So, it is worth considering other ways to create an environment where employees feel willing and able to perform at their best.

The following are some of the benefits of having highly motivated employees;

- increased employee satisfaction
- increased employee loyalty
- reduced employee turnover
- increased employee retention
- reduced absenteeism
- increased productivity.

3 IMPROVING MOTIVATION

Here are some actions that you can take to promote an environment where people feel motivated at work:

- Have clear, well defined roles and job descriptions so that employees can differentiate and understand the boundaries between roles. This helps to promote a sense of security within the workplace.
- Encourage a two-way communication and feedback mechanism. This will help to enable a culture of openness and transparency.
- Eliminate obstacles that might prevent employees from getting the job done.
- Provide adequate tools/resources to enable employees to do the job. This might include training.
- Where possible, relinquish some control to your employees. This builds trust and loyalty.
- Let employees, within boundaries, work out how best to do something. This promotes self-development and enables continuous learning.
- Be clear on your own vision and purpose. Inform employees of company goals and objectives and how they contribute to this so that they can understand why they are doing their job.

4 STAFF SURVEY

An anonymous staff survey can be used to collect information from your employees to review whether they are satisfied with different areas of the business and to help identify whether any improvements are required to working practices. A staff survey often focuses on areas such as, pay, training, direct management and job security.

Changes may need to be made based on the feedback you receive and this is a great opportunity to gain honest views on your current working environment and opinions on how things could improve. Consider using a third party independent person to collect the questionnaires and analyse the information. Remind employees that responses given will remain confidential.

Let employees know the process and what will happen once the information has been collated and reviewed. For example, will you send a report to employees explaining the information the employer has considered and which changes will be made as a result of the survey?

Emphasise that participation in the survey and honest feedback is highly valued and will contribute to improving the business as you move forwards.

5 NEXT STEPS

- Consider using a staff survey to assess the current feeling towards working life within your business.
- Get to know your employees. Have regular informal catch-ups to listen to, to give and receive regular feedback and to thank employees.
- Inform employees of your vision and mission and ensure they understand why they are doing what they are doing.

6 FACTSHEETS & TEMPLATES TO HELP

- Employee Benefits Package
- How to Identify Training Needs
- How to Create an Action Plan
- Producing a Staff Handbook
- Staff Survey

7 FOR MORE ADVICE AND INFORMATION

ACAS - (Advisory, Conciliation and Arbitration Service) free and impartial information and advice to employers and employees on all aspects of workplace relations and employment law. www.acas.org.uk

Achieve in Bath & North East Somerset - free recruitment support, advice and help. Matching job seekers, employers and course providers to help employers recruit, train and retain employees. www.achieveinbathnes.co.uk

Future Bright - free help & support for businesses and employees to realise their full potential. Provide access to training and development, workshops and networking. HR support to promote career progression and best practice to attract and retain staff. www.futurebright.org.uk

Bibliography - this fact sheet was produced by Rathbone HR Solutions in association with Cool Ventures Ltd in December 2018 with content sourced from; HR Inform (www.hr-inform.co.uk), ACAS (www.acas.org.uk), CIPD (www.cipd.co.uk), the pensions regulator (www.thepensionsregulator.gov.uk/en/employers), HMRC (www.gov.uk/government/organisations/hm-revenue-customs), the Information Commissioner's Officer website (www.ico.org.uk)



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