

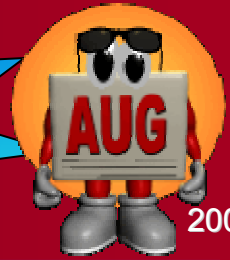


TriOpus Group

Shaping your company's talent

This month:

**MOTIVATING
EMPLOYEES**



2006

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Money is known to be the major motivator in many business decisions, but is it the key aspect of career choices? If you believe that your employees are paid well by industry standards, so therefore you can expect their loyalty, you may want to give it another thought. This month we urge you to be proactive in determining whether your key players are happy, not just fairly compensated. How are you acknowledging their contributions? Do they feel challenged enough? Are there enough growth opportunities for them? Are they satisfied with the work environment? There are many other motivators, in addition to monetary compensation, that employees consider when weighing their career options. Where does your company rank in employee satisfaction?



MOTIVATION

IF A PRETTY POSTER AND A CUTE SAYING ARE ALL IT TAKES TO MOTIVATE YOU, YOU PROBABLY HAVE A VERY EASY JOB. THE KIND ROBOTS WILL BE DOING SOON.

www.despair.com

I'M TIRED
OF HEARING
ABOUT
MONEY,
MONEY,
MONEY,
MONEY,
MONEY.
I JUST
WANT TO
PLAY THE
GAME,
DRINK
PEPSI,
WEAR
REEBOK.

-SHAQUILLE
O'NEAL

"...THE DEEPEST URGE IN HUMAN BEHAVIOR IS THE NEED FOR RECOGNITION..."

- WILLIAM JAMES



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Have you noticed lately how much talk there is about happiness in the workplace? In a way, it's not really new. In fact sociologists and psychologists have been discussing this for what seems like forever. What is so different about the latest spate of commentators and writers is that they are not the traditional spokespeople; the latest experts are economists. That's right, economists.

What is so refreshing about what these economists are saying is that they believe there is a direct correlation between the happiness of the employees, the quality of the work they do, and the results they achieve. Yes, it's been said many times before but the fact that economists are heralding the news has got boardrooms sitting up and paying attention.

Which brings me to my question of the day: does money and salary contribute to this happiness that the economists are all talking about or, in other words, is money a motivator?

To try and get at the answer to this question, I'm reminded of the work of the late Doctor Frederick Herzberg who was Head of the Psychology Department at Case Western Reserve University in Cleveland. In 1959, Herzberg introduced his Hygiene-Motivation Factors. Simply put, Fred believed that certain things in the workplace could be the source of dissatisfaction if not fully provided for in the workplace. These he called Hygiene Factors and included fringe benefits, relationships with co-workers, the physical work environment, and, yes, the pay itself. What Herzberg was trying to tell us was that these factors must be satisfied for employees before they can be motivated. The Motivation Factors that Herzberg then referred to include: achievement in the workplace, recognition of that achievement, responsibility, interesting work, and opportunity for advancement.

So is money a motivator or not? I'm thinking many of you are saying 'you bet it is' while others tend to agree with Herzberg who, I repeat, said that a shortfall of pay will dissatisfy employees but more than enough money will not motivate them. I remember years ago when I worked for a major bank. Every year, we would receive cost of living increases that often amounted to between ten and fifteen per cent annually. I can honestly tell you that I never saw those pay raises motivate a single employee to be more committed to the organization, happier in their work, nor more motivated to do a better job.

When I listen to these economists talking about the impact happy employees have on the quality of employees' work, they are talking pure Herzberg. They are talking about the way employees are treated by employers, the opportunities they are given, the safe environment that allows employees to take chances and make mistakes, and they are talking about the challenges of the work itself. Although important, the economists are not just talking about compensation and benefits.

So the argument as to whether money is a motivator or not will continue as it has for decades. But in this the first decade of the twenty-first century, modern day economists, through emphasis on the importance of happiness at work, are acknowledging the contribution of Doctor Frederick Herzberg, one of the twentieth century's outstanding educators.

