

MANAGEMENT TIP: "SHOW ME THE MONEY...BUT DON'T OVERLOOK MY PRICELESS MOTIVATION NEEDS"

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Henry Ford once said "All I want is a good pair of hands. Unfortunately, I must take them with a person attached"! Our workplaces are complicated by the 'human factor'.

Given the time of year, many managers will be pouring over salary spreadsheets checking relativities and agonising over the best way to invest their FY 07 remuneration budget. An equitable and merit-based distribution of the remuneration pie is an essential management role...but not nearly as important as attending to more fundamental human needs.

Money plays a role in motivating people. However, it is more likely to de-motivate when perceived as inadequate rather than retain people or motivate them to higher performance.

Research would indicate that a motivated workforce results in a more profitable organisation and that most workers are more receptive to non-financial rewards. In fact, money is consistently ranked down the list of preferred rewards. If money is the prime motivator, there is little an organisation can do to stop an individual from leaving for more money.

Managers should take this opportunity to review how effective they have been over the year in meeting the really important motivation needs.

The Big 4 are the ones that cost very little, are often overlooked and which research suggest retains top people and creates a high performance culture:

1. Pathways for growth i.e. the opportunity for personal development.

2. A shared Sense of Purpose i.e. people look for consistency between their beliefs and objectives and the organisation's values and goals.

3. Meaningful Work i.e. where a personal sense of meaning exists and work is perceived as making a difference

4. Recognition for work well done i.e. giving positive feedback whenever it is deserved.

Good self esteem is one of our greatest needs and the Big 4 Motivators all contribute to this sense of self worth.

Meaning is a big issue in motivation and the effective manager is skilled at linking work to things that matter to the individual.