

MOTIVATING EMPLOYEES

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Management is the result of the use of human talents to combine basic resources (people, money, machines, time, space, materials) to achieve both the firm's and the individual's objective.

There are many definitions of management. A few are:

- The attempt to achieve a goal through the guided efforts of others.
- The establishment and the achievement of objectives.
- Management is the work of executive leadership.
- Management is the determining of objectives and achieving these objectives with a group of people.
- Management is a process consisting of definite functions. Those who perform this process are managers, members of management, or executive leaders.
- Management is grouping work and people, defining working relationships, and balancing the work structure so as to achieve desired results.

From the preceding and many other accepted definitions of management, it is apparent that all have some common premises:

1. They deal with management as it applies to a group, and not to an individual.
2. There is an objective, either specifically stated or implied. Management deals with a specific achievement.
3. A manager must relinquish his desire to "do" things himself and get things accomplished through group efforts.

If management is the attainment of objectives through the efforts of other people, then it is important that the manager decide first of all what he wants the people to do. Then he must allocate the work to those

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most capable and make sure that all tasks are complete as planned. The five fundamental functions of management I use are planning, organizing, directing, coordinating and controlling.

A brief summary statement of each function follows:

Planning is the selection of objectives and the determination of action to be followed to reach these objectives.

Organizing is the grouping of activities and the structural arrangement of persons, facilities, and equipment and the allocation of authority and responsibility.

Directing is getting the members of the group to carry out their tasks enthusiastically.

Coordination is obtaining and maintaining a balance among the essential activities and individuals involved to harmoniously and effectively reach the objective.

Controlling is seeing that activities conform to the plan.

What are you trying to do? Did you ever ask yourself that question? If your business has a well-defined objective or objectives, you probably asked yourself that question as one of the steps you used in setting those objectives. You have used the same question when setting objectives for yourself, too. Personal objectives are rarely stated in written form, but objectives for a business should be.

Webster defines objectives as "an aim or goal."

According to George Terry, "A managerial objective is the intended goal which prescribes definite scope and suggests direction to the efforts of a manager." In this definition, four concepts stand out. They are:

1. Goal
2. Scope
3. Definiteness
4. Direction

We see from these definitions that objectives are the target for which we are aiming.

Many times, the words "goal" and "objective" are used interchangeably. In my Management Development Clinics and Director Clinics a goal is defined as a short-run aim and an objective is a long-run aim. I think of a manager as a leader. Leadership is the ability to inspire and stimulate others to give their best effort and cooperation toward attainment of a goal.

A leader has two important characteristics: First, he is going somewhere. Second, he is able to persuade other people to go with him.

Someone recently said that we are living in such dynamic times that the trouble with being a leader today is that you can't be sure whether people are following you or chasing you.

Theodore Roosevelt said, "The best executive is the one who has sense enough to pick good men to do what he wants done and self-restraint enough to keep from meddling with them."

The manager must have an understanding of the problems which his employees face as they work each day. However, the manager need not know more about each operation than any man under him, but he should have an understanding of the fundamentals behind every operation in his business. As a rule, employees are quick to sense if a boss knows what he is talking about and whether he is capable of recognizing inefficiency.

The leader must have the ability to develop the skills and abilities of his people and to stimulate the cooperative effort of all involved in the work. The true leader has the ability to get others to work willingly toward the attainment of a goal. He has mastered the art of dealing with

people and recognizes the factors which move them to put forth their best effort. He influences them by gaining their interest and respect so that he can guide them to their achievement. The leader's efforts are directed toward influencing people to do certain things, not to make them obey his commands. He is not a driver. His method is to show the way by his own example. The leader has learned to listen and to hear.

How do I get my employees to do what I want them to do? This is a question I am asked often. Sometimes it may be changed to how can I motivate my employees but whichever way it is asked, the answer is simple--ask him!

Webster defines motive as that within the individual, rather than without, which incites him to action; any idea, need, emotion or organic state that prompts to action. Motivation is defined as to impel-incite.

Motives are the fuse that lights the desire for action in people. The leader must first tell his people what it is that he desires them to do; that is to say, they must first know the firm's objective, next the goal the leader desires the people to reach.

Motivation then is the stimulating of a person to take the desired action necessary to attain the desired goal.

But people are different one from another. The man theories do not tell us exactly which stimulant will be best for a certain person under a specific given circumstance. What stimulates one person may turn off another.

The environment in which the person finds himself is most important. A work environment in which the person is comfortable, happy and enthused, is a good start.

The firm's needs can be met only by people. In order for the firm's needs to be met, people in some way have to have their needs satisfied at an acceptable level. What are man's needs in relationship to his work?

A person is first of all a biological organism. As such he has a number of biological and physical needs to be fulfilled. Not all of these need to be met through his work. However, his work is often related. A person's physical needs can be summed up as follows:

- a. hunger
- b. thirst
- c. sensitivity to temperature
- d. fatigue or sleep
- e. sex
- f. pain avoidance
- g. need for air
- h. elimination

These biological or physical needs are often suggested as a person's survival needs. However, we know that the culture in which one is trying to survive determines to a large extent how, when, and where the needs will be met. Meeting one's basic needs in an American business organization may be quite different than in a middle eastern nomad tribe.

A person is also a social animal. As such he has certain basic social needs. One of these is the need for belonging. Inherent within this need for belonging is the idea that a person needs friendship, group identification, and likes to help others as well as being helped. He likes team work if it is truly a team effort.

A second social need is the need for recognition. People like recognition from their supervisors, from their peers, as well as from their subordinates. They wish to be held in high esteem with those with whom they work. They like to be treated fairly in their relationship and want to be praised for a job well done. They also like to know where they stand

in relationship to others in the organizational structure. They want to know whether they are doing well or whether they are doing poorly. Nothing is more frustrating than not to know where one is relative to others in the organization.

Thirdly, it appears inherent in man that he needs new experiences. The need for new experiences would of course vary with the individual depending principally on his past experiences. Man needs to be challenged and routine work often becomes disturbingly unchallenging.

A fourth social need is termed security. Security is often only a state of mind. Nevertheless, if a person feels insecure relative to the performance of his job or the relationships with his peers, he will not likely be as productive. Rumors are often the insecurity builders in organizations.

A third area of needs are identified as psychic or individual needs. First of all, people need to be recognized as individuals. They don't mind working on a team but they want to be recognized as individual members of the team. As a sidelight to this notion, remember that no new idea was ever generated outside of an individual mind. Teams develop ideas that individuals initiate but the original idea occurred in the mind of one person. A second psychic need is the need for the individual to acquire knowledge. That is a person wishes to know about his environment, about the people with whom he works or has contact. People want to know the reason for what it is they are supposed to do.

Finally, the personal need of achievement and accomplishment should be noted. The pride that comes from a team effort usually is viewed by the individual in terms of his contribution to the effort. Achievement is a basic value in the American society. As such, most of us have been

socialized to want to achieve. Achievement is often measured in monetary terms. However, money (wages) is important relative to what other people are making. Although the wages one receives might adequately meet his current needs, if someone with equal experience and training is making more money, dissatisfaction automatically occurs. This is perhaps because money becomes related to one's desire for fair and equal treatment. Studies reported in Sayles and Strauss concerning people who want to leave their job, only fifty percent want to leave for money reasons.^{1/}

Persuasion. Three aspects of motivation are:

- A. Suggestion
- B. Sentiments
- C. Logical Appeals

Suggestion. Suppose you tell your employees, "Don't throw your trash behind the work benches." They may never have thought of the benches as a good place to get rid of trash, but now they know.

Instead, you should have said, "Put the trash in the containers provided." This lets the employee find the other place on his own. He is more liable to follow your suggestion. Positive commands are better than negative ones.

Other suggestion techniques are:

- a. age - more likely to believe an older person than a younger one.
- b. rank - high ranking man is more likely to get away with it.
- c. stature - have a desk, act important.
- d. number - if you can get the majority of the members, the others will probably follow.
- e. printed word - "It's down here in black and white."

These are techniques and should not be taken as recommendations. They can be used to obtain good results but they may also do the reverse.

^{1/}L. R. Sayles and George Strauss, Human Behavior in Organizations, Prentice-Hall, 1966, page 19.

Suggestion should be used as an aid because it is temporary and unstable. It can be used to strengthen logical appeals, but used alone it is a danger.

Sentiments. Sentiments are defined as structures or organizations of emotions around ideas, people or objects which tend to predispose us in favor or against the idea, person or object.

An example of this is a person in a new job. He is usually willing to move around. As he becomes more settled in his job, he is less likely to want or desire to move. The consequences of moving (affecting relatives, housing, schooling, and everything else he is involved in) offer resistance to change.

Sentiments are great for stability but are bad for change. They are rigid and are the chief obstacle to change.

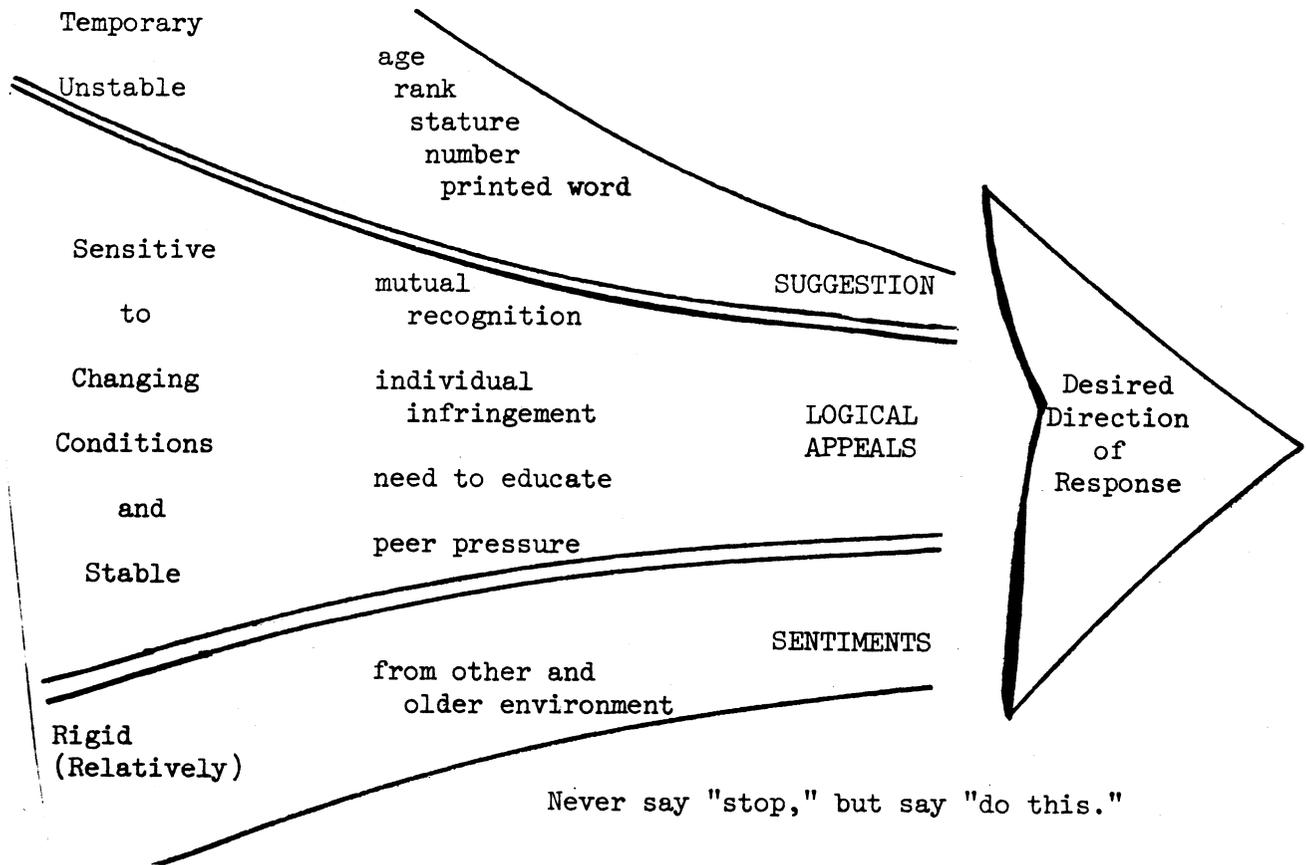
Logical Appeals. Logical appeals are sensitive to changing conditions.

- a. Mutual recognition
 1. Both parties realize what the group or individual is supposed to do.
 2. Most people do what they are told.
 3. Tell your subordinates what is expected and why.

- b. Individual infringement
 1. Some individuals will not go along with the group.
 2. Don't punish the group.
 3. Take the individual aside to find out the reason for his unfavorable performance.

- c. Need to educate
 1. Taking the person aside from the group doesn't hurt group performance.
 2. Ask "Why?"
 3. Educating the person and finding out the facts can put the person back into the group.

All three of these main factors must be taken into effect in order to move the group in the desired direction, as the following diagram by Hughs shows.



Some additional motivating factors are:

- a. recognition and appreciation
- b. achievement
- c. salary
- d. advancement
- e. responsibility
- f. work itself
- g. interpersonal relationships
- h. technical supervision

The manager should not always look for increased productivity as a measure of performance. For example, studies have shown that job enlargement does not increase productivity substantially but it does substantially improve absenteeism and employee turnover. The manager should be aware of other motivational results besides productivity.

The techniques for motivating people are about as numerous as the number of individuals. The factors which were covered are far from being inclusive. The manager needs to know his people to motivate them.

The Nature of Morale. Webster defines morale as "the mental and emotional attitudes of an individual to the functions and tasks expected of him by his group and loyalty to it."

Some factors which influence morale are:

1. Work situation
 - a. lighting
 - b. safety programs
 - c. working hours
 - d. tools and equipment
 - e. attractiveness of the building
 - f. smoking privileges
 - g. music on the job
 - h. type of work
2. Health situation
 - a. sanitary facilities
 - b. individual's health
 - c. rest periods
 - d. type of lunch room
3. Top management's attitude toward employees
 - a. the boss
 - b. local business status
 - c. what happens to employee suggestions
 - d. distribution of duties
 - e. square deal on grievances
 - f. training
 - g. employee credit union
4. Rewards
 - a. wages
 - b. wage setting plan
5. Personal situation
 - a. personality differences between people
 - b. previous experiences of the individual
 - c. employee's outside contacts
 - d. personal counseling
 - e. job security
 - f. housing facilities

For our purpose of increasing our understanding of morale from a leadership point of view, we should notice that this definition implies that both personal and group aspects are involved in the state of mind called morale.

Some General Characteristics of Morale

1. It can be something peculiar to an individual, or small groups, or over all groups (organization-wide)
2. It can change overnight.
3. It doesn't depend on technical knowledge or skill.
4. It is described in terms of feelings and attitudes.

In a work situation many of these factors (and others that could be listed) are controlled or influenced by the manager. The manager is in a position to raise or lower the morale of his employees.

What specifically do employees want? Job satisfaction surveys have shown that employees with high morale expressed satisfaction with regard to the following specific items:

- a. a supervisor that listens
- b. the prospects of a satisfactory future
- c. a supervisor that knows the employee's qualifications and progress
- d. the recognition of and credit for employees constructive suggestions
- e. friendly and helpful criticism and evaluation of work
- f. pay increases when deserved
- g. recognition and praise for satisfactory work
- h. selection of best-qualified employee for promotion when vacancies arise
- i. fair amount of work assigned employee
- j. pay at least as high as the going rate for the same type of work elsewhere
- k. freedom to seek help when difficult problems arise in work
- l. freedom from unjust reprimand
- m. satisfactory daily working hours
- n. a vacation policy comparable to those in other firms

The items that fill psychological needs are in general higher than those that fill purely material needs.

Key Group Morale Factors. From the standpoint of the group, five factors of morale seem to stand out; namely: 1. mutual treatment, 2. involvement, 3. goal attainment, 4. be oneself, and 5. good leadership.

Mutual Treatment. When everyone in similar positions are treated alike, morale tends to be high. Soldiers in battle will tolerate unbelievable hardship and yet maintain high morale as long as they believe they are being treated fairly.

This does not mean that all employees are alike and should be treated alike. It does mean, however, that when dealing with a group of employees, the leader can maintain morale by being fair. He should explain the necessity for taking certain action, changing policies, insisting on new standards. The level of morale is maintained if the group can see that the change affects them equally and is fair.

Involvement. "Come on, join in the fun!" There is something about joining in that is satisfying to the individual. If one thinks of the times when his own morale has been highest, it was probably during some very stimulating group activity or involvement.

In group participation, one can:

- a. find security--"all for one, one for all"
- b. exert influence--"I'm doing my share"
- c. belong--"This is our project"
- d. achieve recognition--"I helped"
- e. find opportunity--"I'm doing something constructive"

The wise leader encourages involvement because it builds morale throughout the group for which he is responsible. He achieves high personal morale by helping the group build morale.

Goal Attainment. Morale remains high when joint effort achieves definite progress. Low morale is expressed in the statement, "We're not getting anywhere."

A sense of achievement is something we all desire. Raises, promotions, and diplomas many times mean more to us as symbols of progress than their inherent value would indicate.

The leader who wants to build morale keeps his people informed of individual and group progress, rewards outstanding effort, gives credit for help toward sometimes unseen goals, and generally conveys the idea that "we're getting somewhere toward attaining our goal."

Be Oneself. Although each person has many reasons why he wants to be a participating member of a group, he also at times wants to "be oneself" - to be different - to be a nonconformist. People working together under conditions of high morale have this opportunity and freedom.

In free situations men get to know each other and to understand their differences. Lack of this understanding makes for critical and intolerant attitudes. Petty bickering over minor differences shows intolerance. This in turn may cause restrictions which affect the freedom to know others--to become tolerant. It is a vicious circle which the knowing leader will take steps to avoid.

Type of Leader. Of all the key factors which influence morale, by far the most important is the type of leader. Cases can be cited where morale has been unusually low in situations where every desirable morale factor was apparently present except one--good leadership. Cases can also be cited where morale has been unbelievably high despite a situation where almost every desirable morale factor was absent except one--good leadership.

Continual Testing of Morale Necessary. We have seen that morale has many aspects. It is such an important operating factor that the leader should be continually testing the level of morale within his group and then use his influence to raise it where it has dropped or to maintain it where it is high. This means that the leader must be able to find out what the true level of morale is within his group at any time. What test

can be used to determine the level of morale?

Conventional tests of morale are not always accurate. For example, laughing and joking among employees is often considered by some as a sure sign of high morale. Usually, of course, it is a good sign--but not always. Occasionally, laughing and joking indicate that the members of the group have given up trying to accomplish their real objective and are just "horsing around" as a diversion to cover up their loss of interest.

There is a simple test of the level of morale which is not subject to such errors and which every leader should have in his "kit of tools." It can be stated like this:

<u>Low Morale</u>	<u>High Morale</u>
Apathy - loss of goal interest	Determination - to attain goals
Resignation - obstables regarded as insurmountable	Resistance - to succumbing frustration

Thus when the leader finds his group is apathetic or resigned, when they have become disinterested in moving ahead, or when they have "given up," he knows that despite other signs which may seem favorable, he is facing a serious problem of low morale. Conversely, though some signs from his group may seem unfavorable, if he can see determination to succeed and efforts to resist frustration, his group is not suffering from low morale.

The manager must realize that many factors influence employee motivation and morale. He must be constantly aware of new methods or ways to increase morale and use motivational techniques. The manager should not try everything that he hears, but he should know his group well enough to predict if something might work.