Improving job satisfaction and motivation

Table of Contents

Factors that influence motivation

Leadership → Type of work → Workplace relationships → Recognition and reward

1. Leadership

The leadership of an organisation can have a direct impact on motivation. Are they inspiring, or are they micro-managing? Are they organised, or constantly firefighting?

How can leadership positively impact motivation?
- Recognise and celebrate a job well done.
- Lead by example. Show employees the behaviours and practices that you would like to see them adopt.
- Treat employees equally and make them all feel valued.
- Communicate with employees and make sure to ask for their input and involve them in conversations.

2. Nature of the job

The type of work that an employee is doing is also likely to have an impact on motivation. Boring, repetitive tasks are likely to negatively impact motivation, whereas work that is challenging or interesting is more likely to engage and motivate employees.

How can you make the type of work more engaging?
- Set challenging tasks that require employees to think outside the box and stretch themselves.
- Set tasks where employees can see that they are having an impact, whether that be on the success of the company itself, or in supporting clients/customers.
- Change up the tasks that you set your employees. Just because an employee is good at something, it doesn't mean they should always be set that same task.

3. Workplace relationships

The relationships that we have with our colleagues can have a major impact on job satisfaction. If you don't trust the people you work with, or struggle to work with them, you are less likely to be motivated. This can lead to breakdowns in communication and friction within teams. A team that struggles to work together are less likely to be productive and more likely to make mistakes.

How can you help to improve workplace relationships?
- Provide more team working and collaboration opportunities so that team members have the chance to get to know each other better.
- Make sure each team member knows how they, and their fellow team members, contribute to the team.
- Set up team building opportunities and activities outside of work so colleagues can get to know each other in a less formal setting.
- Provide training to employees on how to cohesively work with people with different personality types, values and communication styles to them.
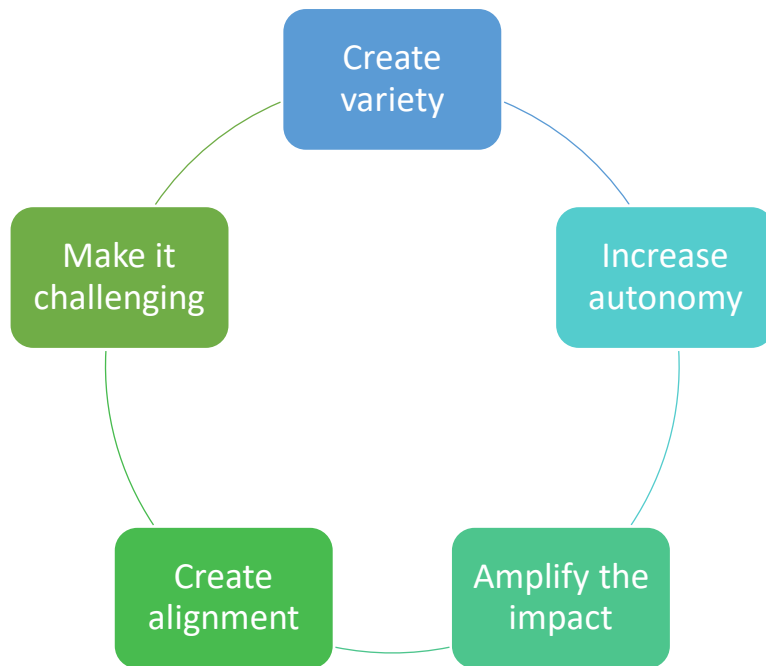
4. Recognition and reward

The way in which employees are recognised for their work and the opportunities that they are provided with has a substantial role in motivation. If employees aren't recognised for the work they do, they might not feel valued by their team or organisation. If they aren't given clear opportunities for progression, they might not see a future for themselves at the organisation and start looking elsewhere.

What can you do to better recognise employees for the work they do?
- Regularly review work and provide feedback to employees, reward those team members who have shown exceptional levels of performance.
- Talk to your employees about their career goals and discuss what you can do to help them achieve this. Help them look for opportunities to advance within the organisation.

How to improve job satisfaction and motivation

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                    Create
                    variety

    Make it                         Increase
  challenging                       autonomy



      Create                      Amplify the
    alignment                       impact
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Create variety

When people are in jobs that provide variety, they are less likely to be bored.

- Don't delegate the same tasks to the same employee every time.
- Set a range of tasks that require employees to use different skills.
- Provide opportunities for training to learn new skills.

Increase autonomy

Giving employees more freedom over how they do their work creates a culture of trust between manager and employee. It removes additional layers of bureaucracy where manager approval is needed before certain steps can be taken, therefore likely reducing the amount of time taken to complete tasks and projects.

- Allow employees to problem solve and make their own decisions where appropriate.
- Rather than focusing on quantity of hours worked, assess the quality of work completed.
- Provide opportunities to lead/ be in positions of responsibility, such as managing a project.
- Involve employees in decision-making processes surrounding changes or plans that may affect them.

Amplify the impact

You are more likely to engage and motivate your employees if they are aware of the impact that their work will have. How does it align with company goals? How does this work contribute towards the future of the company?

- Regularly remind employees of the impact of their work.
- Have regular discussions on how the work completed fits into the wider company goals and strategy for success.
- Praise employees for a job well done, making them feel valued, and increasing their visibility in the business.

Create alignment

Employees are more likely to be motivated if the work they are doing aligns with their interests and goals. Ask yourself: is the work I'm setting them an area they're interested in (e.g. consumer research, client relationships)? Will this work help them to achieve their goals (e.g. managing a team, securing a promotion)?

- Make sure you communicate with your employees to understand what their goals are, and how you can help them get there.
- When setting tasks, bear in mind employee interests and goals (where appropriate), and delegate accordingly.

Make it challenging

When employees are set challenging work, they are more likely to engage and feel a greater sense of accomplishment compared to working on easy tasks. They'll be more likely to feel trusted by you, making them more engaged and wanting to do well.

- Set them work that requires them to use new skills.
- Set stretch targets that encourage them to use their skills/ learn new ones.
- Giving them more autonomy with their work.
- Involving them in problem solving and allow them to think critically and creatively.