

## Why my people are not motivated to work? 2

### Part Two



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**The** most important and valuable resource of any organization is its people. The attitude of the organization's taskforce towards the job, the organization, and the customers determines whether the organization would succeed or fail.

Successful business people know that it is not the product that counts, but having the best people.

A competitor can copy anything that the organization has, except its people. If the people of the organization are highly motivated to achieve the organization's goals, they will most likely have passion and do their best to help the organization to succeed. That necessitates the existence of an effective management system, external motivators, psychology, honing, check-up, training and development, recognition, status and involvement for every employee of the organization.

People work for many reasons. Thus, increasing the pay, or giving a reward or benefits might increase the individual's level of motivation but not for a long time. Only the internal motivators will drive the person to a long-term high motivation level.

Herzberg and others suggested that giving employees what he called 'Hygienic' needs satisfaction does not necessarily result in higher motivation level. There are other reasons for people to work - and they are at the same time motivation triggers; power, recognition, fame, achievements, status and involvement.

Motivation comes from within the individual; therefore, organizations must focus on finding out what are the tangible and the intangible needs that every individual in the organization has. It sounds tough, but unless and until the management does that, there will be no motivated employees.

Managing people is a tough job. Managers must achieve the organization's goals through the work of others. However, no manager will achieve that without getting the willing cooperation of others and that is why the manager is paid. Employees are paid to do the work; the manager is employed and paid to make them do the work.

Managers, executives and supervisors know that they must keep their subordinates motivated at work to get things done. However, many managers wonder how and what to do to keep their subordinates motivated? The answer to this question is that managers must focus on the intangible needs – which are more important - more than the tangible ones.

This, again, is a tough job and takes a long time to achieve. It happens when the management creates a caring, encouraging, developing, innovative working culture that allows individuals to be themselves and find their voices.

Herb Kelleher, the CEO of Southwest Airlines, when being asked about his secrets of success, said, "I have tried to create a culture of caring for people in the totality of their lives not just at work. There is no magic formula. It is like building a giant mosaic; it takes thousands of little pieces".

Re-used for Creativity in Management -

The majority of organizations focus on the tangible needs of the employees. Organizations spend a lot of money to provide their employees with good pay, healthy and comfortable working environment, medical care and treatment, annual celebrations, flexible working hours, and training. They do so in order to increase their employees' productivity, morale, job satisfaction, level of motivation, and to reduce the organization's turnover. However, some organizations wonder why these efforts fail to keep the employees motivated.

These are the basic needs, which the employee requires, and to which the employer must respond, and as long as they are met, they will not motivate him or her anymore. Therefore, managers in organizations who experience the lack of motivation among their subordinates must discover the personality and the spiritual needs for their subordinates.

I personally do not agree with Peter Drucker's - whom I consider the best management philosopher – motivation theory, which suggests that people are only motivated by money.

We all need certainty, variety, significance, connection and love, growth, and contribution. We all need to be rewarded for special effort and contribution, be able to

advance in life and career, have opportunities for self-development, and improve our skills, knowledge, and talents. We look for power; starve for recognition, long for fame, and seek achievements and status.

Kevin Rollins, the CEO of Dell, said, "Michael and I aspire to great things; we want a culture that makes people stick around for reasons other than money". (No wonder they are so successful).

There are many methods that organizations practice believing that they are motivational methods. The fact, however, is that some of these methods are motivators for few individual employees and great de-motivators for the rest of the team. One of these methods is 'The Employee of the Month' reward method. Unless the management does this method correctly, it is a de-motivator.