

# MANAGEMENT

## Motivation

### Globalise Section 7 Topic 3

The RETAILER programme aims to provide practical resources for independent retailers in the Eastern region, backed by the support of intermediate mentors and the RETAILER website [www.independent-retailer.com](http://www.independent-retailer.com)

The RETAILER programme is supported financially by the European Social fund (ESF). Elements of the RETAILER programme build upon the APU SESAME programme. If you are interested in joining the RETAILER programme, please complete and return the form at the back of this document.

This RETAILER topic is based on Topic 3, *Motivation*, from Section 7, *Resources*, of the SESAME Globalise materials.

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Anglia Polytechnic University  
Bishop Hall Lane  
Chelmsford CM1 1SQ  
01245-493131



# 7

## Topic 3 Motivation

Your staff are a key resource within your business. Cheerful, hard-working, *motivated* staff are an asset you cannot afford to be without as they will drive your business forward, increasing productivity and profit. On the other hand, disheartened, dispirited, *demotivated* staff will, over time, damage your business. They will do this by, amongst other things, alienating customers and suppliers, by making mistakes that cost time and money, and by allowing quality standards to slip. Clearly, it is in your own best interest to ensure that the people you employ are motivated.

### What is motivation?

Motivation is a feeling, an attitude, and an approach, all of which, when combined, cause an individual to behave and respond in certain, observable ways.

Someone who is motivated will feel:

- energetic
- confident
- capable
- interested
- involved
- committed
- challenged
- recognised.

Someone who is demotivated will feel:

- uninterested
- uninvolved
- unappreciated
- unimportant
- unhappy
- bored
- tired
- dissatisfied.



Motivated staff will put themselves out; go the extra mile; do whatever it takes to do a good job, which is completed on time and in accordance with the targets and standards which have been agreed.

Demotivated staff will do the bare minimum of work required, will not bother to take the time to solve problems or use their initiative, and the work they do finish may be slipshod and inaccurate.

### What creates motivation?

Frederick Herzberg, the American management consultant and author, identified a number of factors which either *increased* or *decreased* motivation in employees.

#### PLUS Factors that INCREASE employee motivation

- Recognition from bosses, managers and colleagues for work well done.
- Opportunities for increased responsibility.
- Opportunities to do work that is interesting, challenging, meaningful.
- Opportunities to take part in training and development and opportunities for career dates development and promotion.

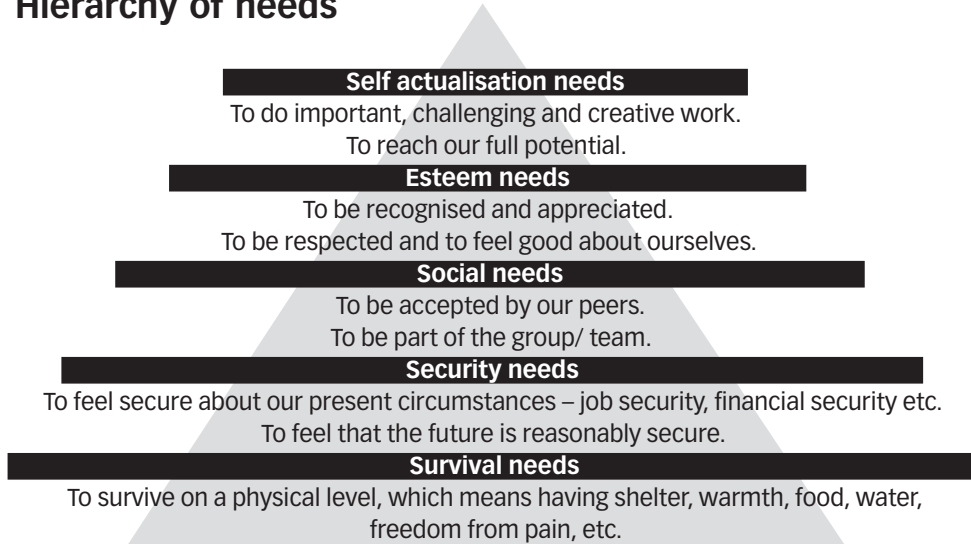
#### MINUS Factors that DECREASE employee motivation

- Uncomfortable or unsafe working conditions.
- Poor pay and lack of work-related incentives.
- Uncaring, unsupportive, ineffective supervision, management and leadership.
- Poor administrative systems which result in mixed up; disorganised rotas etc.

## Abraham Maslow

Maslow, the American psychologist, identified what he called a 'hierarchy of needs'. According to Maslow, each of us is motivated to have these needs met and, as soon as one need is met, we turn our attention to the next need – the one which is further up the pyramid.

### Hierarchy of needs



### Quick motivation checklist

- Offer praise, encouragement, help, support and advice.
- Show your own enthusiasm for the business.
- Communicate openly and equally, with everyone.
- Treat everyone fairly and equally.
- Trust people to do a good job.

Clearly, the key to ensuring that you have a happy, hard-working and highly motivated workforce is to:

- provide the plus factors that increase motivation
- reduce the minus factors that decrease motivation
- ensure that survival, security, social, esteem and self-actualisation needs are met at work.

## Check Point

This check point will help you identify some specific strategies to motivate your staff. Make a copy of this chart for each employee. Write their name in the left hand column and, in the right hand column, practical things you could do to increase their motivation. Keep the charts safe for reasons of confidentiality.

Name	Specific things I could do to increase this person's motivation
Example: June Parker	a. Organise the additional computer training she asked for. b. Replace her uncomfortable office chair. c. Think about whether I could delegate more responsibility to her.

**Name:**

**a.**

**b.**

**c.**

Now that you've seen some of the RETAILER materials, would you like to benefit from the RETAILER programme?

Through the RETAILER programme, Anglia Polytechnic University offers Till Side Training for independent retailers in Cambridgeshire, Suffolk, Norfolk and Essex employing less than 250 people.

The training is backed by practical materials, relevant resources, the support of experienced mentors and the RETAILER website.

Retailing is a 'people' business. Supermarkets, department stores and chains spend a significant amount of time and resources training their staff. Product knowledge, customer service, merchandising and selling are prerequisites for working in these companies, but training also:

- demonstrates commitment to their employees and their professional development (for many employees, the offer of training is the reason for deciding which company to work for)
- forms the principal rationale that supports all quality initiatives from simple Quality Control right up to Total Quality Management.

The RETAILER programme is supported financially by the European Social Fund, and is free to beneficiaries. The RETAILER programme is intended to train you, train your employees, and help you train future employees.

To find out more about the RETAILER programme please fill in your details below and send a copy of this page to:

Carole Martindell  
Retailer Programme Administrator  
Ashcroft International Business School  
APU  
Bishop Hall Lane  
Chelmsford  
Essex CM1 1SQ

Name: .....

Business name: .....

Job title: .....

Address: .....

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.....

Phone number: .....

Email address: .....