

Organizing work so as to

facilitate employee motivation

The challenge

All managers know that motivation is a key factor in performance. Many companies thus implement measures such as target bonuses or attractive career plans, or even organize competitions, in order to stimulate motivation. Such levers, although often valuable, nevertheless remain fruitless on an essential factor in motivation: the satisfaction generated by the work itself. Yet, when the conditions for this "intrinsic" motivation are in place, their impact is far greater than that of any compensation system.

Four sources of intrinsic motivation

It is often possible to organize a job – nature of the tasks assigned, autonomy granted, interactions with the rest of the company, etc. - to make work more motivating.

Enrich the job

Work is perceived as more motivating when it exceeds the mere execution of routine tasks.

- Ask your employee what he/she finds interesting: a classic trap is to project your own preferences onto your employee, and there by design a position that does not correspond to his/ her expectations.
- Define jobs composed of a variety of tasks: there is nothing more demotivating than monotony, even though the task itself may be intrinsically interesting!
- Ensure that the position allows your employee to make use of a wide range of skills.
- Widen the responsibilities of your employee beyond the strict limits of his/her E.g.: Participation in a

crossdisciplinary team.

Facilitate contact with other individuals

For many, the relational aspect of work is just as important for motivation as the tasks carried out.

- Try to get people working together who might get on well with each other.
- E.g.: Compose your teams not just with everyone's skills in mind, but also taking account of their personalities.
- Get your employee to participate in diverse working groups that will enable him/her to foster relations with **new people**.
- Promote relations that are enriching for your employee. E.g.: Meeting with an expert, choosing a mentor who will share his/her experience, participating in seminars, etc.

Highlight the value of the work done

Employees are often more motivated when they can appreciate the added value of their contribution.

- Where possible, try to entrust your employee with a complete process, the final result of which will enable him/her to appreciate his/her achievements. E.g.: Manage customers' orders from beginning to end rather than specialize on a specific task.
- Give your employee the information which will enable him/her to measure the impact of his/her efforts.
- E.g.: Send the results of customer satisfaction surveys, circulate detailed performance indicators, etc.
- Underline the value of the work of your employee for the rest of the company, and of the company for civil Society in general.



Give your employee control over his/her work

The more your employee has the impression his/ her results depend on him/ herself, the more you can motivate him/her.

- Try to grant your employee a certain degree of autonomy in the way he/she organizes his/her work. E.g.: Rhythm, steps of work, procedures, means chosen, etc.
- Define the domains and the limits within which he/ she will have the freedom to make his/her own decisions.
- E.g.: Leeway within a budget.
- Take care not to overload your employee unnecessarily, or he/she may feel overwhelmed and become demotivated.
- Ensure that he/she has the resources necessary to achieve his/her mission.