

Employee Motivation



by Martin Gosling

Getting at the facts

It's Your Company Questionnaire™

The Gosling Group's IYCO™ product is an employee opinion survey which asks just 21 questions to establish how well the company is performing in the areas of:

- Management
- Marketing
- Resources
- Technology

It also establishes how important each of these four areas are for the company.

In so doing, the employees' satisfaction with the company, and hence their motivation, is reported, as is how their satisfaction can be expected to change over time.

With the IYCO™ therefore, it is easy for companies to use the results obtained to identify any areas of concern, according to the employees, and act upon them.

Most managers do not recognise the true opinions of their employees until it is too late.

Today, most managers appear to appreciate the role their employees play in the success of their company. This wasn't always the case though, as employees were quite often seen as just the 'means to the end' - i.e. something dispensable.

Nowadays, companies tend to appreciate the importance of their employees' knowledge and experience and its role in the smooth and efficient running of their internal and external business processes and thus ultimately the profitability of the company.

Motivation

It would also be fair to say that most managers realise that a motivated employee is more likely to take pride in their work, thereby ensuring that they complete their given tasks quickly, efficiently and cost effectively and in so doing, add value to the company.

Demotivation

At the same time, however, there are a plethora of company situations, mostly immeasurable, which can directly affect an employee's motivation, and which some managers feel are out of their area of influence. Examples of such situations include:

- General mistrust of management
- Lack of internal communication
- Limited market understanding
- Apparent strength of competition
- Lack of the right business tools
- Inefficient business processes
- Regarded as a market follower
- Not embracing new technologies

But how can a company identify the main areas where motivation is a problem within the company, prioritise them successfully, and act before it is too late?

Employee Opinion Survey (EOS)

Large companies tend to use an EOS to measure their employees' satisfaction and hence their motivation, but this is not without its problems: because of the comparatively small sample sizes involved within companies, the employees' *daily emotional state* tends to distort the end results. Also, in a closed working environment, the so-called *weighted value* for satisfaction is more valid than the normal value typically recorded by a standard EOS. See the box-out below for more information.

As well as these fundamental problems, employees also have their concerns with an EOS: firstly it consumes far too much of their valuable time; secondly they tend not to receive any direct feedback regarding their input, making them believe that they have simply wasted their time and effort, which in itself is demotivating for them.

It's Your Company Questionnaire™

The Gosling Group's IYCO™ product is an EOS which uses DQE technology (patent pending) and addresses the problems discussed here. The technology, for example, allows a company's employees' satisfaction to be measured using a survey which takes less than 5 minutes to complete and which gives the employees immediate feedback regarding their inputs. The output from the survey filters out the employees' *daily emotional state* and records each employees *weighted value* for satisfaction in addition to the normal value.

With the IYCO™ it is therefore possible for companies to identify any issues or potential problem areas with employee motivation quickly, easily and more accurately.

Obtaining representative inputs from a satisfaction survey

Satisfaction is based upon a person's emotional state, which itself tends to vary. It is possible, for example, for a person to take the same satisfaction survey on two different days within the same week, which results in two different levels of satisfaction being recorded. This is due to the influence of the so-called *daily emotional state* which always influences our current way of thinking. In a survey such as an Employee Opinion Survey, where the sample size is typically low, the end results can be significantly distorted by these emotional inputs. In addition, the results from a satisfaction

survey tend to only capture an average value for respondent satisfaction. What this value almost always fails to show is the respondent's level of conviction in their answers. This is represented by the *weighted value*.

In summarising the results of a survey in a closed environment (where respondents can easily interface with each other) such as in a working environment, where an Employee Opinion Survey would be used, the *weighted value* is a more representative value for satisfaction, as it shows how employee satisfaction will change over time.