



ANGUILLA PUBLIC SERVICE

ADVISORY LEAFLET

MOTIVATING AND ENGAGING EMPLOYEES



Department of Public Administration Ref:

Date: 2019

Motivating and Engaging Employees

Public Administration is cognizant of the urgent need to improve organizational performance by creating an environment where persons are not only attracted but motivated and engaged to work to the best of their abilities and direct their efforts to the goals of the Anguilla Public Service.

Concepts of Motivation and Engagement

It is difficult to provide an explicit definition of motivation owing to its multifaceted and dynamic nature. It is widely viewed as a state within the person that determines the degree of effort exerted in carrying out an activity even in the face of challenges/difficulties.

Motivation can be:-

- ❖ **Extrinsic** – operates when a person does something for tangible rewards that would be received from outside.
- ❖ **Intrinsic** – functions when an individual is putting in a lot of effort to do a task for the enjoyment or some satisfaction or internal need- psychological reward.

Whereas motivation is a broad concept engagement is more specific. Employee engagement is a workplace approach designed to ensure an employee's involvement with, emotional commitment to and satisfaction with work and the organization's values, goals and objectives resulting in the use of discretionary effort. The very essence of engagement is about improving organisational performance such as productivity, absenteeism and customer service.

Engagement can be:-

- ❖ **Positive**- passionate about the work and success of the organization, sense of belonging and commitment, high productivity and work quality, frequently solve problems, lower incidences of absenteeism and interpersonal conflict
- ❖ **Negative** – withdrawal, oppositional to suggestions/requests, defiance/disrespect, undermining, apathy

Understanding What Motivates and Engages Employees

Motivation Theories

There are many competing theories which attempt to explain motivation at work. No single theory of motivation completely explains all aspects of human behavior. The theories provide a basis for study and discussion and a framework within which to direct attention to the problem of how best to motivate staff to work willingly and effectively.

Two famous content theories are Maslow's hierarchy of needs and Herzberg's Motivation/Hygiene factors:-

Maslow – Hierarchy of Needs

Identified five broad levels of need, each of which has to be satisfied before the next level becomes a motivating factor (1 is the basic level).

1. Physiological need
2. Safety
3. Social
4. Esteem
5. Self-actualisation

Herzberg – Motivators/Hygiene Factors

Motivators – aspects which will continue to motivate as more are provided:

- ✚ Sense of achievement
- ✚ Recognition
- ✚ Responsibility
- ✚ Nature of work
- ✚ Personal growth and advancement

Hygiene Factors – aspects which above a particular minimum will not continue to motivate:

- ✚ Salary
- ✚ Job security
- ✚ Working conditions
- ✚ Level and quality of supervision
- ✚ Company policy and administration
- ✚ Interpersonal relations

Influences on Motivation

Motivation varies over time and according to circumstances:-

- + Personal values
 - Security
 - Service
 - Reward
 - Status
 - Making a difference
- + Time of life
- + Responsibilities and commitments
- + Career path
- + Personality preferences

Influences on Engagement

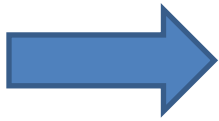
Employee engagement needs to be nurtured and developed. As Julia Hockey pointed out a number of essential factors need to be in place to give employees not only the willingness to become engaged but also the ability and the resources. Some antecedents of employee engagement include:-

- + Job factors
- + Leadership
- + Organizational Culture and Climate
- + Training and development
- + Feeling valued and involved

SIGNS THAT MAY POINT TO HIGH WORKFORCE MOTIVATION AND ENGAGEMENT

Employees who are highly motivated and engaged at work show it in a variety of ways:-

Highly Motivated



Results oriented

- Work diligently to complete assignments on time
- Consistent performance
- Work will reflect a high standard of quality
- Take pride in presentation of work



Maintenance of a positive disposition

- Find the positive aspect every day in tasks and duties
- Will seek anyway to assist the customer
- Can manage work stress
- Will have less conflict with workers



Willing to take on additional and or challenging work/tasks

- Offer suggestions for improvement and volunteer to head effort
- Let supervisor know that they are always open to trying something new
- Take on new projects or create their own

Highly Engaged



Enthusiasm

- actions and comments
- being ambitious
- Talk positively about the organization and their jobs
- Demonstrate that they feel like a part of the team
- Experience their work as enjoyable, absorbing and fulfilling



Work Immersion

- Actively work on tasks/projects
- Get right to work each day
- Feel a sense of ownership about the work
- Commit to performing at a high quality level



Exceeded Expectations

- Put forth more effort than what is required
- Look for new challenges or additional responsibilities
- Look for opportunities to improve organizational performance
- Keep current with developments in his/her field

Strategies for Raising/Building Motivation and Engagement Levels

- ✚ Ensure leadership that is **effective, inspiring, connected in its engagement and empowering**. Leaders should also welcome feedback.
- ✚ Ensure a satisfactory work environment (salary, job security, working conditions, level and quality of supervision, policy and administration, interpersonal relationships, collaboration, resources to get the job done, career advancement opportunities etc).
- ✚ Encourage the growth and development needs:-
 - Continuing professional development to enhance knowledge and skills, improve performance
 - Meaningful and memorable recognition – fuels action and inspires effort as well as connection with others
 - Opportunities to take responsibility
 - Enriched work content – meaningful, interesting, challenging and rewarding
 - Encouragement of innovation and creativity
 - Establishment of a culture that establishes and celebrates achievement
 - Prioritization of feedback on performance, involvement and consultation.
- ✚ Encourage frequent, open, honest and effective communication. Ensure fairness! Build trust! Build team spirit! Challenge negative behavior! Ensure accountability at all levels of the team!
- ✚ **Take action on the results of the Civil Service Survey!** Be sure to concentrate on the identified drivers of engagement (the questions identified as having the strongest impact on engagement) to improve it.

Make motivating and engaging employees in the APS a priority and a core function today!

We welcome your feedback, comments and suggestions.

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.....We are listening!

