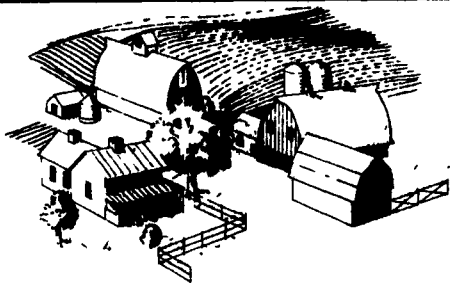


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MANAGEMENT

MOTIVATING EMPLOYEES
— TRY SOMETHING
BESIDES MONEY

Russ Powell
Extension Agent
Business Management

At one time or another, almost every employer asks "How can I do a better job of motivating my employees?" What they really mean is "How can I get my employees to work harder or be more productive?"

We must realize that motivation is not something that you can do for (or to) a person: it must come from within the individual.

The most that you can do is to provide an environment in which employees want to work. In order to do this, you must:

- Identify the causes of high or

low motivation, job satisfaction, and morale.

- Identify employee needs and how they affect the types of motivation that may be successful, and the level of job satisfaction, and morale.

- Understand the principles and methods of creating a climate to promote improved motivation, job satisfaction, and morale.

What is motivation?

Motivation is something we feel within ourselves. It is putting an inner drive into action and involves the idea of directing energy to satisfy needs.

Many employers immediately think of money to motivate, but motivators should not be confused with incentives. Incentives are methods of encouraging us to do or not to do something.

Money is a major external

incentive. We cannot truly motivate anyone but ourselves, although we can create a climate where motivation is encouraged by good working conditions, incentives, and other job-related factors.

Since most of us identify strongly with our jobs, we look to our work for a major sense of accomplishment. When work is dull and boring, we turn to activities outside of the job for satisfaction, or look for another job.

The farm manager's job in motivating employees boils down to understanding individuals, and identifying management actions that will lead to the fulfillment of the employee's needs. The ultimate challenge for the manager is to find out how to "encourage" a particular employee in a particular situation.

The motivation that causes the bored farm worker to excitedly leave work to participate as a volunteer fireman is transferrable to the job if we find the key.

Principles of motivation

The forces that motivate us are intensely personalized and usually include many of the following: our own needs, interests, values, goals, and levels of aspiration; our background, lifestyle and how we view ourselves; individual job satisfac-

tion, co-worker attitudes, morale, and organizational climate; performance expectations of the employer and the employee's ability to produce the desired results; condition of personal finances compared to needs and expectations; and available job options.

It is important to note that there is no single approach to motivating a group of employees, since each individual may be motivated by different factors. To discover the individual needs of each employee, begin by asking them to identify their needs and wants in addition to observing their actions and reactions to various types of incentives.

Common motivators

- Self-esteem
- Prestige and status
- Feeling of acceptance and belonging
- Recognition and appreciation by others
- Security and hope for our future
- Power and influence
- Reasonable independence and freedom of action
- Significant participation and involvement in activities affecting us
- Continuing growth and realization of potential through achievement and contributions.

One way of motivating employees to excel is to involve them in the decision-making and planning. The more that they participate, the more that they will feel "ownership" in the plan and personal pride in a job well done.

Make sure that the discussion is

a give-and-take situation and listen carefully to their ideas and suggestions rather than just telling them what to do. You might be surprised at how practical and innovative their ideas are.

Non-monetary incentives

Consider the following non-monetary incentives or other similar ideas that may be appropriate for your employees:

- Additional vacation and holidays
- Compensation time instead of overtime
- Flexible working hours
- "Company" picnics
- Tickets to sporting events
- Use of company vehicles
- Equipment or facilities for employee's personal use

A work climate that fosters self-motivation has well-defined guidelines, allows the employee to make as many decisions as possible, and provides the employee with constant feedback about performance with rewards when appropriate.

Learn all you can about your employee's personal goals and compare them to the goals of the business and then provide a working environment that promotes good morale, accomplishment, and appropriate recognition and rewards for outstanding performance to benefit both you and your employees.

Call the Bucks County Extension Office at (215) 345-3283 to request a free publication on motivating employees with and without financial incentives.

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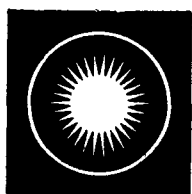
George Lewis has been working with farmers in Lancaster County for over 25 years. His experience includes working with livestock and poultry operations, along with farm finances and farm management.

George is also President of Farmers AgCredit Corp. His field of expertise is agricultural lending, farm business counseling and management.

Mixing farm skills and lending expertise together, George provides insight, foresight, and the farm know-how you and your family need to continue in a positive financial direction. Whatever your financial needs may be, he will advise you in your family's best interest - always.

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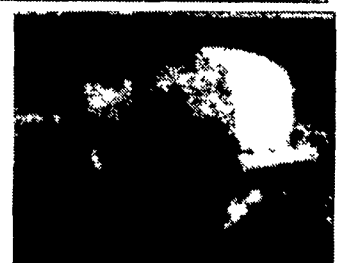


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