Profiles **Research** Institute
DATA FOR BETTER PEOPLE DECISIONS

The Leader's Guide to Motivating Employees Without Money

Profiles **International**
SEA
imagine great people®

About Us

Profiles International offers assessment solutions that enable organizations to **select** the right people and **develop** them to their full potential.

Selecting

Developing

| PRE-SCREENING | JOB MATCHING | ON-BOARDING | MANAGING PERFORMANCE | MAXIMIZING POTENTIAL |

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The Leader's Guide to Motivating Without Money

Our goal: to learn how companies are **rising to the challenges** of motivating employees without money.

Introduction

Recently, Profiles International conducted a survey entitled, "The Leader's Guide to Motivating Without Money." This survey addresses an important issue facing many organizations in motivating employees in ways other than through payroll.

Motivating employees to perform to their maximum potential is the responsibility of an organization's leaders. In today's economy, many companies no longer have the luxury of using money as a motivational tool. We constructed this study to find out how organizations are motivating their employees without the use of money.

The Leader's Guide to Motivating Without Money

Objectives

Given the importance of motivating without money, our study had three objectives:

"The role I play in my organization allows me to define the level of effort, reward, and risk. This makes the job a career."

Survey participant

1. Identify the prevalence of employee motivation in the workplace and how it can influence an organization and its employees.

2. Uncover the sources of challenges companies face when trying to stimulate employee productivity.

3. Understand how an organization can motivate employees without money.

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Participants – Company size

- 0 - 49 — 22%
- 50 - 499 — 35%
- 500 + — 43%
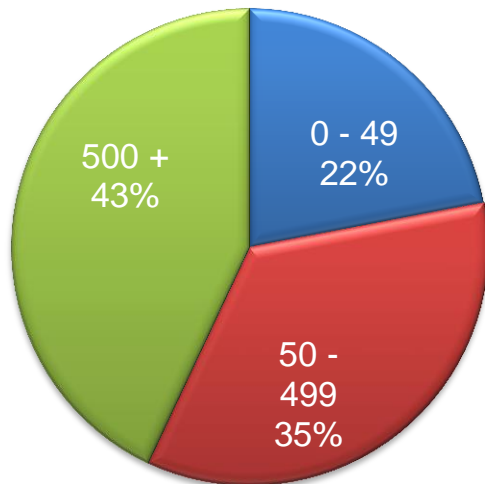
Total participants = 329

Research methodology

The "The Leader's Guide to Motivating Without Money" survey was designed to collect data from employees and managers on how their organization prompts productivity.

The data was gathered between January 1, 2010 with continual updates throughout 2011 through voluntary online survey participation.

We had 329 participants from multiple industries complete the survey.

# The Leader's Guide to Motivating Without Money

Select quotes from survey participants

- All policies/procedures have to start at the top. If the owner isn't on board it will never happen.

- Being unionized, the employees do not pay attention to their performance as they just care about building seniority to have job security and opportunities to advance.

- My current employer has little room for me to expand to the next level. I feel I have reached the end of the line in terms of advancement.

- Learning and development plans are slow and low at my company right now.

- The line managers do not care whether you have come to work or not; they themselves rarely report to work unless if they know they will be rewarded in terms of getting allowance for a particular task.

- I don't believe my position as HR manager is appreciated for keeping a good relationship with employees and keeping employee attitudes positive.

- Our company's new manager is taking a different focus away from our mission and I'm not sure I will remain part of it.

- I think my company is good to employees, but could be better in rewarding outstanding employees.

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Q1. I have a good chance of achieving my personal career objectives at this company.

Disagree 30%
Agree 70%
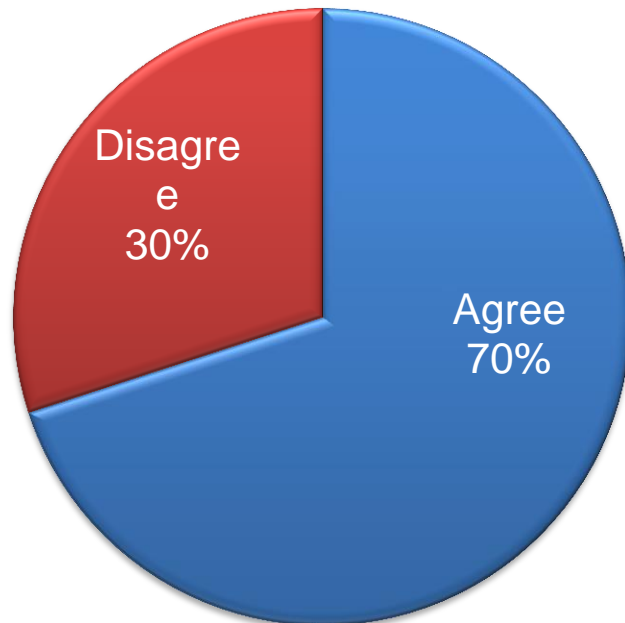
Achieving objectives

Approximately 70% of survey participants felt they had a good chance of achieving their personal career objectives at their company.

Implications

Employees who know they are on track for a specific career path are more motivated to perform at a higher level. Employees need to know what opportunities there are for growth beyond their current role. Upward mobility and future promotions can be more motivating to some employees than money. Considering the current state of the economy and unemployment rates, a secure career path is more important than salary.

Most individuals with the greatest upward mobility are also motivated by leadership opportunities. Organizations need to avoid promoting the wrong people, but it is important for employees to know and understand that promotion opportunities are available. Without any upward movement, many employees will lose their sense of purpose and motivation.

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Q2. I would rate my company well in their ability to retain high-quality employees.

Pie chart:
- Agree 60%
- Disagree 40%
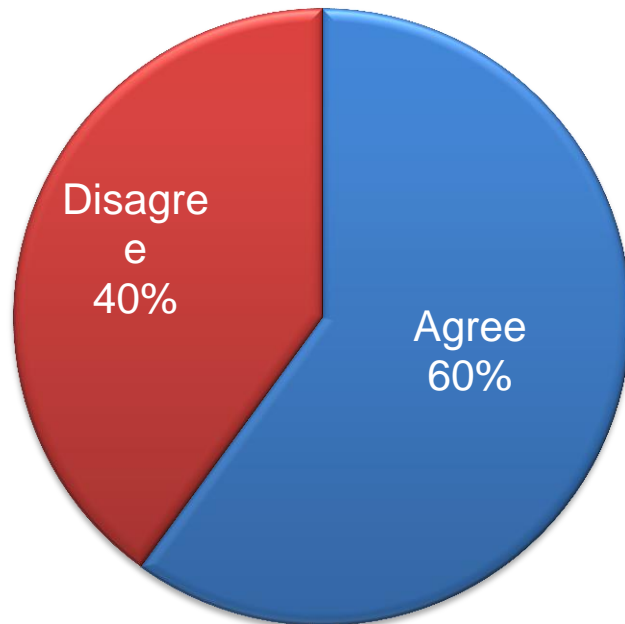
Retaining high-quality employees

When asked about their company's ability to retain high-quality employees, 60% of respondents stated that they would rate their company well.

Implications

After investing considerable time and money recruiting and training employees, managers must now determine how to make sure those valuable employees are productive and remain loyal to the organization. Employee retention is essential in order to maintain client relationships and keep recruiting and training costs in line.

Losing an experienced employee results in significant financial losses to the organization. The keys to employee satisfaction and retention are founded on strong leadership and sound management practices. Managers who can master these arts will have happy and loyal employees and clients.

Q3. I would give my company a high rating when it comes to job security.

Agree 60%

Disagree 40%
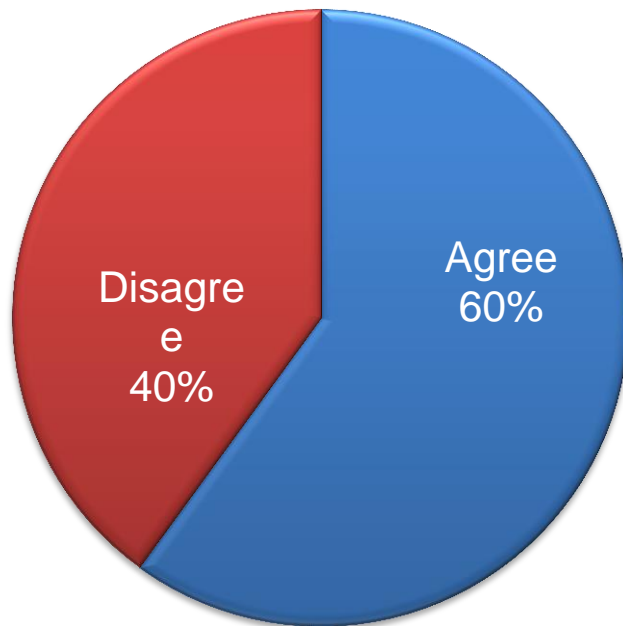
Job security

Approximately three out of every five respondents claimed that they would give their company high ratings when it comes to job security.

Implications

When motivating employees, job security is essential. Job security can be a significantly stronger motivator than financial benefits. In most situations, individuals are more likely to be more negatively affected by the threat of job termination instead of a pay cut or missed promotion.

Job security also impacts the work ethic of employees. If employees feel they might be fired or laid off, they are more likely to put less effort into their work. The results of this survey show the importance most organizations are placing on job security.

One of the best ways managers can encourage job security is by showing adequate support in every aspect of the employee's job. Managers encourage job security by taking the time to encourage employees and acknowledging their work and performance.

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Q4. I would recommend my organization to others as a good place to work.
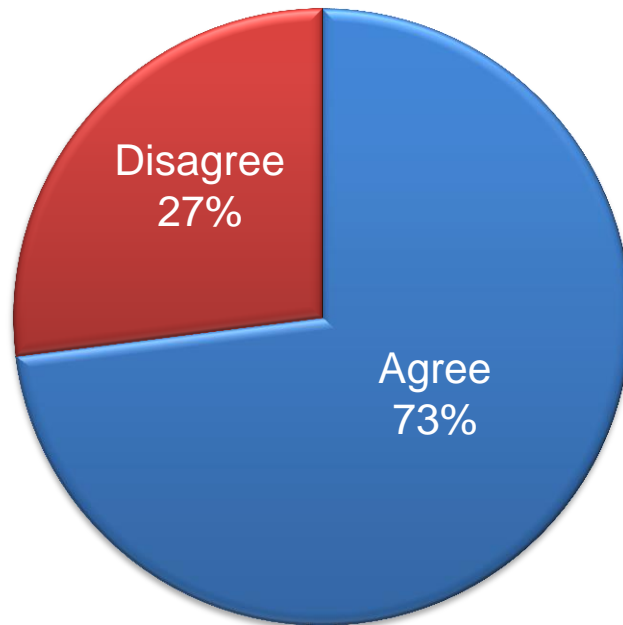
Recommending my organization

When it comes to recommending their organization to others as a good place to work, a large percentage of respondents stated they would recommend their organization to others.

Implications

Although recommending an organization as a good place to work is not the same as job satisfaction, the results of this survey indicate that most employees are content with their jobs and the companies for which they work. Creating positive atmosphere and organizational culture where employees want to work motivates many individuals to stay and not seek employment elsewhere.

A good corporate culture enables employees to combine their strengths with the attitudes and values of the organization. The leadership skills of the managers are critical in providing an atmosphere where employees will be motivated to perform and remain loyal to the organization.

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Q5. I am proud to work for my company.

Disagree 18%

Agree 82%
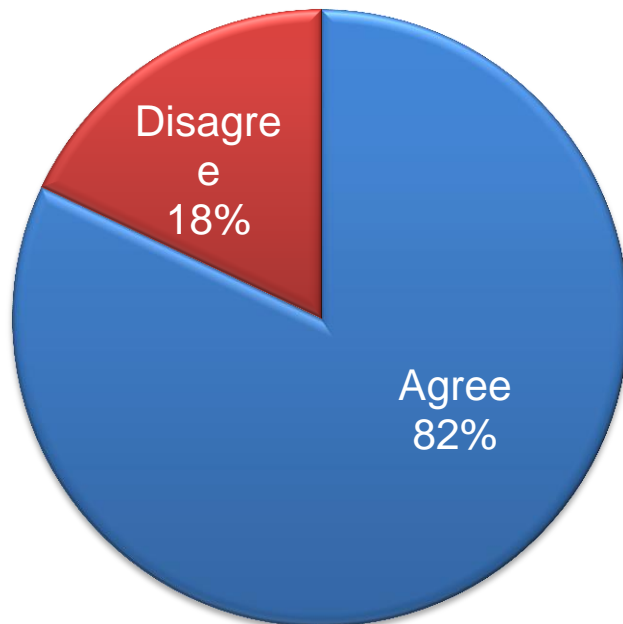
Pride

An overwhelming 82% of survey participants stated that they were proud to work for their company.

Implications

When employees have favorable perceptions of their work situation, their organization, and the support they receive from their managers and supervisors, they are motivated to work more diligently and identify with the mission of the organization. High levels of employee engagement contribute to employee retention -- employees are much less likely to quit because they are engaged with the organization as a whole and are invested in the overall success of the company.

The results of this survey question show that most employees are proud of their organizations and have a personal connection with the company that extends beyond daily tasks.

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Q6. Our company treats me with respect as an individual.

Disagree 25%

Agree 75%
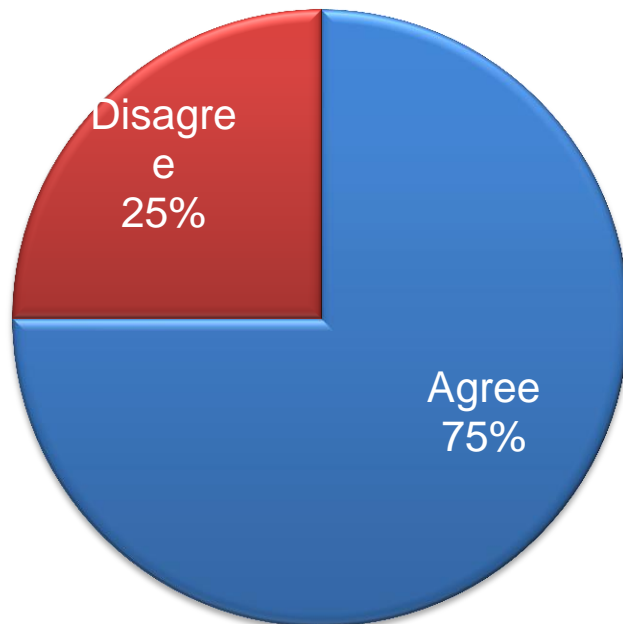
Respect
Three out of every four respondents felt that their company treats them with respect as an individual.

Implications
In an ideal world every organization would show the proper amount of respect to each employee. Unfortunately, that is not the case. Respect is reciprocal in nature and an organization that shows respect to employees is more likely to receive respect from its employees. A respectful company has employees who feel valued and supported and show the same respect back to the company through hard work and diligence.

Managers and businesses that show respect to employees maintain regular practices that create an atmosphere of respect. Managers show consistency, provide mentoring opportunities, give employees a voice in decisions, inform employees, and serve as professional role models.

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Q7. My job provides me with challenging and interesting work.
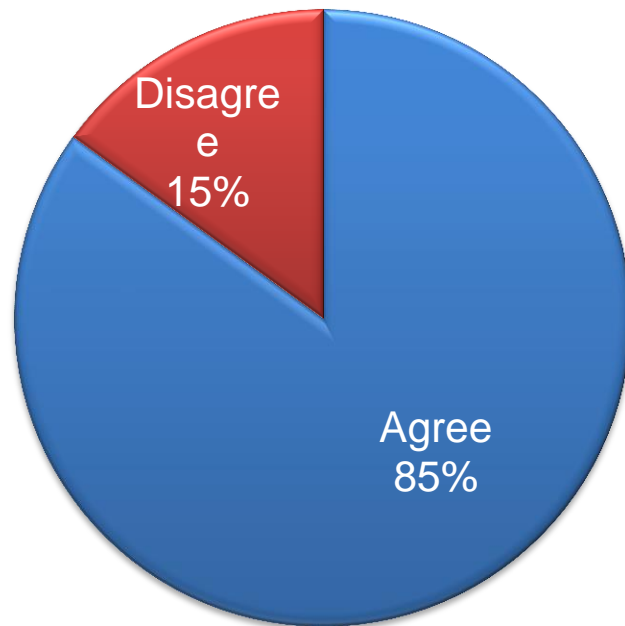
Challenging and interesting work
Around 85% of the respondents indicated that their job provides them with challenging and interesting work.

Implications
One of the most significant motivating factors for employees is the type of work they do on a daily basis. If the work is challenging and fulfilling, the employee is more motivated to complete the tasks. The psychological lift that employees receive from performing tasks that are important to them can be just as valuable as their paycheck.

Unfortunately, many think that "more interesting" means "more work." Good managers don't make that mistake. Work can be made more interesting by altering the environment, for example, or altering the job requirements. You may be able to refine the position based on a candidate's qualifications and specific skill set.

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Q8. My job provides me with opportunities to experience personal growth.

Disagree
26%

Agree
74%
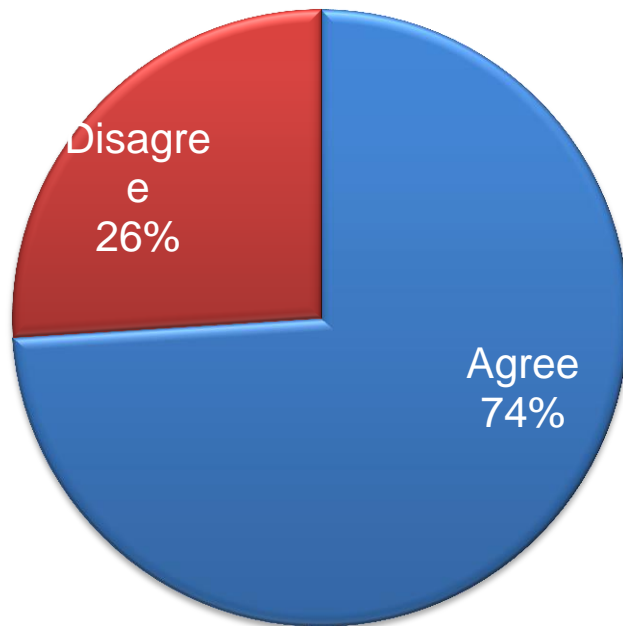
Personal growth

Almost three out every four survey respondents claimed that their job provides them with opportunities to experience personal growth.

Implications

For employees who may not be as "company-focused" as others, personal growth opportunities are more motivating than money or stock options.

Providing mentorship opportunities for employees is one of the easiest and most beneficial platforms for personal growth. Although mentorship takes time and effort, it provides professional training at a personal level. The investment of time and teaching into a promising young employee will not only motivate that employee to be a loyal member of the business, but it will also train him to be a valuable asset to the organization.

Personal growth opportunities also come in the form of educational scholarships. Many businesses now offer to pay tuition fees in return for contract extensions upon the completion of the degree.

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Q9. My supervisor provides me with helpful feedback to let me know what kind of job I am doing.

Pie chart: Agree 53%, Disagree 47%
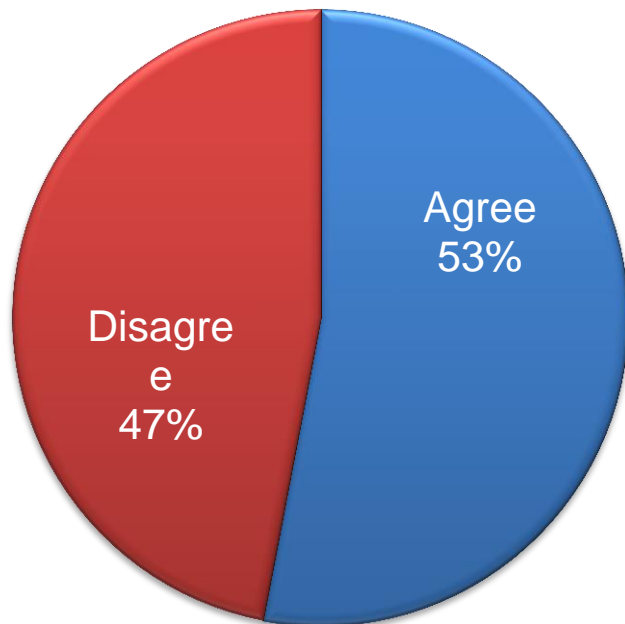
Providing feedback

Just over half of survey participants thought their supervisors provided helpful feedback to let them know how they are doing in their job.

Implications

Frequent communication with employees concerning their work is essential to boost employee morale and performance. Positive communication can motivate and reinforce outstanding performance. Prompt discussions of problem areas will help prevent those areas from becoming major issues later.

Whether the message is positive or negative, communication is motivating. On the rare occasion, a critical comment may be the most motivating factor an employee experiences. In most situations, positive encouragement provides the greatest benefit for the individual employee and the business as a whole. The most important factor is that there is a continuous dialogue concerning the performance of each employee.

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Q10. When things go well I am often recognized for my contributions.

Agree 56%

Disagree 44%
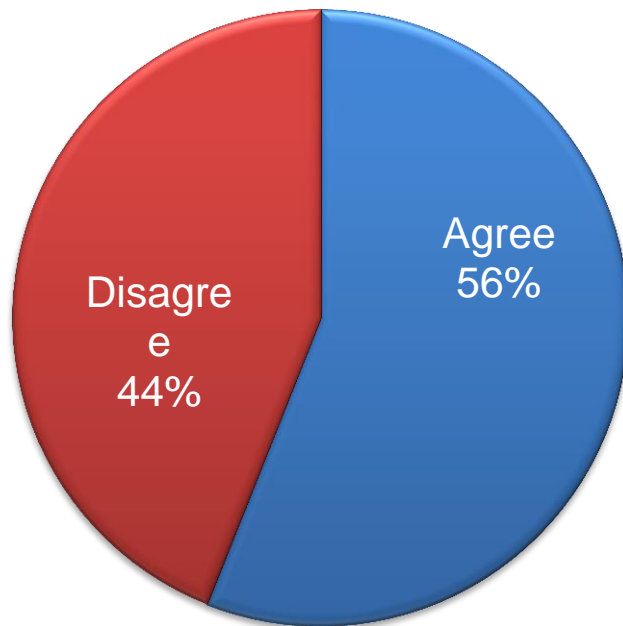
Being recognized

Only 56% of survey respondents stated that they are often recognized for their contributions when things go well.

Implications

Recognition is often more highly valued than an increase in pay and is one of the most effective ways to motivate employees. Employees place an enormous amount of value in pride, personal satisfaction, and recognition among their peers and family.

Recognition for performance, or an achievement, must be sincere. Managers should seek out special contributions that have made a significant difference to the team or the organization. Set a high standard for recognition, but be generous.

Public recognition not only allows the entire team or company to see the extraordinary effort of an individual, but it also communicates what is expected for the future. Managers must be sensitive to employees as well, considering that public recognition may be the last type of encouragement some individuals want to receive.

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Q11. I have many opportunities to advance within my company.

Disagree 62%

Agree 38%

Advancement opportunities

With regard to opportunities to advance within their company, less than 40% of participants felt that they are provided with such possibilities.

Implications

Advancement opportunities are important motivators that significantly influence employee behavior. If an employee knows that there is no upward movement in an organization, he will lose all external motivation to perform at a high level. What does he have to gain if there is no opportunity for promotion? He will likely look for employment elsewhere.

Managers can help these individuals understand the core behaviors that will either enable or impede their ability to be successful. Give these people the ability to develop their skills through managing special projects and smaller teams, gradually building more responsibility as they gain skill and experience.

The Leader's Guide to Motivating Without Money

Need help?

Our research clearly shows that managers need support in motivating employees without money.

Contact us to learn how we can help you.

Profiles International South East Asia
Via email: sales@profiles-sea.com
www.profiles-sea.com

Top 10 best practices to motivate without money

1. Learn and acknowledge your employees' personal career objectives.
2. Retain high-quality employees through sound management practices.
3. Affirm job security through managerial support in every aspect of the employee's job.
4. Create an atmosphere and culture where people want to work.
5. Show employees respect through consistency and empowerment.
6. Redefine job requirements to provide interesting and challenging work for successful employees.
7. Provide mentorship opportunities.
8. Create a dialogue of feedback with each employee to encourage, challenge, and inform each other.
9. Recognize significant performances, or achievements, publicly.
10. Provide additional training and educational opportunities for upwardly mobile individuals.

Recommended Next Steps

Profiles International offers assessment solutions that enable organizations to <u>select</u> the right people and <u>develop</u> them to their full potential.

If you want to know more about how assessments can help you better understand and motivate employees, then contact us for a complimentary, risk-free study.

Companies who work with us gain a competitive advantage by understanding their people at the deepest levels: how they think, their natural tendencies, behaviors and preferences, and attitudes toward key workplace issues. We are highly confident that your organization will find this risk-free study to be of great value.

Profiles can help you ensure that you have the right people in the right jobs to achieve your objectives.

Contact us via email: sales@profiles-sea.com

How We Do It – Overview of our assessments and solutions

Your Business Objective	Our Popular Solutions					
High-level Strategic Workforce Management						
Identifying high-potential employees and managers	PXT		CP360		PSA	CSP
Strategic workforce and succession planning	PXT	PPI	CP360		PSA	CSP
Restructuring, reorganizing and downsizing	PXT	PPI		PMF	PSA	CSP
Post-merger integration of organizations	PXT	PPI		PMF	PSA	CSP
Everyday Workforce Management						
Screening, interviewing and selecting job candidates	PXT					
On-boarding new employees	PXT	PPI		PMF		
Improving employee productivity and work quality	PXT	PPI				
Improving employee motivation and communication		PPI		PMF		
Resolving conflict between co-workers		PPI				
Selecting and managing teams		PPI				
Evaluating management effectiveness	PXT	PPI	CP360			
Prioritizing management development needs			CP360			
Sales and Customer-facing Workforce Management						
Screening, interviewing and selecting job candidates					PSA	CSP
Retaining and growing customers and accounts					PSA	CSP
Improving sales performance		PPI	CP360	PMF	PSA	

Legend

PXT	ProfileXT	PMF	Profiles Managerial Fit
PPI	Profiles Performance Indicator	PSA	Profiles Sales Assessment
CP360	CheckPoint360	CSP	Customer Service Profile

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Introducing Profiles International

How We Do It – Assessment and solution descriptions

ProfileXT® (PXT)

The **ProfileXT (PXT)** assessment measures how well an individual fits specific jobs in your organization. The "job matching" feature of the PXT is unique, and enables you to evaluate an individual relative to the qualities required to perform successfully in a specific job. It is used primarily for employee selection, on-boarding, managing, and strategic workforce planning.

This assessment reveals deep, objective insight into an individual's thinking and reasoning style, relevant behavioral traits, occupational interests, and match to specific jobs in your organization. It helps your managers interview and select people who have the highest probability of being successful in a role, and provides practical recommendations for coaching them to maximum performance. It also gives your organization consistent language and metrics to support strategic workforce and succession planning, talent management and reorganization efforts.

How We Do It – Assessment and solution descriptions

Profiles Performance Indicator™ (PPI)

The Profiles Performance Indicator is a DISC-type assessment that reveals aspects of an individual's personality that could impact her fit with her manager, coworkers and team, as well as her job performance. It is used primarily for motivating and coaching employees, and resolving post-hire conflicts and performance issues.

The PPI specifically measures an individual's motivational intensity and behaviors related to productivity, quality of work, initiative, teamwork, problem solving, and adapting to change, as well as responses to conflict, stress and frustration. The output from this assessment serves as an "operator's manual" for an employee, which helps managers better motivate, coach and communicate with the employee. It also helps to predict and minimize conflict among co-workers, and it provides crucial information for improving team selection and performance.

A powerful feature of the PPI is the **Team Analysis Report**, designed to help managers form new teams, reduce team conflict, improve team communication, improve their ability to anticipate problems and enhance their team leadership skills.

It helps evaluate overall team balance, strengths and weaknesses, as well as team members' personality characteristics along 12 key factors: control, composure, social influence, analytical, patience, results orientation, precision, expressiveness, ambition, teamwork, positive expectancy and quality of work. It also provides team leaders with practical recommendations and action steps to take in order to succeed in their jobs.

How We Do It – Assessment and solution descriptions
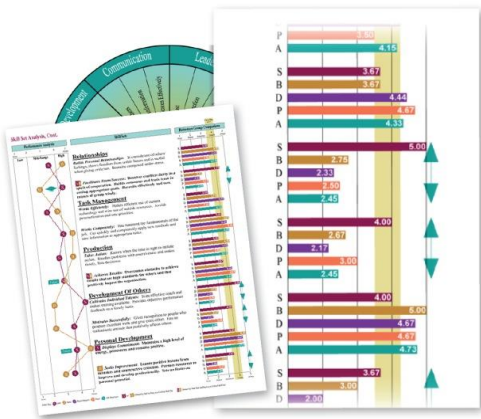
CheckPoint 360°™

The **CheckPoint Management System** is a 360-degree assessment. It is used primarily to evaluate the effectiveness of your managers. This assessment combines feedback from direct reports, peers, supervisors, and even customers, with a personalized program for developing specific leadership skills based on that feedback. This process highlights a manager's job performance in 8 skill clusters: leadership, communication, personal development, development of others, production, task management, relationships, and adaptability.

The CheckPoint 360 helps managers identify and prioritize their own development opportunities. And, it helps the organization to better focus management training and development investments, proactively uncover misaligned priorities between senior executives and front-line managers, and surface management issues that could lead to low employee productivity, morale, satisfaction, and turnover.

Profiles Managerial Fit ™ (PMF)

People typically don't quit their companies, they quit their bosses. **Profiles Managerial Fit** (PMF) measures critical aspects of compatibility between a manager and their employees. This report offers an in-depth look at one's approach to learning, as well as six critical dimensions of compatibility with their manager: self-assurance, conformity, optimism, decisiveness, self-reliance, and objectivity.

Managers use this information for adapting their styles in order to get the most from each employee; improve communication; increase engagement, satisfaction, and productivity; and reduce employee turnover.

The Leader's Guide to Motivating Without Money Survey

imagine great people

Profiles International – Who We Are

Profiles International helps organizations worldwide create high-performing workforces.

Through our comprehensive employment assessments and innovative talent management solutions, our clients gain a competitive advantage by selecting the right people and managing them to their full potential.

Where We Are
Profiles serves 122 countries around the globe and has material in 32 languages.

Contact Us

Profiles International South East Asia

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