

# MOTIVATION



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## WHAT MOTIVATES US AT WORK - AND WHAT THIS MEANS FOR RECRUITERS

Research has identified three pillars of motivation at work: **Autonomy** – having control over our time and tasks, **Mastery** – being able to use and develop skills that you enjoy, and **Purpose** – understanding that what you do has value.

As recruiters, it is important to understand to what extent your organisation, and specifically the role you are recruiting for, offers these three motivational factors. If it ticks all three boxes, try to capture this in the Job Ad. The more engaging a Job Ad, and the more it speaks to the motivations of top candidates, the more likely you'll attract high quality applications. You'll be able to develop this conversation about motivation further at the interview stage.

Let's take a look at these three factors in closer detail:

**Autonomy:** Where it is possible to manage our own time, to have the capacity and, perhaps most importantly, the trust of our supervisors to think creatively and independently about how to approach tasks and problems, we feel happier in the workplace.

**Mastery:** We all have natural strengths, and finding a role that not only plays to those strengths, but gives us the necessary freedom and resources to develop those to the best of our abilities promotes confidence and self-esteem.

**Purpose:** Knowing that what we're being asked to do at work has genuine value and will make a difference, not only within the organization but even in a wider context, makes us far more inclined to engage fully with a task and find enjoyment in it.

A solid understanding of key motivations will help recruiters and indeed managers and HR professionals find and retain the best talent for their organisations.



## SIX EMPLOYEE APPRECIATION IDEAS

Employee appreciation is a crucial aspect of any successful business. When employees feel valued and appreciated, they are more likely to be motivated, engaged, and productive. Here are six employee appreciation ideas that can help boost morale, increase job satisfaction, and improve overall employee retention. In this article we will find out how professional development, celebrating success, flexible working, recognition, and socialization, among other ideas, can help your business.

### Provide Opportunities for Professional Development

One of the most effective ways to show your employees that you appreciate them is to invest in their professional development.

Offering training and development programs can help your employees grow and develop new skills, which can benefit both them and the company. According to a survey conducted by LinkedIn, 94% of employees would stay at a company longer if it invested in their career development.

There are many ways to provide opportunities for professional development, such as hosting workshops, training sessions, and conferences. You can also offer mentorship programs, coaching, and job-shadowing opportunities. By investing in your employee's professional growth, you not only show them that you appreciate their hard work, but also create a culture of continuous learning and development within the company.

## **Celebrate Milestones and Achievements**

Another way to show your employees that you appreciate them is to celebrate their milestones and achievements. Whether it's a work anniversary, a completed project, or a promotion, taking the time to acknowledge your employees' accomplishments can go a long way in boosting morale and motivation.

Celebrating milestones and achievements can be as simple as sending a congratulatory email or announcing the achievement at a team meeting. You can also offer rewards or incentives, such as a bonus or a gift card, to show your appreciation. By recognizing and celebrating your employees' successes, you not only make them feel valued, but also encourage them to continue striving for excellence.

## **Offer Flexible Work Arrangements**

In today's fast-paced work environment, employees value flexibility more than ever before. Offering flexible work arrangements, such as remote work options, flexible hours, or compressed work weeks, can be a great way to show your employees that you appreciate their work-life balance and trust them to manage their own schedules.

The CIPD found that 80% of workers say they would be more loyal to their employers if they had flexible work options. By offering flexible work arrangements, you not only show your employees that you trust and value them, but also increase their job satisfaction and reduce the likelihood of burnout.

## **Provide Opportunities for Social Connection**

Another way to show your employees that you appreciate them is to provide opportunities for social connection within the workplace. Hosting team-building activities, social events, or volunteer opportunities can help foster a sense of community and belonging among your employees.

According to a study by Harvard Business Review, employees who feel a strong sense of connection with their colleagues are more engaged, more productive, and more likely to stay with the company. By creating a positive and supportive work environment, you not only show your employees that you appreciate them, but also foster a culture of collaboration and teamwork.

## **Offer Employee Recognition Programs**

Employee recognition programs are a great way to show your employees that you appreciate their hard work and dedication. These programs can take many forms, such as a peer recognition program, a rewards and incentives program, or a points-based system.

According to CNBC, employee recognition programs can have a significant impact on employee engagement and retention. By recognizing and rewarding your employees' contributions, you not only show them that you appreciate their work, but also encourage them to continue performing at a high level.



## Provide Regular Feedback and Communication

Finally, one of the most important ways to show your employees that you appreciate them is to provide regular feedback and communication. Regular feedback can help employees understand their strengths and weaknesses and provide them with the support and guidance they need to succeed.

In addition, regular communication can help build trust and foster open communication within the workplace. By keeping your employees informed about company news, goals, and challenges, you show them that you value their input and trust them to be part of the team.

According to a survey conducted by Gallup, employees who receive regular feedback and communication are more engaged and have higher levels of job satisfaction than those who do not. By providing regular feedback and communication, you not only show your employees that you appreciate their contributions, but also create a culture of transparency and accountability within the company.

There are many ways to show your employees that you appreciate them, from offering professional development opportunities to providing regular feedback and communication. By investing in your employees' growth, recognizing their achievements, and fostering a positive work environment, you not only improve employee morale and job satisfaction, but also increase productivity and reduce turnover rates. Implementing these employee appreciation ideas can help you build a strong and successful team that is committed to achieving your company's goals.

## WHY RECOGNITION IS CRUCIAL FOR ONBOARDING TALENT - WHAT CAN YOUR ORGANISATION DO?

Talent recognition is a central defence against employee churn. This is backed up by research and surveys that highlight how much employees value recognition as a motive for remaining with a current employer.

However, what can organisations do to help improve talent recognition in the onboarding process? In this article we will explore why recognition matters and why this is the case during onboarding new talent. Then we will explore key themes in which talent recognition can be communicated during the onboarding process to help better engage with talent in the longer term.

### Why Recognition at Work Matters?

According to research by Capterra, nearly 56% of employees do not feel they receive the correct level of recognition in the workplace. The study also noted that productivity gains could be found through improved talent recognition as 78% of respondents stated they would work harder if they felt that their input was appreciated by the organisation.

Furthermore, this recognition was less about improved pay or thank you-based treats in the workplace, and instead nearly one third of respondents to the survey stated that a simple "thank you" from management or the organisation would be the most desirable form of talent recognition.

The functional delivery of this recognition, according to research noted above, could be in two ways: Firstly with 36% was one-to-one recognition giving meetings with a line manager; secondly with 29% was a group-based huddle approach which was more informal and allowed the small group of colleagues to receive recognition as a small team within a large organisation.

## **Talent Recognition and the Onboarding Process - How to Get These Experiences to Line Up?**

As the research undertaken by Capterra above noted, employee recognition or talent recognition is a crucial experience that is highly prized by employees. Therefore, organisations who are serious about onboarding great talent need to make sure that they communicate how talent recognition works within their organisation – and more crucially how much of part it plays within the organisational culture they, themselves, will experience.

As anyone involved in recruitment will know, onboarding is a time-sensitive and stressful experience – this is the case for not just for the employer but especially the employee. The sensitivities of a new employee worried about starting at a new company align with the key tenets of talent recognition. Therefore, onboarding talent requires talent recognition from the start – it is about saying a big “thank you” from the first introduction to the new employee onwards as they continue their career with your organisation.

Employees starting a new role will have initial thoughts about “fitting in” but this is quickly repurposed into another thought altogether which is; “did I make the right decision to join this company”. According to research, around 78% of new recruits within the first week of commencing employment will have these thoughts – with 44% using this experience and lack of initial recognition as a validating marker to begin the mental process of understanding that this may well be a short-term role and

that they will be actively seeking alternative employment in the very near future.

Talent recognition during the onboarding process can help cement the notion with a new employee that this organisation values them, values them for becoming a new employee and provides the right space for talent growth through on-going talent recognition. All of this helps drive down employee churn, to make the onboarding process more human and more validating for the individual – that’s why it is important to make talent recognition a central part of the onboarding process as it can help improve organisational culture and decrease churn rates.



## **WHY EMPLOYERS NEED TO THINK ABOUT MENTAL HEALTH WELLNESS WHEN DEVELOPING RECRUITMENT STRATEGIES**

In this article we will explore the role mental wellbeing will play in future organisation recruitment strategies and why employees should be focussed on mental wellness and wellbeing.

## **Are Employees Really Focussed on Mental Health Wellness at a Recruitment Level?**

According to PerkBox, the talent reward platform, three quarters of employees have considered leaving their current employer due to insufficient mental health wellness provision. This is further amplified by a study from HeadSpace, the mental healthcare app, that highlights the link between better talent onboarding and the provision of mental health support in nurturing long-term talent retention.

As more and more potential employees focus on mental wellness when experiencing prospective onboarding channels, recruitment professionals need to apply this thinking into their own recruitment experience. According to the CIPD, whilst there is a growing understanding by organisations developing recruitment strategies to the role played by providing mental health wellness support in the workplace, many organisations have yet to grasp the importance of implementing such approaches and that a “gap” between organisations who have nurtured this approach against those who have failed to understand the importance of wellness will only grow in time. This ticking time bomb could prove to further hinder the ever-growing talent shortage facing global businesses today.

## **Why Focus on Mental Wellness When Designing Recruitment Strategies?**

It is critically important for any organisation developing a recruitment strategy to understand the strategic and long-term needs of their business in terms of staffing and future growth potential. By developing a strategy that helps organisations attract and retain top talent, businesses can align key organisational objectives and create processes whereby recruitment flow can follow a structured pattern that allows a business to recruit either at pace or for targeted purposes.

However, focusing purely on “the bottom line” can hinder organisational talent recruitment

in terms of accessing a new generational pool of talent. With Gen Y and Z becoming a more pivotal recruitment channel for new talent, this also means understanding the shift in employee needs. In past recruitment strategies, for an older generational recruitment cohort, mental wellbeing wasn't centred as a key priority. As such, by failing to understand this generational shift, businesses could be putting off potential talent by failing to highlight mental wellbeing support provision within their own in-house or external mental health wellness services.

## **Why “Community”-Centred Thinking is Central for Wellbeing Recruitment Success?**

As highlighted above, advertising an organisation's internal or external support provision for mental health wellness can help drive talent onboarding – especially within a fast-changing intergenerational cohort. However, there is another way, which is community-centred mental health wellness.

Many organisations are providing subscriptions to apps like HeadSpace or Calm. This is provided as a personal service to an individual employee to help individuals in managing better mental health outcomes.

However, others have moved in a more ‘community’ minded direction and have focussed on building internal mental health wellbeing support forums – safe spaces whereby people with concerns or needing advice in relation to mental health can engage with a trained staff member in a dedicated space with access to other remote (tele-counselling) services that can provide a more holistic community-centred approach to mental wellness in the workplace.

By understanding mental health wellness, and by including this experience within both the employer branding experience and the wider recruitment strategy, organisations can improve talent onboarding to help cater towards intergenerational differences that improve organisational success.

## HOW EMPLOYERS CAN APPEAL TO SOCIAL ISSUE DRIVEN EMPLOYEES

As the global pandemic has put pressure on HR departments and recruitment services alike, there will continue to be other pressures impacting talent acquisition. This is due to global inequality pressures and the growing climate crisis, both of which are forcing businesses to refocus their attention on developing new organisational cultures that can help provide a more secure, safe and nurturing work environment for social issue driven employees.

This new cadre of employees are interested in different workplace experiences. They factor a new type of organisational culture - one that fits with their own worldview. Surveys have found that 78% of jobseekers want to work for an organisation that “leads with purpose” in the field of sustainability and social justice. And more problematic is the statistic that shows 43% of employees are actively looking for new roles because their current employer lacks an organisational culture to challenge social justice issues in the workplace.

Here are three developing themes that recruitment professionals can utilise to help build new talent recruitment channels whilst simultaneously nurturing talent sustainability in the workplace.

### Transparency

Many would-be employees are actively focusing on how a business can help showcase the value that they provide to an organisation whilst they are also interested in social and environmental impacting their organisation. Productivity transparency and organisational sustainability transparency dovetail into theme number one which is organisational data transparency.

To nurture a positive workplace culture to help stem employee turnover, organisations - Human Resource teams in particular - must start by focusing on new mediums of data collation and more crucially new formats of information distribution within the workplace.

Technology is providing a partial answer to this expansive question. However, soft skills can also help derive successful collaboration between employee and employer. Building and collating the metrics is one half of the problem, empowering individuals with these data requires recruitment professionals, HR front-line staff, and HRM leadership to understand the power and role empathy plays in communicating on such sensitive issues within a diverse workplace environment. Transparency will only work if trust is nurtured, if the right data is collected, and that information on productivity and sustainability is communicated in ways that enhance individual experiences.

### Wellbeing

Employees are now exploring what potential employers provide in terms of health benefits. However, this isn't the health benefits of old - in which private health insurance was the central tenet of the “health” offer or package from an employer. Today's potential employees are interested in emotional wellbeing and health. Statistics have shown that organisations that place a central focus on health and wellbeing will see a 72% increase in pre-employment engagement during the recruitment process.

Technology is playing a part in helping organisations provide useful health and wellbeing support packages. Many businesses utilise on-demand app-based meditation/mindfulness technologies to help individual employees develop coping mechanisms for workplace stress, anxiety and pressure. However, this is only part of the wider issue.



Communication is also a central part of this puzzle for organisations. Great workplace cultures are built upon the availability and presumption of sound communication between stakeholders. This helps to provide the foundation in which groups and the organisation as a whole can derive positive wellbeing outcomes based on good communication channels. Trust and employee engagement starts with HR teams and recruiters understanding the value, importance, and centrality of open communications as a means of nurturing sound health and wellbeing outcomes with employees - to put it more starkly the more open you are as a business, the more your employees will trust you to discuss their health and wellbeing.

## Continuous Professional Development

Many young employees entering the workplace for the first time will in all probability have to retrain or upskill at least three times during their careers. There is a realisation in the business world - especially within the confines of recruitment and HRM - that upskilling and retraining will play a key part in stemming employee turnover whilst also being a central part of any prospective employee's benefit expectations from an organisation. The talent pipeline has driven the need to focus on continuous professional development but in a new way.

Many organisations - like Coca Cola, McDonalds and BT - have found that nurturing upskilling and re-training opportunities in-house means developing programmes that meet both the demand and employee need for the training in question. Organisations are building physical or digital academies in-house to drive upskilling. However, other businesses are exploring external training opportunities through certification-based providers like CompTIA or Microsoft.

Another issue surrounds the need to train employees in "softer" skills - which includes communication skills, customer service training and team building. As more organisations focus on technical training and upskilling, other businesses are finding success in nurturing talent acquisition from a different kind of employee - those who are interested in different issues like social justice and sustainability.

This focus provides organisations with new pathways for continuous professional development that factors in issues like carbon footprint awareness training, LGBTQI+ allyship training, and other programmes that can help build organisational talent that meet the needs of the business whilst having a strong understanding of the major issues surrounding sustainability and social justice facing the world today.





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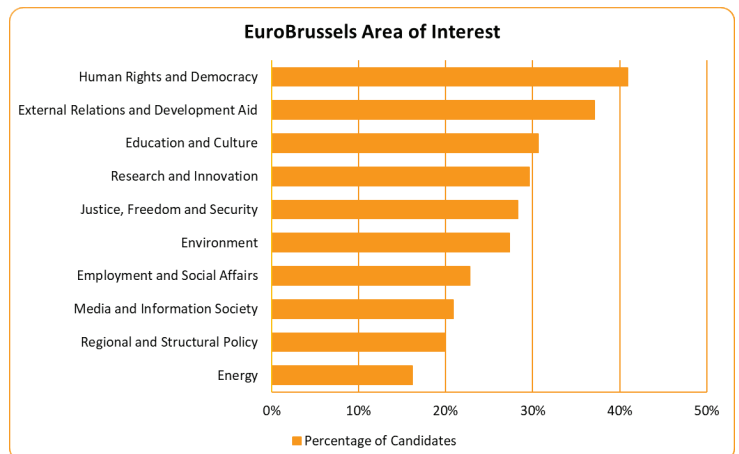
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"We decided to post the job ad for Training & Communications Coordinator with **Pre-selection Questions**. It **really saved a lot of time** using the Pre-selection Questions to come up with a list of 5 candidates best qualified for interview. Since then we have offered the position to one of those candidates! I appreciated the help from the consultants to create the best questions and really thank them for the support they provided."  
- Koen Block, Executive Director, European AIDS Treatment Group (EATG)



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- Angharad Laing, Executive Director, PHAP - International Association of Professionals in Humanitarian Assistance and Protection