131 Staff Motivation & Retention: Possible Solutions to an Ongoing Challenge

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131 Staff Motivation & Retention: Possible Solutions to an Ongoing Challenge

This session will guide participants through models and examples of practical tools and approaches for the important dimensions of staff motivation & retention, using a case-study example from the presenter's own experience at King Hussein Cancer Center in Jordan.

- Discuss various theories & myths related to staff motivation and success.
- Discuss challenges related to staff retention including the various reasons for staff turn over and the effect it has on the lab.

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Staff Motivation & Retention

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Disclosure information

I have no financial or industrial affiliation to disclose.

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King Hussein Cancer Center facts & figures

• type of care: only comprehensive cancer center in the middle east.
• founded: 1997.
• no. of beds: 165.
• no. of patients treated per year: 3500
• no. of employees: 1877.
• international affiliation:
  – md anderson.
  – st. jude.
  – moffit cancer center.
  – lombardi @ georgetown.
accreditations

- Joint Commission International Accreditation (JCI), 2006.
- JCI Disease Specific Certification (DSC), 2007.

laboratory

- Microbiology
- Hematology
- Immunology
- Clinical Chemistry
- Anatomic Pathology
- Molecular Biology
- QA
- Cytogenetics
- Flowcytometry
- Blood Bank
- Stem Cell
- HLA
- Specimen Collection and Processing

Question?

What makes you wake up every morning day in/day out, go to work & do a good job?
Famous quotes

- “An employee’s motivation is a direct result of the sum of interactions with his or her manager.”
  
  Bob Nelson

- “Motivation is everything. You can do the work of two people, but you can’t be two people. Instead, you have to inspire the next guy down the line and get him to inspire his people.”
  
  Lee Iacocca

Famous quotes

“Ability is what you’re capable of doing.
Motivation determines what you do.
Attitude determines how well you do it.”

Anonymous

What motivates us?
Is it:

- Money ?.
- Work environment ?.
- Nature of the job ?.
- Enjoying our job ?.
- Personal ambitions ?.
- Making a difference ?.
Q & A

• What motivates you?.

• What de-motivates you?.
Definition

Motivation is:

• “An internal drive to satisfy an unsatisfied need and the will to achieve”
  Bedeian, 1993, Higgins, 1994

• “The psychological process that gives behavior purpose and direction”
  Kreitner, 1995

Motivation is:

• “A predisposition to behave in a purposive manner to achieve specific, unmet needs”
  Buford, Bedeian, & Lindner, 1995

• “The inner force that drives individuals to accomplish personal and organizational goals”
  Lindner, 1998
Why do we need motivated employees?

Why?

- **Survival.**
  Smith, 2004
- **Motivated employees:**
  - Needed in our rapidly changing workplaces.
  - Help organizations survive, they are more productive.
- **Managers/supervisors:**
  - Need to understand what motivates employees:
    - Within the context of the roles they perform.
    - Their individuality.

Role of motivation

- **Very complex task:**
  - What motivates employees changes constantly.
    Brown & Rousseau, 1992
  - Examples:
    - As employee’s income increases, money becomes less of a motivator.
      Kovach, 1987
    - As employee’s get older, interesting work becomes more of a motivator.
What is the importance of having motivated staff?

Motivated Staff
  — Increase job performance
  — Better outcome
  — Positive impact on organization

Myths about motivation
Myths about motivation

• #1 “Managers can motivate staff”
  – First they have to motivate themselves.
  – Create environment where they best motivate & empower themselves.
  – Create a motivating environment for each employee, an ongoing process.

• #2 “Money is a good motivator”
  – Not necessarily true, it depends...
  – Understand the motivations of each of the employees.

Myths about motivation

• #3 “Fear is a good motivator”
  – Fear is a great motivator for a very short time.
  – Yelling from the boss does not work for a very long time.

• #4 “I know what motivates me, so I know what motivates my employees”
  – Different people are motivated by different things.
  – Family time vs. recognition of a job well done.
  – Understand what motivates each of your employees.

Myths about motivation

• #5 “Increased job satisfaction means increased job performance”
  – Not necessarily true.
  – Goals of employees must be aligned with the goals of the organization.

• #6 “I can’t comprehend employee motivation — it’s a science”
  – Understand what motivate your employees & act accordingly.
Theories of motivation

Theories of employee motivation

- Most common theories developed over the last 100 years or so.
- Unfortunately these theories do not all reach the same conclusions!

Frederick Winslow Taylor (1856–1917)

- Workers are motivated mainly by pay.
- Theory of Scientific Management argued the following:
  - Workers do not naturally enjoy work.
  - Need close supervision and control.
  - Managers should break down production into small tasks.
  - Workers should be trained to work on one task only.
  - Paid according to the number of items produced/time.
Taylor

- Workers are encouraged to work hard & maximize their productivity.
- Widely adopted by business:
  - Benefits of increased productivity levels & lower unit costs.
  - Henry Ford used them to design the first ever production line, making Ford cars.

Taylor

- Autocratic management style:
  - Managers make all the decisions & give orders to staff.
- Workers disliked Taylor's approach:
  - Given only boring, repetitive tasks to carry out.
  - Treated better than human machines.
  - Firms lay off workers as productivity levels increases.
  - Led to an increase in strikes by dissatisfied workers.

Elton Mayo (1880-1949)

- Workers are not just concerned with money.
- Better motivated by meeting their social needs whilst at work, (Taylor ignored).
- Human Relation School of thought:
  - Focused on managers taking interest in the workers.
  - Treating them as people who have worthwhile opinions.
  - Realizing that workers enjoy interacting together.
Mayo

• Mayo conducted experiments at the Hawthorne factory in Chicago.
  – Expected to see productivity decline as he changed variables:
    • Breaks: frequency, time, length.
    • Working hours.
  – Surprisingly, it improved or remained the same.
• Mayo concluded that workers are best motivated by:
  – Better communication between managers and workers.
  – Greater manager involvement in employees lives.
  – Working in groups or teams.
  – Sense of responsibility rather than being supervised.

Abraham Maslow (1908-1970)

• Introduced Neo-Human Relations School in the 1950's:
  – The psychological needs of employees.
• Five levels of human needs which employees need to fulfill.
Frederick Herzberg (1923-)

- Had close links with Maslow.
- Two-factor theory of motivation:
  - Motivators (intrinsic): factors that a business could introduce that motivate employees to work harder, recognition.
  - Hygiene factors (extrinsic): they demotivate an employee if not present, surround the job not the job itself, pay.

Others

- Skinner’s Reinforcement Theory, +/-:
  - Employees’ behaviors that lead to positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated.  
    Skinner, 1953
  - Managers:
    - Should positively reinforce employee behaviors that lead to positive outcomes, praise.
    - Negatively reinforce employee behavior that leads to negative outcomes, prevent employees from doing unsafe practices.

Others

- Vroom: 
  - Employee effort will lead to performance and performance will lead to rewards. 
    Vroom, 1964
- Adam:
  - Employees strive for equity between themselves and other workers. 
    Adam, 1965
Understanding employee motivation

• The study examined the ranked importance of motivational factors of employees at The Ohio State University.
• Survey addressed ten motivating factors in the context of employee motivation theory.

James R. Lindner, 1998

Understanding employee motivation

• Findings suggest interesting work & good pay are key to employee motivation.
• Reward systems also include:
  – Job enrichment, promotions.
  – Internal & external stipends, monetary.
  – Non-monetary compensation should be considered.
• Results ranked based on importance.

James R. Lindner, 1998
Ten motivating factors

1. Interesting work.
2. Good wages.
3. Full appreciation of work done.
4. Job security.
5. Good working conditions.
6. Promotions & growth in the organization.
7. Updated & communicated to.
8. Personal loyalty to employees.
10. Sympathetic help with personal problems.

To all of us:
How do I motivate myself?

How do I motivate myself?

• Will power is an essential factor in achieving success.

• Visual goals: whatever you are working towards, make it visual, like a car, or a vacation.

• Write down to-do-list in order to achieve your goals.
How do I motivate myself?

• Get these negative & abusive people out of your life: surround yourself with positive people.

• Read inspirational books and literature: These will help you improve your attitude and heal your mind.

• Encourage yourself to accept opportunities and be challenged.

To Manager & Supervisors:
How to motivate your staff.

How to motivate employees

1. Build a foundation:
   - Employees should feel invested in the company.
   - History of the business & vision for the future.

2. Create a positive environment:
   - Atmosphere that makes all employees feel worthwhile.
   - Don’t play favorites with your staff.

3. Put people on the right path:
   - Employees look for advancement within their company.
   - More engaged in their work knowing about what’s down the road.
How to motivate employees

4. Educate the masses:
   - Provide on-the-job training or in-house career development.

5. Don’t forget the fun:
   - Put work aside and do something nice for your staff.
   - Reward employees with an unexpected day off/leave.

6. Acknowledge contributions:
   - Taking the time to recognize each employee’s contributions and accomplishments, large or small.
   - Be generous with praise.

7. Provide incentives:
   - Offer people incentives to perform well, employee of the month.

8. Honor your promises:
   - Following through on promises.

9. Provide career coaching:
   - Provide on-site coaching to help employees reach the next level professionally.

10. Match tasks to talents:
    - Improving employee confidence.
    - Assign individuals with tasks they enjoy are challenged.

More tips

• Your arrival at work sets the employee motivation tone for the day.
• Use simple, powerful words to motivate your employees.
• Make sure people know what you expect.
• Provide regular feedback.
• Continue learning and trying out new ideas.
• It is not magic, it’s discipline.
Reality check

- Staff: write down your own motivational factors.
- Supers: make a list of three to five things that you think motivate each of your employees.
- Compare notes:
  - Recognize the differences between your impression & theirs.

- Meet with each of your employees to discuss.
- Work with each employee to ensure their motivational factors are taken into consideration in your reward system.
- Have one-on-one meetings with each employee & follow up.
Motivation & success

- Core to success.
- Pay & status may not be part of the formula:
  - CEO/director,...etc. still motivated as much as he/she was a junior employee.
  - Low pay employee doing a great job, Explain ????
- It is one of the secrets of success.
- It is infectious.

Conclusion
Conclusion

• Reasons for motivation are different for different individuals.

• What motivates:
  – Workers to build the pyramids: 30,000 (workers) for 23 yrs?
  – Athletes to win competitions?
  – Employees to do their work, top level or ordinary?
  – Those who sacrifice their lives for a cause they believe in?
  – Irrespective of the level/job description?
  – Answer: Passion & Pride.

Final thought

• Find out what motivates you.
• Ask yourself:
  – What makes me wake up every morning day in/day out, go to work & do a good job?
• Motivated employees:
  – Are essential, they provide quality care for sick patients.

Employee Retention
Famous quotes

• “Your employees do not work for you, they work for themselves.”
  Patrick Connor,
  Atkinson Graduate School of Management.

• “Over 70% of people leave their jobs because of the way they are led.”
  Norman Drummond,
  Motivational Speaker

More famous quotes

Hire them & let them shine:
• The way to keep the top talent that you attract is to let them do what they were hired to do.
• “Delegate, delegate, delegate.”
• “Trust your judgment in recruiting them.”
• Managers should let their employees shine in the spotlight and not be intimidated by it.
• “I was the guy who hired them. If they do well, if they become superstars and their profile rises, then I benefit because I hired them, and it reflects well on me.”
  Philadelphia Mayor Edward G. Rendell, Sep 1999

What is employee retention?

• Retention: The rate at which current employees of your organization are staying in their jobs.

• Retention is opposite of “turnover.”

• If turnover is low, then retention is high.
What does employee retention consist of?

**Employee**
- Decides to stay or leave an organization based on:
  - Increased pay.
  - More responsibility.
  - Better commute/relocation.
  - More challenging work.
  - A friendlier work environment.

**Organization**
- Cannot be expected to be all things to all employees.
- A certain amount of turnover is to be expected (healthy).
- Those with good retention rates “employer of choice”:
  - Offer competitive pay.
  - Opportunities for advancement.
  - Challenging work.
  - Diverse & inclusive work environment.

Questions to consider

- What is our organization’s current turnover rate?
- How does it compare to our competitors?
- How much does it cost our organization to replace a single employee?
- Who typically leaves our organization?
- Are there marked differences among men versus women?
- White people versus people of color?

More questions to consider

- Generation: baby boomers vs. others?
- Does our organization conduct exit interviews?
- What do the results show?
- Are true motivations to leave (discrimination/unfairness harassment) stated during an exit interview?
  - If so, how to collect more accurate data?
Why is employee retention important?

- The cost ($) is significant for organizations to replace an employee:
  - Termination processes.
  - Recruiting a new employee.
  - Decreased productivity in response to the new employee's learning curve.
  - Decreased overall employee morale & security (if this is recurrent).
  - Greater negative impact on small businesses.

Why is employee retention important?

- Organization's intellectual & cultural terms.
  - High turnover rates: "brain drain".
  - Low turnover rates:
    - Strong, sustainable corporate culture.
    - Key differentiators in the marketplace.
- No organization can claim 0% turnover.
- New talent often brings new energy.

Most important reason for leaving

- Dissatisfied with their supervisor/manager.
  - In small business:
    - The relationship can create even more of a strain.
    - Less options to move within.
  - In large business:
    - More opportunities to move.
How to improve employee retention:

1. Motivation is not enough.
2. Keeping the employee satisfied.
3. Attracting the right candidates.
4. Keeping in touch.
5. Don’t burn bridges.
6. Leave some room for error.

Employees’ top ten most common complaints

Top ten complaints

1. Higher salaries: pay is the number one area in which employees seek change.
2. Internal pay equity: difference in pay between new & longer term employees.
3. Benefits programs: health insurance & prescriptions costs are high.
4. Over-management: “Too many chiefs, not enough Indians.”
5. Pay increase guidelines for merit: compensation system should place greater emphasis on merit & contribution.

Susan M. Heathfield
Top ten complaints

6. Human Resources department response to employees: HR department is perceived as the policy making, policing arm of management.
7. Favoritism: each employee is treated fairly & based on policies.
8. Communication & availability: face-to-face communication with their supervisors & executive management, helps them feel recognized & important.
9. Workloads are too heavy: understaffing causes increase in workload on employees, this affects quality & work-life balance.
10. Facility cleanliness: a clean & organized work environment filled with necessary equipment to perform well.

The Manager’s Role

Manager’s role

• Effective managers create employee retention:
  – Communicating clear expectations to the employee.
  – Highlighting expected deliverables & job performance.
  – Providing frequent feedback.
  – Making the employee feel valued, empowered & confident.
• Employees leave managers who fail to do the above.
Helping the manager

• Developing his/her management skills, which includes:
  – Goal setting.
  – Give & receive feedback.
  – Recognize & value employees.
  – Coach employees to achieve better performance.
  – Handle employee complaints & problems.
  – Provide a motivating work environment.
  – Hold career development discussions with employees.

• Communicating clear expectations about behaviors.

Helping the manager

• Integrating core values about people & ensuring they are aligned with company’s direction.
• Providing 360 degree feedback:
  – Managers know how their management style is perceived.
• Providing continuous educational opportunities.

Helping the manager

What if a manager fails at employee retention?

• The manager has been unable/unwilling to develop their ability to manage & value people.
• If all efforts fail to develop the manager:
  – He/she should not retain their management role.
    • Prevent spreading negativity in the work environment.
What do employees want from work?

- Recognition for performance creates motivation.
- Employees want:
  - Recognition for their individual performance with pay tied to it.
  - Fair treatment: non performers to be fired.
  - Companies to know what they (really) want, since there is always a gap.
- Employers far underestimate the importance of:
  - Flexible work schedules.
  - Opportunities for advancement.
  - Employee's decision to join or leave a company.

Impact of successful hiring

Successful hiring

- Hire for today’s need & tomorrow’s vision.
- Right people for the right job.
- Be legal.
- Build a standardized hiring process & use it.
- Hiring top talent means more profit.
Successful hiring

• A bad hire is worse than you think:
  – 80% of turnover is caused by bad hiring decisions.
  – U.S. Department of Labor calculates that it costs:
    • 1/3rd of a new hire’s annual salary to replace him.
    • 1.5-2 times a mid or high manager’s annual salary.

*Harvard Business Review*

Employee retention myths

Retention myths

#1) People most often leave a company for more pay.
• It is the easiest reason to give.
• Reality: Issues that were unsatisfying in the job:
  – Company policies & procedures.
  – Quality of supervision.
  – Relationship with the immediate supervisor.
  – Working conditions.
  – Salary.
Retention myths

#2) Incentive programs produce long-term profits, improve productivity & morale.
• Incentives have been abused as a tool for employee recognition.
• Carrot-and-stick motivation does not guarantee employee satisfaction or retention.
• Real employee commitment comes from:
  – Chance to learn & grow.
  – Meaningful work.
  – Good supervision.
  – Respect & appreciation for a job well done.
• Incentives can harm quality if it becomes the ultimate aim for employees.

Retention myths

#3) Employees don’t want more responsibility.
• True, if more work & less staff.
• Will not pass an opportunity to grow & develop their skills.
• Advance their careers.

#4) Loyalty is dead.
• Not true.
• Employees seek greater work-life balance & making a contribution.
  – Employers that provide more flexible hours & other main satisfiers, enjoy significantly higher morale, lower turnover & increased loyalty.

Retention myths

#5) Improving employee satisfaction is expensive.
• There is no cost to build or enhance the following motivators:
  – Responding to employees’ ideas about improving service.
  – Supporting employees’ growth & initiative.
  – Training in how to do the job successfully.
  – Good relationships with coworkers.
  – Genuine appreciation for a job done well.
Retention myths

#6) Employee satisfaction is of no value.
- Studies show that greater levels of employee satisfaction lead to lower turnover and have a positive impact on customer satisfaction & profitability, these are key factors in company growth & sustainability.
- Consider the following facts:
  - PricewaterhouseCoopers study found a strong link between employee retention & the quality of service.
  - American Society of Training & Development, organizations that invested the most in training had higher gross margins & income per employee.
  - The Council on Competitiveness found that a 10-percent increase in education has a more positive impact on productivity than a 10-percent increase in work hours.
- Investing in people & using the most effective management practices increases profits.

Retention myths

#7) Supervisors are the problem.
- Senior leaders express dismay about the quality & actions of their middle managers and front-line supervisors, disregarding that:
  - Supervisors have more people reporting to them than in the past.
  - More demanding customers than ever.
  - Greater amounts of change.
  - Minimal training is being provided to cope with change.
  - Minimal amount of time is being spent in dialogue between all levels of management.
  - Minimal understanding & support are given to supervisors by upper management.
- Success comes from building teamwork among the various layers of leadership in the organization.

Retention myths

#8) My company/industry/people are different!
- Despite uniqueness, organizations of various industries share the same challenges related to employee retention.
- Core issues related to employee retention & turn over are the same.
- Has been clearly demonstrated by research studies.
Retention success

- Google, with a 2.7 percent turnover allows its engineers to spend a portion of their time on projects they choose.
- At St. Luke’s Regional Medical Center in Boise-Idaho, shared governance in all hospital areas as people participate in decision-making, determining what kinds of education and training they need, patient-care issues and there’s self-scheduling in some areas, is the rule.

  "You don't have to pay the most. We don't feel we're going to get people to come and stay because of pay . . . We want people who want to take good care of patients."

Retention success

- At Xilinx (semiconductor company) layoffs are the last resort & loyalty is a two-way street.
  - During hard times employees had a pay cut of 6% & the CEO's by 20%.
- Baptist Health Care Corporation has a "no secrets" culture in which results of customer satisfaction, finances & employee satisfaction are shared with everyone.
Who’s afraid of the big bad boss? Plenty of us.

Employees leave bosses not jobs

- In Fall 2007 Florida State University released the issue of Leadership Quarterly confirming this.
- Conducted by FSU professor Wayne Hochwarter, Paul Harvey & Jason Stoner (doctoral students).
- They surveyed more than 700 people who work in a variety of jobs about their opinions of supervisor treatment on the job.

Employees leave bosses not jobs

- The survey generated the following results:
  - 40% of employees work for bad bosses based on survey results.
  - Employers score poorly because:
    - 39% of workers said their supervisor failed to keep promises.
    - 37% indicated their supervisor failed to give credit when due.
    - 31% said their supervisor gave them the “silent treatment” during the past year.
    - 27% report their supervisor made negative comments about them to other employees.
    - 24% indicated their boss invaded their privacy.
    - 23% said their supervisor blamed others to cover up personal mistakes.
Employees leave bosses not jobs

- Hochwarter also recommended keeping an optimistic outlook.
- "It is important to stay positive, even when you get irritated or discouraged, because few subordinate-supervisor relationships last forever," he said.
- "You want the next boss to know what you can do for the company."
- "No abuse should be taken lightly, especially in situations where it becomes a criminal act (for example, physical violence, harassment or discrimination).
- The employee needs to know where help can be found, whether it is internal (i.e., the company’s grievance committee) or external (i.e., formal representation or emergency services)."

Important questions to remember

- Employees expect of their managers is fairly simple:
  - Can I trust you?
  - Are you committed to excellence?
  - Do you care about me?

- What employees constantly ask of their organization is:
  - Do you tell the truth?
  - Do you keep promises?
  - Do you act fairly?
  - Do you respect me?

Conclusion
tips & tools for employee retention

- Selecting great staff:
  - Create a selection & recruitment process with retention in mind.
  - Talented people increase their value to your organization & customers.

- Employee orientation:
  - Highlighting organizational mission & vision.
  - Employees duties & expectations.

- Quality of supervision:
  - People leave managers & supervisors more often than companies or jobs.

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tips & tools for employee retention

- Employee recognition & appreciation:
  - A combination of monetary & others.

- Increasing benefits:
  - 401k, vacations, bonuses, etc. attached to length of service.

- Motivation & positive morale:
  - Critical for employee retention.

- Humor is necessary:
  - Allow employees to clown around, they are not wasting valuable time, but maintaining their group spirit & releasing stress.

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Thank you

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