برنامج الإمارات للخدمة الحكومية المتميزة
Emirates Government Service Excellence Program

DRIVEN TO
EXCELLENCE

The power of employee motivation

INDEX

THE UAE GLOBAL STAR RATING MODEL

The UAE Global Star Rating Model is a unique model developed by the UAE Government to further challenge entities to continually enhance the level of service delivery. The UAE Global Star Rating Model offers a framework that can help organizations contextualize human resource management and relate it to improved performance. Is has a particular dimension that describes how service culture and human resource management alvlow federal entities to create and offer services, to better reach and serve customers.

This is done by shifting the entities organizational mindset and internal culture away from customer satisfaction and towards customer happiness. Customer experience management is a process that forges an emotional and personal connection with the customer by combining the powers of service provision and customer data. The ideal customer experience keeps the customer at the center of service delivery, focusing on people as the main enabler to achieve service excellence.

The Global Star Rating Model requires that this Service Culture is tangible throughout the entity with significant focus on frontline employees. The model outlines several dimensions that should be considered when developing the customer experience including employees, customers, and leadership. Capabilities and competencies of human resources is the most vital factor in ensuring customer happiness. The model emphasized requirements for positive employee contribution in developing service levels and ensuring customer happiness. Employees who can reorganize their efforts and behaviors to deliver exceptional experience, are a main element in developing a great customer experience.

Business and organizational leaders should aim to build a cadre of productive employees that are trained to provide customers with the best service and experience. Employees are the driving force behind manifesting business goals and improving business performance. Effective human resource management plays a key role in determining the competitiveness, effectiveness, and success of a business or organization. It's a tool for supporting business goals and improving productivity.

FIgure 2. The service delivery framework

Strategy (Why?)

1

Strategic Alignment

Service delivery (What?)

Enablers (How?)

2

Customers

3

Services

4

Channels

6

Service Efficiency & Innovation

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People

5

Customer Experience

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Technology
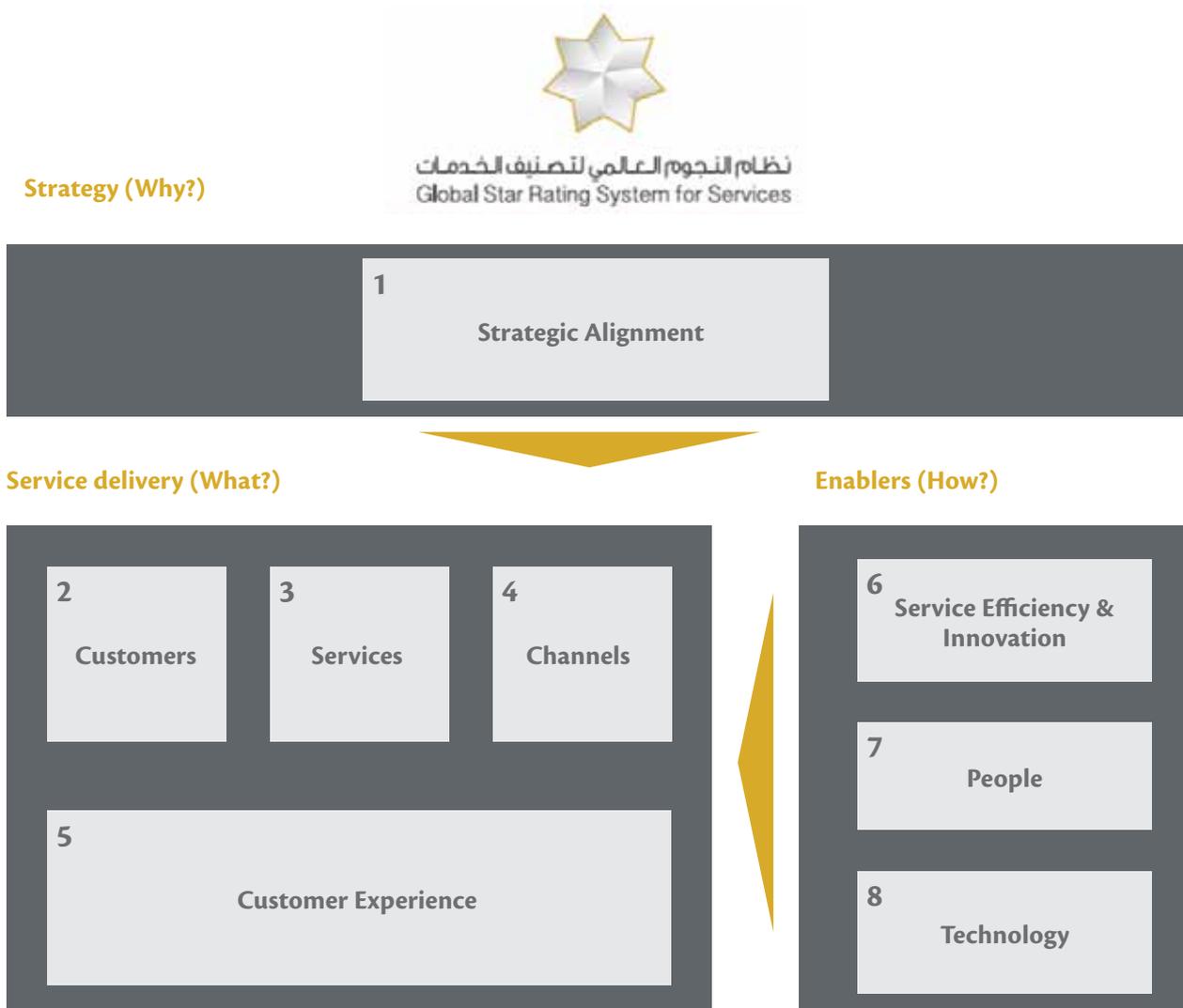
WHAT IS MOTIVATION?

Every leader in any organization is interested in getting their employees to do their best work. Motivating employees and maintaining positive organizational cultures are two of the most enduring challenges of leadership. So, what is motivation anyway and how can leaders and organizations cultivate it in their workforce?

MOTIVATION

Put simply, motivation is what makes us do the things we do. It is what drives us and compels our actions. Thinkers from Aristotle to Maslow have meditated on this complex question. Today we have many answers for what motivates people.

Motivation is intrinsic or extrinsic. This means that motivation can be internal to a person or a task, like the desire for mastery, or external, like a reward. Things like reward structures are focused on motivating employees extrinsically. However, there are many other ways to motivate employees that focus on intrinsic drivers. Positive organizational cultures that are purpose driven and value employees can be a strong non-monetary motivator.

WHAT NEUROSCIENCE TELLS US ABOUT MOTIVATION

Professors Nitin Nohria and Paul Lawrence at the Harvard business school have identified four drivers that motivate people :

1. **The drive to acquire**: this refers to the drive to acquire things like money, status, prestige, expertise, etc.
2. **The drive to bond**: this refers to the drive to connect with others whether individuals or collectives.
3. **The drive to comprehend**: this refers to the drive to find sense in the world, to understand what is happening around us and to develop ways to respond to it.
4. The drive to defend: this refers to the drive to defend one's best interests, to seek fairness and stability.

WHAT PSYCHOLOGY TELLS US ABOUT MOTIVATION

Mclelland built on Maslow's needs hierarchy and identified three human drivers in his Three Needs Theory. According to this theory, everyone has a combination of these drivers, however, one dominates all the others:

1. **The need for achievment**: desire to succeed by one's own efforts
2. **The need for affiliation**: desire to belong to a group and succeed through cooperation
3. **The need for power**: desire to control others and win arguments

According to Mclelland, a leader must identify which category his or her employee falls into in order to figure out what incentives motivate them most.

Aldefer, like Mclelland, expanded on Maslow's hierarchy and developed three categories of needs:

1. Existence needs: this category refers to all that humans need to exist such as food, safety, basic health, and shelter. It encompasses Maslow's physiological and safety needs
2. Relatedness needs: this category refers to the needs for social connection and bonding and appreciation. It encompasses Maslow's social and external esteem needs
3. Growth needs: this category refers to internal needs of self reliance, development and personal growth. It encompasses Maslow's self-actualization needs.

Existence needs   Relatedness needs   Growth needs

Strengthening/Satisfaction   Progression/Growth   Progression/Growth   Strengthening/Satisfaction

Regression/Frustration   Regression/Frustration

One of the most popular theories of motivation was proposed by Victor Vroom and describes the ways in which we make decisions about the actions we will take. Expectancy theory suggests that an employee's motivation to perform is based on three components:

1. Expectancy: refers to a person's belief or expectations about their ability to perform a particular task.
2. Instrumentality: refers to a person's belief that their actions will lead to a particular outcome.
3. Valence: refers to the degree to which a person values these outcomes.

According to expectancy theory, a person would consider these three components when deciding what behavior to perform or what decision to take.

What this means is that an employee would be more motivated to perform tasks that:

(a) they are able to perform adequately and competently
(b) will lead to a desired outcome
(c) will lead to an outcome that they value.
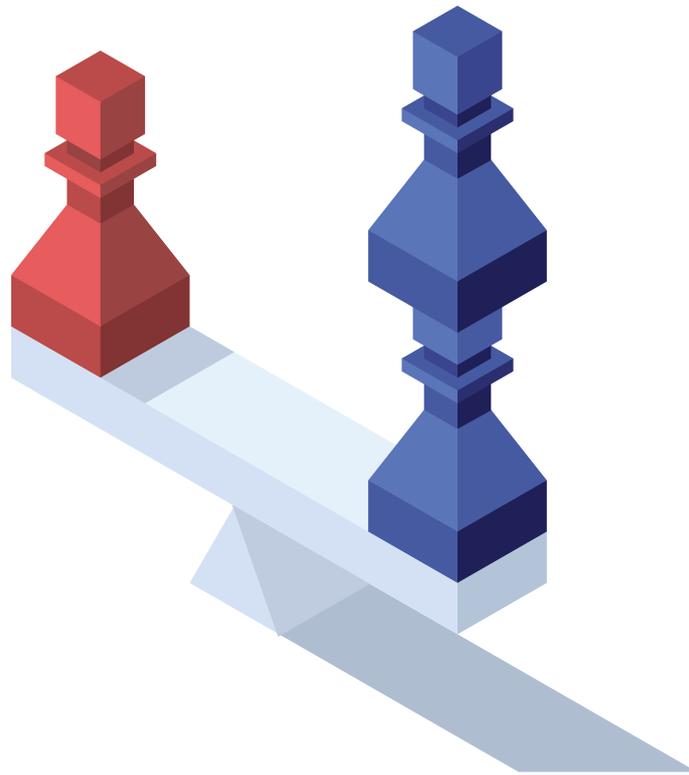
Another powerful theory of motivation is Equity Theory which was developed by J. Stacy Adams. This theory understands motivation as a result of some kind of an exchange relationship in which a person gives something in exchange for something else. Within this relationship the person percieves his or her inputs as relevant investments in the relationship. The equity of this exchange relationship is evaluated in reference to a reference group. This can be a comparable coworker, a colleague at another organization, a family member or a neighbor. Inequity arises when the proportion of the outcomes one receives to the efforts one invests departs significantly from that of the reference group.

So, for example, if one sees that a colleague at the same job at a different organization earns more, or has more autonomy in their role, or recieves more recognition for their work, one may feel that inequity exists. An individual may percieve inequity even if they are the person who is being rewarded more than their coworkers for doing the same work.

According to Adams, when an inequity is percieved an individual is motivated to reduce that inequity to zero. This may be by attempting to alter their efforts or investments into the relationship or efforts to shift outcomes. So, if they percieve themselves as underrewarded they may try to achieve an equitable reward or they may reduce their efforts. If they perceive themselves as overrewarded they may work increase their efforts so that the reward is earned.

JOB DESIGN AND MOTIVATION

Employees are motivated by jobs that provide challenge, meaning, and opportunities for mastery. The job characteristics model, developed by Hackman and Oldham specifies five job characteristics:

1. Skill variety: how the job design provides opportunities to use a variety of skills
2. Task identity: how the job design allows an employee to involved in a task from start to finish
3. Task significance: how much of an impact the job has on the organization or the world
4. Autonomy: how much freedom and independence a job design gives an employee to plan and execute their work
5. Feedback: The degree to which an employee is given feedback about their performance and their effectiveness in their role.

"In reality, all of these factors- drivers, needs, and expectations shape employee behavior in complex ways. While no organization or leader can perfectly control or predict how employees will behave, leaders can cultivate organizational cultures and design jobs that increase overall employee motivation and engagement."

WHY EMPLOYEE ENGAGEMENT WORKS?

# EMPLOYEE ENGAGEMENT AND CUSTOMER SATISFACTION

Studies have shown that there is a correlation between employee engagement and job satisfaction.
Employees who are engaged tend to be more

1. Productive

2. Loyal to the organization

3. Willing to cooperate

4. Innovative and creative

5. Customer focused

An effective employee engagement strategy that motivates employees can have many benefits for an organization. Research shows that there is a correlation between employee engagement and:

1. Increased productivity

2. Improved customer experience

3. Higher employee retention

4. Higher value creation

5. Increased innovation:
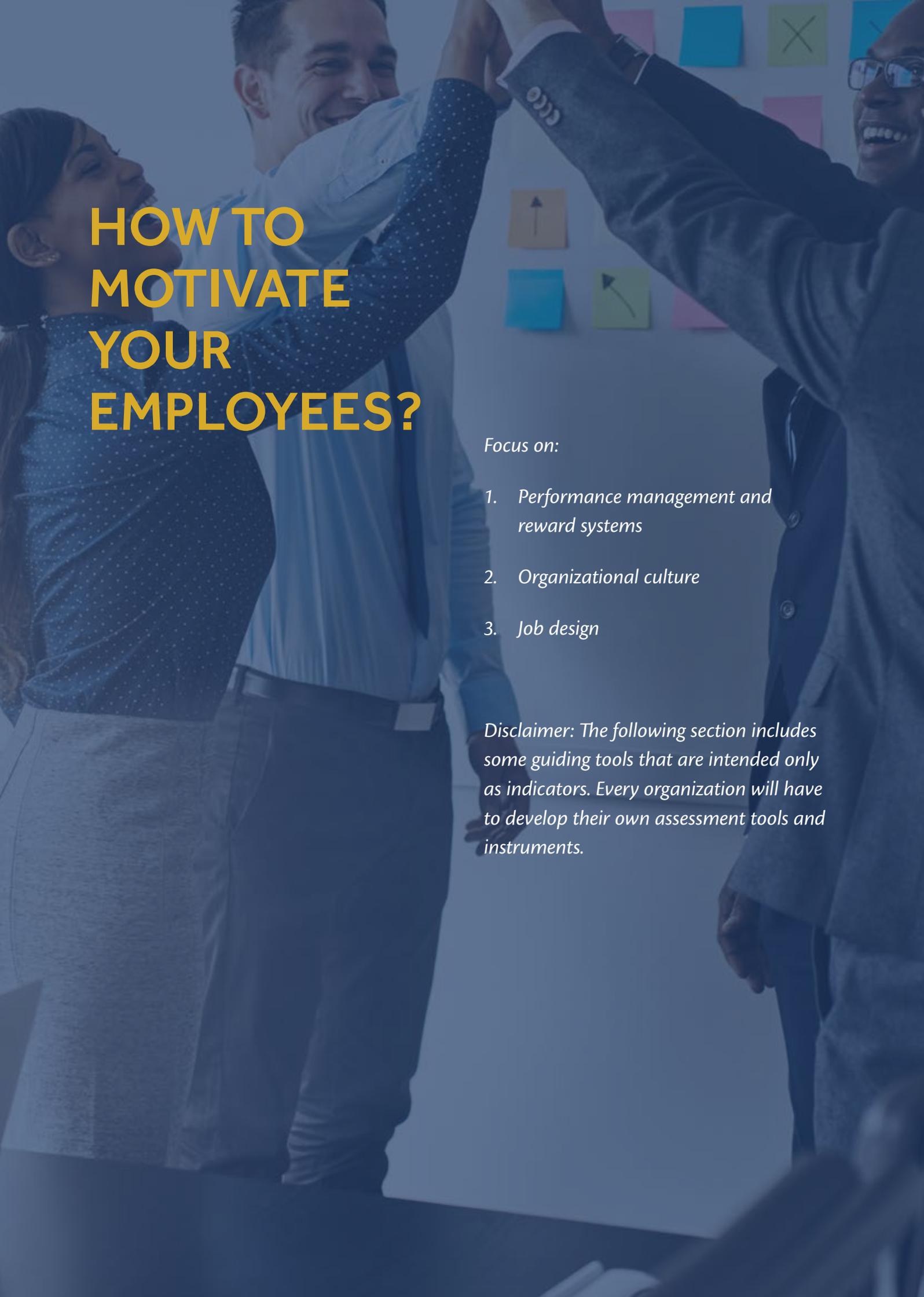
HOW TO MOTIVATE YOUR EMPLOYEES?

Focus on:

1. Performance management and reward systems

2. Organizational culture

3. Job design

Disclaimer: The following section includes some guiding tools that are intended only as indicators. Every organization will have to develop their own assessment tools and instruments.

PERFORMANCE MANAGEMENT AND REWARD SYSTEMS

To make sure that your performance management and reward systems motivate employees:

1. Design a performance management system that is transparent, with clear expectations and standards

2. Design a reward system that clearly differentiates good performers from bad performers.

3. Set rewards, whether monetary or otherwise, that are clearly tied to performance.

4. Design pay-scales that are as good or better than your competitors.

The following is a short unofficial guiding tool to be used only as an indicator of how your organization fairs in comparison to best practice.

Personal assessment questionnaire: performance and rewards				
Our organization has a transparent rewards system				
1	2	3	4	5
Our organization collects feedback on the appropriateness of its performance system				
1	2	3	4	5
Our employees understand the process we use to evaluate their performance				
1	2	3	4	5
The metrics and standards used in the process are clear to employees				
1	2	3	4	5
Our employees think the process is fair				
1	2	3	4	5
Our performance system makes clear distinctions between what is considered excellent, good, and poor performance				
1	2	3	4	5
Our organization compensates as well as our competitors				
1	2	3	4	5

1 - not in line with best practice   5 - in line with best practice

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ORGANIZATIONAL CULTURE

To motivate employees, cultivate an organizational culture that:

1. **Encourages**: collaboration, trust, curiosity and exploration
2. **Rewards**: creativity, boldness, achievement and excellence
3. **Provides**: direction, structure, stability, clear processes

Make sure that:

1. Organizational values are clear and specific rather than vague and opaque
2. Senior managers and managers role model organizational culture
3. Employees are aware of what leadership consider to be the cultural values of the organization
4. Cultural values of the organization govern all aspects of organizational work

The following is a short unofficial guiding tool to be used only as an indicator of how your organization fairs in comparison to best practice.

Personal assessment questionnaire: organizational culture				
Employees in our organization collaborate across departments				
1	2	3	4	5
Our organization does not have silos				
1	2	3	4	5
There is a feeling of mutual trust between departments in our organization				
1	2	3	4	5
Coworkers practice compassion toward one another in our organization				
1	2	3	4	5
Our organizational leadership reward creative ideas				
1	2	3	4	5
Our organization rewards employees who find new solutions to old problems				
1	2	3	4	5
Our organization has clear processes				
1	2	3	4	5

1 - not in line with best practice   5 - in line with best practice

Personal assessment questionnaire: organizational culture				
Our organization rewards employees who achieve excellence in their job				
1	2	3	4	5
Employees in our organization are able to clearly describe the culture in our organization				
1	2	3	4	5
Everyone in our organization is working toward a common purpose				
1	2	3	4	5

1 - not in line with best practice   5 - in line with best practice

JOB DESIGN

To motivate employees, ensure that you design jobs that:

1. Provide opportunities for learning and mastery of new knowledge and skills

2. Provide a sense of purpose and meaning

3. Allow independence and autonomy when deciding how the work should be done

4. Have a clear and observable impact on the organization

5. Offer challenging but achievable responsibilities

The following is a short unofficial guiding tool to be used only as an indicator of how your job design fairs in comparison to best practice.My job gives me opportunities to use my knowledge and skills

Personal assessment questionnaire: job design				
My job gives me opportunities to use my knowledge and skills				
1	2	3	4	5
My job gives me opportunities to learn new skills				
1	2	3	4	5
My job gives me opportunities to problem solve				
1	2	3	4	5
My job is important for the functioning of my organization				
1	2	3	4	5
The work I do has tangible impact on my organization				
1	2	3	4	5
I receive constructive feedback on my performance in my role				
1	2	3	4	5
I have freedom to decide my own schedule				
1	2	3	4	5
I have freedom to make decisions about how to do my job				
1	2	3	4	5
My job is challenging				
1	2	3	4	5
I am able to successfully surmount the challenges of my job				
1	2	3	4	5

1 - not in line with best practice   5 - in line with best practice

GLOBAL BEST PRACTICES
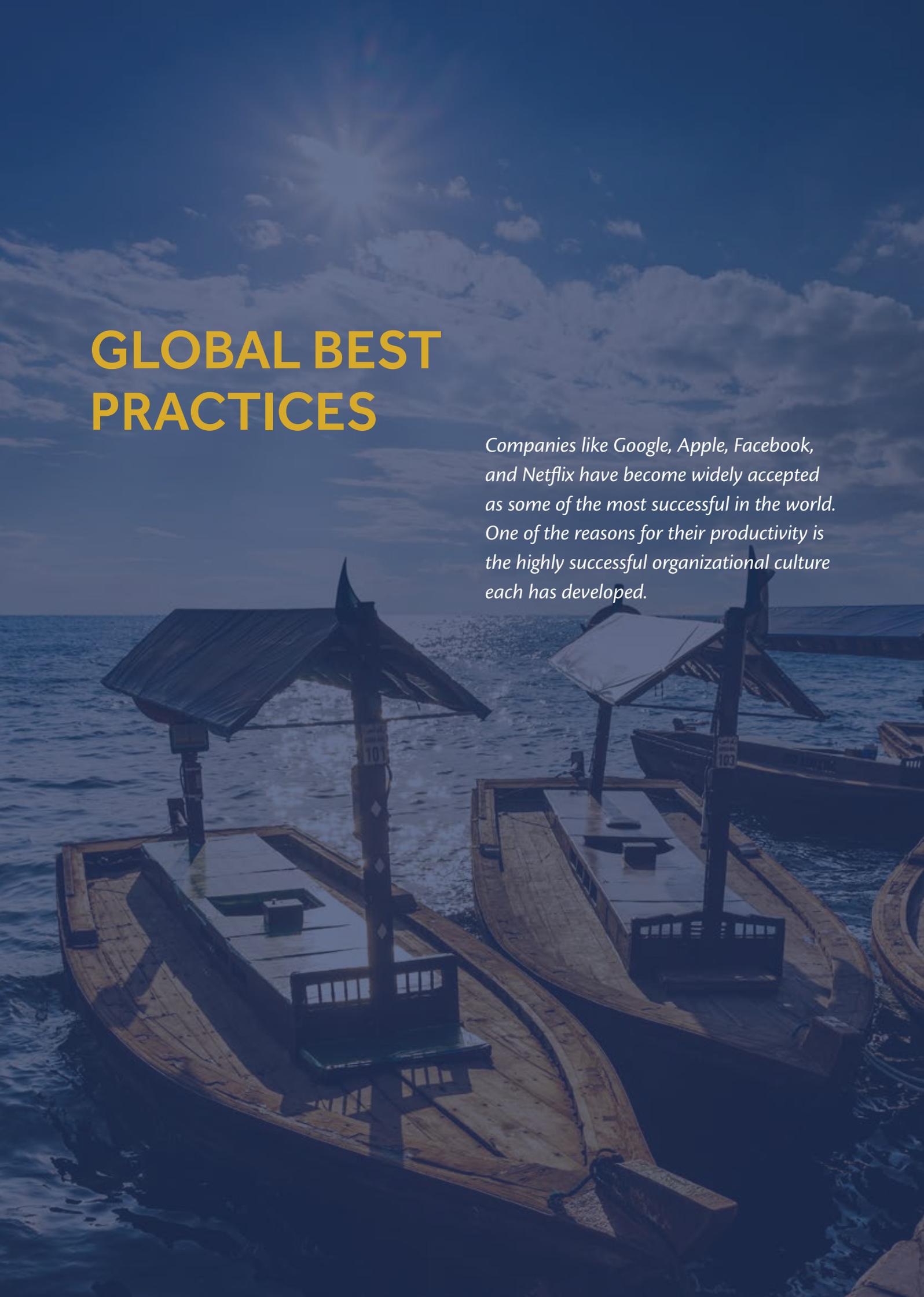
Companies like Google, Apple, Facebook, and Netflix have become widely accepted as some of the most successful in the world. One of the reasons for their productivity is the highly successful organizational culture each has developed.

PRACTICE

Google's mission is to "to organize the world's information and make it universally accessible and useful" . In order to achieve this mission, Google advertises all its projects openly and employees are allowed to sign up for any project that interests them. Engineers in particular, are able to freely choose whatever projects are most interesting to them, and which they believe can contribute to Google's mission. This allows employees to choose what engages them most and provides opportunities for staff to experience many different kinds of projects. This also encourages creativity, and collaboration amongst colleagues.

Within Google's flat structure, employees enjoy the autonomy necessary to do their jobs to the best of their abilities. Employees work in teams, but each employee is trusted with the portions of the project that he or she is an expert in. This creates a sense of self-reliance and accountability amongst Googlers.

WHY IT WORKS

Elements of day to day work are a significant factor of motivation for employees,particularly when a role is made challenging, and fulfilling by altering its requirements. Most motivated employees are connected to their company's mission beyond the daily tasks they perform. Through this practice Google has taken control of a critical element of organizational culture, or 'how things work'. This aspect of work flow management is often critically underappreciated and Google has done well to align its objectives with an enabling management approach. Many workers need to feel a part of a larger mission, and to see how their work contributes to this mission. This allowsthem to feel satisfied with their role in the organization, which increases engagement and productivity.

PRACTICE

Netflix has a core philosophy of valuing 'people over process', and creating a 'Highly Aligned, Loosely Coupled' work environment. The first focuses on creating a 'dream team' model where they hire, and work to retain, only the best people possible. Many policies flow from this practice which emphasizes effectiveness, such as eliminating traditional performance reviews and replacing them with "informal -360degree reviews" .

The second practice focuses on building a culture of employee responsibility, and good decision making. Netflix focuses on having a flatter hierarchy and a radical disavowal of rules. employees and teams can make their own decisions and team members are expected to develop good decision making and creativity to get the job done however they see fit. Managers are expected to clearly outline content, scope and provide information relevant. As a result of this policy, Netflix has eliminated most conventional HR rules and policies, employees have the freedom to manage their vacations and days off, and make business related expenses like booking flights without supervision.

WHY IT WORKS

Netflix values effectiveness and exceptional performance over process; this is their company strategy. Good judgment is emphasized as the solution to problems, and not process or procedure. Netflix sets out a clear outcome it expects, selects high performing employees that are suited for the task, and then provides the tools and enabling environment for them to succeed. These practices help workers stay motivated because they work with, and not against employees that are trying to accomplish difficult goals. the "Netflix culture deck" the -127page presentation explaining their approach has become an industry standard, because it has resulted in great success for the company, and quality products.

PRACTICE

Apple runs a secretive internal training program year round that includes both full time faculty and visiting instructors. They recruit a variety of experts, some from prestigious universities, to create and teach these courses specifically for Apple employees, and the details of these courses are guarded closely. The program is lead and devised by the former dean of Yale School of Management and was started in 2008. The program is set up on an internal website available only to staff , where they can choose courses tailored to their backgrounds and position needs . In one course for example, employees analyze Apple case studies, like how they decided to make Apple products compatible with windows. This includes a course that new Apple employees receive to get oriented to the company's culture.

The purpose of these training programs is to teach Apple employees how the company makes business decisions. They also teach employees the Apple ethos, and their personal brand of simple and effective product communication. This means that employees are all tuned in to the companies needs and vision, and they can make decisions and choices that are more aligned with the company's strategic goals.

WHY IT WORKS

Most successful companies share a common attribute, they believe that employees play a significant role in impacting business performance. Focusing on employee training and development is one way that management clearly communicates expectations and gives employees the tools to enable, rather than impede their progress within the company. Apple view training as a need for personal and professional development within the company. This drives intrinsic motivation among employees as opportunities for advancement and for development drive performance.

PRACTICE

Facebook is known for their friendly work environment and for the benefits and perks they offer. They believe in "take care of our people so they can take care of bringing the world closer together". Benefits like healthcare, vacation benefits, new parent benefits are covered. Perks relating to fitness, food, and transportations are provided in addition to quirky perks like video game rooms, movie theater, on campus bicycles, and dry clean services. Many of these perks are provided on campus at their locations, allowing staff to remain adjacent to their office and their colleagues.

Facebook motivates employees by focusing on their wellbeing. In a culture where continuous innovation and collaboration is demanded, they aim to provide what staff need in order to thrive. They do this by covering staffs' basic requirements, adding additional stress reducing benefits, and enhancing staff wellbeing. These on site perks have the additional benefit of keeping employees on campus, and allowing employees to stay at work longer. Many of these perks cater to employee's personal needs by making it easier for them to save on 'no value' time that takes them away from the office. This helps employees achieve a better work life balance.

WHY IT WORKS

Facebook focuses heavily on enhancing their corporate culture, and it has helped them attract and retain a top tier of staff. In order to stay ahead of the curve, they continue to invest in their success, and this means investing in their employees and new hires. The practices discussed above make the workplace an attractive place, and keep employees healthy, engaged and committed to the organization. These personalized perks not only motivate employees; they reward them for exemplary service. The key here is to focus on enhancing convenience, affordability, and relevance, an approach that is resonating more effectively in the modern workplace. Utilizing thoughtful and strategic benefit systems can help an organization increase their return on investment in the areas of employee motivation and engagement.

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**MOHAMMED BIN RASHID
SCHOOL OF GOVERNMENT**

The Mohammed Bin Rashid School of Government

The Mohammed Bin Rashid School of Government (formerly Dubai School of Government) is a research and teaching institution focusing on public policy in the Arab world. Established in 2005 under the patronage of HH Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the United Arab Emirates and Ruler of Dubai, in cooperation with the Harvard Kennedy School, MBRSG aims to promote good governance through enhancing the region's capacity for effective public policy.

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- master's degrees in public policy and public administration;
- executive education for senior officials and executives; and,
- knowledge forums for scholars and policy makers.