

The context for this investigation is Blush, a beauty therapy business. As the only beauty therapy business in town Blush is a business of community significance. I interviewed the owner of Blush as well as one beauty therapist and a receptionist.

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### Motivation practice 1: Birthday and Christmas bonuses

A unique and important motivational practice at Blush is the bonuses the employees receive for their birthdays and before Christmas. They receive a sum of money in addition to their salary as a reward.

#### *How the motivation practice impacts on employees*

Employees of Blush are satisfied with their pay and they are also given Christmas and birthday bonuses which they think are nice. They appreciate the recognition for their efforts, from the business and are likely to be more motivated because of the bonuses. The employees have increased disposable income around those times which makes them happier. When an employee is happier they find their job more enjoyable and are likely to be more productive.

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#### *How the motivation practice impacts on the owner/manager*

The owner likes her employees "to be able to treat themselves on those important days". By giving them bonuses they have extra money and can do this. She says that rewarding the employees "makes no difference to me", meaning she does not regard the financial outlay as very large.

- Giving staff birthday and Christmas bonuses relates to **Herzberg's Hygiene Factors** – if hygiene factors "are considered inadequate by employees, then they can cause dissatisfaction at work. A Christmas or birthday bonus is "another financial remuneration". All of Blush's employees thought that the bonuses they receive are nice, meaning they are satisfied by this birthday and Christmas bonus.
- Giving staff birthday and Christmas bonuses also demonstrates **Maslow's Physiological Needs** – "these are the requirements for survival". Giving employees bonuses in addition to a satisfactory pay, allows them to buy more food and shelter to meet these needs on this level of Maslow's hierarchy, therefore it enhances motivation.
- **Maslow's Social Needs** "is about the human desire to belong, to have friendships and to have contact with others". An employee's birthday is recognised and receives attention when a birthday bonus is given. This makes the employee feel they belong to a family, the family at Blush and therefore motivates them to be more productive at work, as nobody wants to let the family down.

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#### *Why Blush chooses to use this particular motivation practice for its staff?*

Blush chooses to give employees these bonuses because it is an effective way of showing appreciation of the efforts of staff in the workplace. It is this special recognition that makes the beauticians and receptionists feel valued so they are more motivated to come to work and to work hard.

## Motivation practice 2: Flexible hours

Flexible hours allows Blush employees to work a certain number of core hours, where the start and stop times can vary, as long as they work the equivalent of a full work week. This means bookings for client appointments can be fitted to suit staff members' hours.

### *How the motivation practice impacts on employees*

Providing flexible hours for workers allows them to choose the hours they work to fit their personal lives (family commitments, travel arrangements etc). When staff are at work, they are not distracted by other commitments and are able to get on with their jobs. This motivational practice makes for better motivated and focused staff. One employee said her flexible hours motivated her because she could adjust her hours around her second job as a dance instructor. So, flexible hours enable more of a work/life balance.

### *How the motivation practice impacts on the owner/manager*

Flexible hours have little effect on the employer. However, it sometimes takes a little while longer each day to update the business website. The online booking system means bookings need to be made around who is working at the client's preferred time.

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- **Maslow's Social Needs** is demonstrated through providing flexible hours for employees – people need “friendship, intimacy and family”. Allowing employees to choose their own hours means they have some balance between work and their personal lives. Having flexible work hours means an employee's life is not solely based around work. Their clients can be fitted in around their other priorities and commitments, if need be. This allows staff of Blush to get time off work for family, friends etc if they choose to.

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- Providing flexible hours for employees relates to **Maslow's Safety and Security Needs** – “provide regular work ...” It also demonstrates **Herzberg's Hygiene Factors**, which include “feelings of job security”.