

ABOUT STUFF MOTIVATION

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Abstract: paper presents some aspects regarding stuff motivation, beginning with people's needs, taking into account Maslow Pyramid, or motivation theories, the action way of motivational process, what do managers want VS what employees want, also about performances evaluation.

1. Introduction

According to Abraham Maslow's Pyramid people are characterized, taking into account their needs and position in society as follows: majority hunger/thirst - referring to physiological problems, after that, defense against dangers - security, acceptance inside the group – belonging or social stability in a community, virtues acknowledgement - respect and at the top, continuous development - meaning self involvement or self exceeding [3, 8].

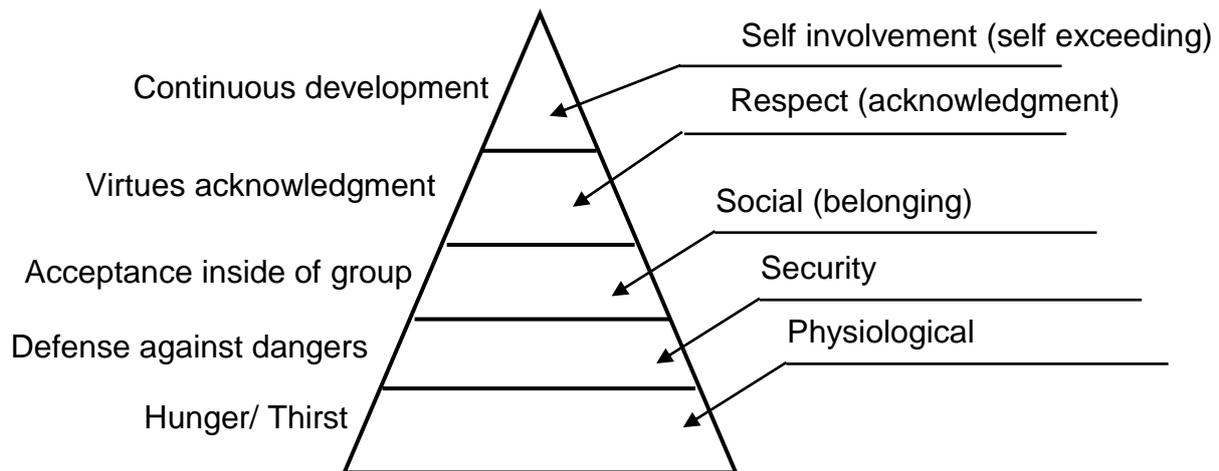


Figure 1. Maslow's Pyramid concerning people's needs and position

The essence of this approach is based on 2 principles:

- Regression principle: a satisfied necessity is a necessity that doesn't need a motivation anymore;
- Progress principle: a necessity at a high level is activated only after the total or partial satisfaction of a basic necessity is achieved.

A derivative theory from that of Maslow belongs to Frederick Herzberg, known as dual factors theory; the central idea of this theory is that the factors that provide satisfaction are different from those that provide satisfaction in labor. As discussion, there can be taken into account:

1. Hygiene factors that go to satisfaction (supra checking, money, job stability, social position).
2. Motivational factors that go to satisfaction (responsibility, acknowledgment, development, results achieving).

There are other known theories of motivation such as [2, 3, 7, 9]:

- Theory of objectives' assignment (*Edwin Locke*)

- Systemic approach by contingency (*Lawrence and Lorsch*)
- Theory of successes' acquisition (*McClelland*)
- Theory of expected performances (*Victor Vroom*)
- Equity theory
- Operative conditioned theory.

Table 1

1. Person's physical status	<ul style="list-style-type: none"> • tired, hunger, cold, any kind of discomfort
2. Effective communication capacity	<ul style="list-style-type: none"> • all factors that affect the communication
3. Trust climate	<ul style="list-style-type: none"> • all trust in the team • rejection of excessive praises • danger! – arrogance of lider <ul style="list-style-type: none"> – de-motivate the team – loss of ideas
4. Focusing on strong points not on weak ones	<ul style="list-style-type: none"> • the right man at right place and right time
5. Positive motivation	<ul style="list-style-type: none"> • maintaining fear as a motivator: <ul style="list-style-type: none"> – voice rising – mistakes hunting – despise for team members – threats – saying: „<i>you're paid to do, not to think!</i>” – the refuse to acknowledge the achievements
6. To communicate clear, concise	<ul style="list-style-type: none"> • clear, complete and exact instructions
7. Efficient time management	<ul style="list-style-type: none"> • job done efficient and in time
8. Demolition of an old system only after new ones were built	<ul style="list-style-type: none"> • Change, for the pleasure of change • when something disappears, something else must arise
9. Close (near) action	<ul style="list-style-type: none"> • keeping close to the team means to be in permanent contact with people's needs – prompt, quick, efficient actions

Anyway a good approach is the study between 2 motivational principles: one based on “to be”, and the other based on “to have - to posses”. It exists a lot of people having a good reaction at “inward” aspects of the professional life, a good expression, an oral appreciation value more that a salary improvement.

2. Action ways in motivational process

In Table 1, there are presented, some aspects about person's physical status, effective communication capacity, team or company trust, rejection of excessive praises, focusing on strong points, positive motivation, ways of communication, efficient time

management, demolition the old system and building a new one, change management, and keeping close to the team, being in permanent contact with people's needs, as quick or efficient actions.

3. What managers want – what employees want?

In Table 2, based on criteria analysis, after a study made by Kenneth Kovich, giving 1 to 10 points, there are presented the two position and expectations of managers and employees [3, 8].

Table 2

<i>What managers think that employees want</i>	<i>What employees really want</i>
10	Good salary
9	Job stability
8	Promotion and development
7	Good work conditions
6	Exciting work
5	Discipline full of diplomacy
4	Loyalty from managers
3	Consideration for work done
2	Assistance in personal problems
1	Belonging feeling

It is very visible that there are different points of view about these visions: first of all, employees wish for an interesting job (10 points), in the same time managers give a medium priority (5 points), and a good salary, the top in the managers' point of view is quoted only with 5 points in employees' vision.

4. The 10 rules established by “classics of motivations” [4, 6]

1. Don't be afraid to make mistakes
2. Little risk, little benefit
3. Seek employees' ideas about their work. Nobody knows better what they have to do
4. Nobody has to be afraid of a subordinate's good idea
5. Always keep your promises
6. Behave towards others like you want them to behave toward you
7. Be aware always. Seek your subordinates' interests.
8. Don't lock yourself into an “ivory tower”
9. When you have got an information, be sure that it's correct, complete and significant
10. Delegate your attributes. In this way, you'll be freer and have more informed people around you.

5. Performances' evaluation

Great parts of a manager's problem today are the performances of the humans nearby. For a good and pertinent evaluation of a person, it is necessary to have information about individual attitude in organization, and to have answers to questions like:

- What kind of attitude is to be investigated?
- When was, the first time, that this attitude was seen?
- Who is directly affected by this attitude?
- What happened at the first observation?

- What was the evolution like: amelioration or worseness?
- What was the attitude's effect on the team, project and organization?

The attitude key correction is equivalent to a change (directly or indirectly), and it is seen in the evaluation process. Here, we can establish the actual situation (more or less desired) and from there begins the correcting process of individual "education".

A good image about performances' evaluation is presented in table 3 (having some anecdotic aspects) [1, 3, 11]:

Table 3

	Excellent	Very good	Good	Satisfied	Not satisfied
Quality	Needs a single path to overleap a building	Needs 2 paths to overleap a building	Needs a lanced start to overleap a building	Falling on buildings	Doesn't see buildings, doesn't recognize buildings
Time	Is faster than a bullet started from a gun	Is equally fast as a bullet	Is not so fast as a bullet	Did you see a slow bullet?	He will be touched by the bullet
Initiative	Strongest than a locomotive	Strongest that an elephant	Strong like a bull	Kills the bull	Smelling like a bull
Adaptability	Walking on the water frequently	Walking on the water in an emergency situation	Using water only for cleaning	Drinking water	No tangency with water, only in emergency cases
Communication	Speaking with God	Speaking with Angels	Speaking with himself	Dispute with himself	Losing all the disputes with himself

What does a performances' evaluation means?

Definition: Finding the proper working instruments, that drives to an objective point of view, with regard to what a particular employee means for the company, project, and team.

The evaluation system of employee's performances has some essential components:

a) *Evaluation done by the direct manager*

This form of evaluation is a methodology, generally used, given in specialized literature. The aim of this managing process is to give chances to employees to see "where they are", to define for the employee the place and the role in company, and also to establish the path from the present to the future situation.

The generic questionnaire has several sections:

1. Employee's identification data (function, professional background, total experience or only years in company, evaluation data, motivation);
2. Information about his achievements in the last 6 months (number of projects in which he was involved, supplementary works, efficiency indicators, functions/attributes, appreciation given by the leader in regard with the performances);

3. Evaluation principles using an appreciation scale (mark - signification)
 E.g.: 0 – totally unsatisfactory

...
 10 – constantly exceeds

4. Identification of groups' performance (considering different activity domains, technical or managerial activity, knowledge and abilities demanded by position). There are known 20 groups for the technical personnel, and 3 -10 evaluating elements are recommended [2, 3, 10].

5. Individual plan of employee's development (a description of individual goals and aims);

6. Results of previous evaluations (previous evaluation results, usually having a radar graphical representation). Usually, a formulary with appreciations is used, such as [4, 8]:

1. Results of performances: comparison between an employee and his colleagues:

Excellent First 10%	Very Good 15%	Good 50%	Satisfied 15%	Not satisfied Last 10%
	X			

2. Is the employee upgrading?

Immediately	After the next evaluation	Maybe after one year	It takes more time	Not upgrading
	X			

3. Does he want to upgrade _____ ?

4. Confidential commentaries of the evaluator/reviewer _____

5. Personality of the evaluated person _____

6. Team behavior _____

7. Competence commentaries (technical, planning, communication, attitude, cooperation, motivation) _____

b) *Evaluation done by the co-workers*

It is simpler and requests the participants' training in order to obtain a right and serious evaluation.

- Advantages:
- A more detailed knowledge about the performances
 - Increase the credibility of evaluation process
 - Increase the employees' involvement rate
 - Increase the responsibility regarding internal clients

- Disadvantages:
- A lot of used time
 - Confidentiality

c) *Evaluation done by the subordinates*

Advantage: • consolidate the relationships with the subordinates

Disadvantage: • rejection feeling of the one who feels „betrayed“.

The formulary used, contains appreciations about the manager's comportment, such as: he establishes a good, open communication; he encourages the team work; he listens people carefully; the tasks are very precisely specified in terms of time, budget, objective; he is example of honesty.

6. Conclusions

Maslow's motivational structure, based on 5 stages, is established taking into consideration 2 principles:

- Regression principle: a satisfied necessity is a necessity that doesn't need a motivation anymore;
- Progress principle: a necessity at a high level is activated only after the total or partial satisfaction of a basic necessity is achieved.

Great parts of a manager's problem today are the performances of the humans nearby. A constant dissatisfaction is related to what one expects from people. For a good and permanent evaluation it is necessary to gather as much information about individual behavior in organization as possible: what kind of behavior is analyzed, when was it noticed for the first time, who was directly affected about this comportment, what has happened from the first appearance up to the present moment, things had a good or bad evolution, what are the behavior' effects upon the team, project, organization.

These are too many questions for a good manager!

Effort and courage are not enough; the goal and direction must exist. (*J. F. Kennedy*)

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