

TOOLS USED IN MOTIVATIONAL STRATEGIES

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ABSTRACT

Money can fulfill most of an individual's needs and it is also known as a motivational tool; so a high income rate is considered as an important indicator for success and professional competence. Managers' and workers' levels of productivity increase gradually day by day and it raises the organization's level of income; so that case leads that laboring factor is as important as capital factor. Communication, performance measure and evaluation, rewarding systems, culture and climate of the organization, group or team works are some of the subsidiary factors. The existence of a link between performance and wage rise is one of the forthcoming elements that bind the workers to the business. Some enterprises pay high salaries; and then the numbers of applications to such enterprises increases; and that case gives the enterprise an opportunity to behave more selective while employing the people. Throughout such enterprises, the workers don't want to transfer to any other company, and by the way their internal motivation increases. Formed groups or teams must be made to work in accordance with previously stated goals, not in an aimless way; and such a case is considered as the first golden rule for the workers' internal motivation and productivity which is created by the existence of other groups. Motivating the workers as groups is easier than motivating them in an individualized way.

Key Words: Organization, Motivational Strategies, Productivity

Introduction

Humans spend most of their lives and satisfy their emotional, social and financial needs at business. The workers' opportunity to express their ideas freely is considered as important in order to improve their interaction with the managers. Different goals must be specified for each different departments; all the workers must be made to know what they are required to do and the rewards must be planned accordingly to the levels of reaching the goals.

Motivating Factors

Financial Motivators

Wage Increase: Money can fulfill most of an individual's needs and it is also known as a motivational tool; so a high income rate is considered as an important indicator for success and professional competence. A high salary confronts us as an important factor but throughout the workers, the expectation for a high salary is not always at the first rank. Enterprises consider productivity, performance and motivating factors as attractive factors in terms of making the wage and salary systems more effective.

Rate of Premium: Estimates which were based on time concept and piecework have led various premium systems to arise. Within success evaluations on minimum performance, different kinds of incentive charging models between different enterprises are being used. It increases the individual performance in short terms; however it is also suggested that such models may cause the workers feel anxious; and it may cause hostility between the workers or it may decrease the levels of quality in long terms.

Participation in the Profits: managers or workers may participate in the profits of the enterprise because of their productivity; and that case makes the labour factor as important as the capital factor. However, it is also taken into consideration that in some cases such as enhancing some of the workers to participate and preventing the remaining workers to participate in the profits, it may cause the motivation decrease.

Financial Rewards: The importance of financial rewards in terms of increasing the workers' motivational levels is indisputable; however giving too wide coverage of financial rewards is not considered as a right application. Instead, some kinds of incentive tools which are suitable for the workers' needs must be applied.

Social Insurance and Retirement Plans: Workers become dependent to the organizations in terms of satisfying some of their needs. Such a dependency constitutes anxiety especially for private sector workers. Some factors such as retirement plans under qualified circumstances, health insurance, paid and unpaid vacation plans and child allowance make contribution to the workers' job satisfaction and make them feel secure.

Psycho-social Motivators

Independent working Opportunities: An independent working environment and the opportunity to take initiatives increases the individuals' self-improvement power; and additionally, it makes them to feel belong to their groups and precious for the organization. In working places that governed by a centralized management understanding, the workers are generally in search of other working places. Providing job satisfaction leads increase in productivity and it also leads the workers feel secure in terms of continuity of their job.

Value and Status: Status is the volume that an individual occupies within the structure. Higher status is one of the methods directing the individuals to work; but on the other hand, managers must value the workers' personalities, ideas or advices, and the works which were performed by the workers, too. If the individual feels himself/herself belong to his/her business, then he/she can feel happy with the success of the business.

Having Respect to Private Life:Managers need to deal with the workers' problems insightfully. They should help their workers to organize their private lives; by the way the workers can focalize most of their attention and efforts into their jobs.

Appreciation and Giving Responsibilities: Sympathy and relevance constitute the desire for the job. Being appreciated in front of the friends, rewards and gifts are mostly more important than the wage in terms of social status. However, it is considered as having much more importance for low level workers than that case especially in the countries having under-developed incentive tools and using low-tech.

Social Interests: Professional managers think that it is always beneficial to make the job enjoyable by sports activities, travels, trips or picnics. They think that those kinds of social activities can increase the workers' productivity levels and decrease the monotony of the job.

Adaptability to Environment: Workers are expected to adapt themselves to new working environments, rules and traditions soon. Sometimes the newcomers can be put pressure and they may not be accepted to the group at once. For such manners, the managers must plan and apply the necessary precautions consciously.

Suggestion System: The workers' confidence towards the enterprise will increase when their suggestions are examined and taken into account.

Punishment:It is a negative approach used for preventing some undesirable behaviors; and it may have some negative effects such as offense, hostility or decrease of performance. In order to prevent those kinds of negative effects, positive reinforcements must be preferred.

Organizational and Managerial Motivators

Goal Setting: It is considered that motivational tools do not have much importance without goal setting.

Authorization and Responsibility Equivalence:It means taking initiatives all over the departments, giving authority for problem solving and enhancing the individuals to use their knowledge and skills against the authority.

In other words, it is the process in which delegation managers train the personnel in their fields, and then give the personnel authority and responsibility.

Participation in Decision Making: If the workers have opportunity to be effective in decision making, related to their fields, or if they have opportunity to participate in decision making processes, their levels of motivation will increase.

Opportunities to Promote:As the workers gain experience in their jobs, some of them for financial reasons and some of them for status, they will need some higher positions; however it is impossible to promote all of them at the same time. In spite of the blockages, some of the

workers display higher levels of performance while some of them are working with poor levels of performance.

Educational Opportunities: Educational programs must be given place in parallelized way to motivational programs. The individual must know what the best is for both himself/herself and his /her business. Some kinds of courses and seminars, symposiums and conferences are accepted as having positive effects on increasing the workers' motivation.

Flexibility in Management: The workers must be able feel in secure in terms of their children, illnesses or holiday leaves even if the management changes. If a well determined flexibility becomes a company policy and if different alternatives such as working at home are provided, then the workers will feel themselves as precious.

Improving Physical Circumstances: Improving the working environment will be a positive factor in terms of performance level of the organization.

Positive Management Approach: If the manager of the company believes for the success, the possibility of reaching the success increases. In such a management approach, the manager must believe that he/she will motivate and direct the workers positively to perform their jobs.

Open Bargaining Method: That method means to give the workers more factors which are desired by them; and to give the workers less factors which are not desired by them.

What is Productivity?

Productivity is the common name of the techniques that improve the workers' performances and working conditions. Those techniques encourage the workers to perform their jobs better.

What is Motivation?

Motivation is the power encouraging moving.

What is Organization?

Organization is the unity in which foundations or people come together with the aim of accomplishing some certain or common goals or actions.

Subsidiary Items for Motivation

Communication: Throughout the organization, it provides a basis for some mechanism such as coordination, information flow, evaluation, education, supervision and decision making. In manners that there aren't enough amounts of open communication and reciprocal feedback, amounts of uncertainty increases.

Measuring and Evaluation of Performance: It is defined as the workers' habits, skills and behaviors; and measuring their performance levels systematically by comparing their similar features. In order to prevent the motivation programs' become undisciplined, irregular and complex; performance evaluation is one of the main baselines.

Rewarding Systems: The essential objective of giving rewards is to affect the worker's behaviors. The first stage in rewarding system is to be aware of what type of rewards will be more effective for the workers to reach their goals.

Culture and Climate of the Organization: It is stated as the whole of the norms, believes and values that direct the workers' ways of thinking and how they should behave. Another definition for that term is the overall atmosphere which is created by the thoughts relating to the amount of how much of the workers' expectations are fulfilled by the organization. At the same time, it is one of the important items having effect on the process of motivation.

Group Work and Team Work: The term is defined as the field of activity bringing joint solutions regarding to common work success in a relatively and cooperatively functioning way with the aim of accomplishing the organization's strategic goal by two or more workers. It is considered that works which were performed by a group work have higher levels of performance.

Quality Circle: It is defined as the small and voluntary teams which are consisted by workers and their seniors who take part in the process of production. All the problems are tried to be detected in routine meetings and then the problems are tried to be solved. Quality circle is stated as highly effective in terms of giving responsibility to the workers, reproductivity, prestige, authorization sharing, managerial investigation, increase of the numbers of problem solvers and providing job satisfaction.

Problem of the Research

What are the tools used in Motivational Strategies?

Method

During that research, a document review has been performed. Documents are important sources for qualitative researches. The problem of the research will back up the researcher what kind of sources he/she will need. It is a descriptively prepared qualitative research; and document analysis was applied on that research.

Results

It is considered that labor productivity has a direct impact on business productivity. Although the workers' expectation towards high wage is not at the first rank, nevertheless it confronts us as an important factor. Maximizing the labor productivity to higher levels can only be achieved by higher levels of motivation and different motivational strategies. If the manager of the business believes that he/she will succeed, then the possibility of his/her success will increase, too. It must be remembered that the rates of productivity will be different while comparing after and before the motivational situations. Workers with higher levels of motivation will do their job with higher capacity, so their benefits for the business will increase, too. On the other hand, motivated workers will provide higher levels of productivity in accordance with an understanding of strategic management.

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