

IMPROVING PERSONNEL POTENTIAL IMPORTANCE OF MOTIVATION AND JOB SATISFACTION

Resul Kaya
Southern University (IMBL)
e-mail: res.kaya61@hotmail.com

ABSTRACT

Motivation is a phenomenon which leads employees to a certain goal and tries to have these goals achieved. Therefore, motivation creates a difference in the behaviours of the persons. Motivation is researching and creating the conditions which are necessary for the employees to willingly work in line with the organizational goals and be efficient. Motivation is a force which starts the behaviours which are necessary to eliminate a need. Motivation is a quite far-reaching concept in developing personnel potential.

Keywords: Job Performance, Motivation, Personnel Potential, Human Resource

Motivation is the “desire to do the things” in the simplest meaning. It is a process which initiates, guides and sustains target based behaviours. Motivation is the thing which makes us act. Taking water when you are thirsty, giving presents to your beloved to make him/her happy, buying nice clothes to be good looking, and reading books to get information happen thanks to motivation. A good motivation brings Performance together with it. (Uyargil p.2-15)

Immanent Motivation : Money is kept outside key transactions. There is a high level of motivation. If you are doing something to give it to the world, you will be giving something which will represent your own data processing philosophy to millions of users, and then you will always have to do your best. Working autonomously, doing independent work is indispensable for motivation. (Yamak p.112-113)

Importance of Motivation in Creativity

Creative Thinking Skill

Creative Thinking Skill

It will be more effective to increase the internal motivations of the employed personnel. To give an example, let's take the freedom concept, if the managers allow people to decide how they will achieve their goals instead of which goals they will be achieving, internal motivation will increase significantly accordingly.

Internal Motivation Chart

Uzmanlık:	Specialization
Yaratıcı Düşünce Becerisi:	Creative Thinking Skill
Yaratıcılık:	Creativity
Motivasyon:	Motivation

Creative thinking skills determine how flexible people approach their problems by using their imagination. Every motivation is not the same. An internal passion to solve the problem in hand takes the person to much more creative solutions when compared to external rewards like money. This element which is called internal motivation is an element which can be most directly affected by means of the job environment.

Specialization and creative thinking are the raw materials of an individual. As the phrase is, it is his natural sources. But a third factor determines what people will really do: Motivation. A scientist might have an extraordinary educational background and a great comfort in bringing new perspectives to old problems. But if he does not have the motivation to do a certain thing, he will not do that thing; he will either not take advantage of his specialization and way of creative thinking or use them in another field. However, researches show that every kind of motivation does not have the same effect on creativity. Researches show that there are two kinds of motivation: (**Gürsel p. 11- 12- 14**)

External Motivation

It is the motivation coming externally to the person. The means of the external motivation which is commonly used by the managers is undoubtedly money. Money does not withhold people from being creative but it does not work in many situations.

Internal Motivation

It is based on the person's internal desire for passion, interest and the desire to do something. The person will be internally motivated if it is the desire to achieve an extremely difficult goal or resolving a problem which cannot be solved by anybody else. When people are internally motivated, they do their works for the sake of the challenges of that work and for pleasure. The work itself is motivating. People become creative at the maximum level primarily when they feel they are motivated by the interest, satisfaction and challenge brought by that work rather than the external pressures.

The Difference between Internal Motivation and External Motivation

An approach which is based on external motivation will be lacking imagination. It will not bring about new insights about the quality of the problem or it will not bring new perspectives for the problem. Solution in rote fashion will probably not take the work further. But internal motivation will allow the person to find different ways of solution for the problem he is facing. He will be more creative. What is commonly accepted is that there are a great number of evidences that creative people have a strong internal motivation. (**Gürsel p. – 14-16- 17 – 34-35**)

Having One's Heart Set on Being Motivated

People can improve their emotional intelligence if they like. However, many managers have the idea that all of their emotional intelligence is predetermined. They think it will not change. The main point is not the fact that he does not have the skill to change; it is rather the fact that there is no motivation to change. For change, there should be desire. More deliberately, there is a need for positive motivation rather than negativity. You should desire to change. (**Gülfidan p. 135-136**)

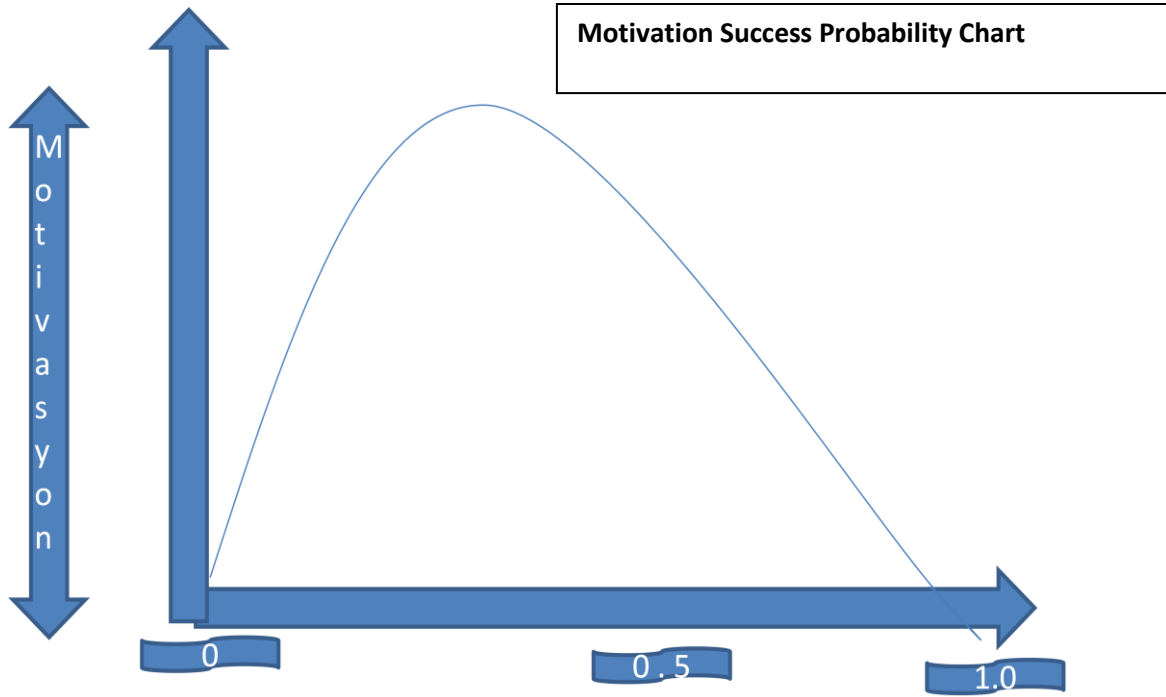
The Effect of Motivation on the Personnel Potential

If the managers have high expectations from the personnel, productivity will probably be perfect. If the expectations are low, productivity will probably remain insufficient. There is a law which leads to rise or fall in the performance of the subordinates based on the expectations of the

managers as if both enthusiasm and indifference are contagious. The expectations of the management should pass the exam of reality before being transformed into performance.

The staff in the lower layers will not be motivated in terms of accessing high level of productivity unless they find the expectations of the manager realistic and accessible. If they are to be encouraged to make efforts for unachievable goals, they will give up making efforts and consent to the results in a lower level than they can achieve. Let's concretize that with a success probability chart.

Motivasyon Başarı Olasılık Grafiği



(Bulut p. 61-62)

The scientific research made by John W. Atkinson showed that the relationship between motivation and expectation changed in the form of a bell curve. While choosing personnel for the business, the key point is that managers can determine the subordinates with whom they can proactively work, the persons with whom they can have harmony and physical chemistry.

The grade of motivation and effort increases until the expectation for success reaches 50%, and then it starts to decrease even if the expectation for success keeps increasing. No motivation or reaction arouses when it is seen that reaching the target is almost certain or almost impossible. Therefore, it is not surprising that the failure of the employees who are working at a lower layer to meet the high expectations of the managers which are unrealistic will lead to excessive wear-out. (Bulut p. 61-62)

Complex Motivating

A person's level of motivation is much more important than the pureness of the factors that motivate him. This is because real leaders consciously or unconsciously receive strength from strong and weak motivators which observe the benefit of the majority or their own interests, rather than many motivating elements. The challenge is not in pushing aside their own interests or the weak motivators but in taking them under control, canalizing and directing them. The reason why quiet leaders can be successful is not despite their complex motivators but because of those motivators. (Engin p. 24-25)

Motivation for Enabling Performance

Motivation is a psychological process which directs the behaviours which are aiming the goal and brings about desire for these behaviours. A manager also wants to motivate his employees by doing works in favour of the enterprise. Several theorems have been developed to explain the motivation of the employees at the workplaces. One of them is the hierarchy of needs which was developed by Maslow. According this hierarchy, people primarily want to satisfy their needs of physiological security and attracting attention. (**Eraksoy p. 69**)

Handling Motivation in terms of Job Design

The purpose of job design is to increase job satisfaction and performance by distributing the jobs of the workplace among the employees and applying motivation theories to the jobs. Five job characteristics should be examined in order to analyse if the job is motivating or not.

- 1- Skill Diversity
- 2- Task diversity
- 3- Importance of Tasks
- 4- Autonomy
- 5- Feedback

One of the most important factors which increase motivation is the method of reinforcing the desired behaviours by rewarding them. External communication is the information flow between the customers, suppliers outside the business and the employees in the business. (**Eraksoy p. 70-71**)

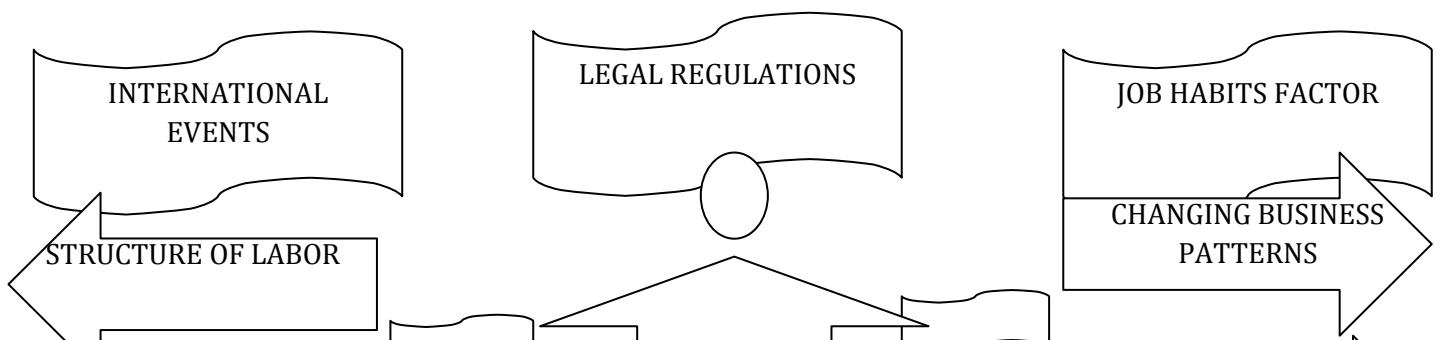
External Environmental Factors in Labour Satisfaction

The market from where a business supplies the labour that it needs is called labour market. Businesses take advantage of not only local markets but also international markets due to the technological developments in this labour market. The human resources operations of the business have to evaluate not only the local labour market status but also the international labour market conditions.

The labour structure constantly changes and such changes also undoubtedly lead to changes in the qualities of the labour of an organization, a business. The changes in the individuals in a business influence the management's policies and approaches about labour.

Therefore, human resources specialist and the staff that is responsible for forwarding and administering the personnel have to monitor and analyze the changes in the labour structure. In this regard, one should consider in particular the changes which can occur in the labour structure in terms of personal characteristics such as age, sex, religion, race etc. and skills so that human resources and human resources functions such as enterprise personnel planning, personnel procurement and election can be successfully performed.

LABOR SUPPLY GRAPHIC (EXTERNAL ENVIRONMENT)



(Bingöl p. 53-54)

Legal Regulations

Another external environmental factor that affects the human resources is laws that are within the framework of labor law and the relevant legislations, regulations and the judicial opinions that interpret them, collective labor agreements, internal regulations, work place implementations and international labor law resources. When business managers are establishing personnel potential, they encounter wide range of legal regulations and restrictions that have very great effect on the business organization. When personnel planning and system are being created, the legal regulations have to be taken into consideration and the business organizations has to even take the legal regulations and policies into consideration of the countries where the business organization operates in the globalized world.

Legal regulations, society and culture, unions, shareholders, customers, competition, technology, economic conditions and geographical conditions mostly have determining role on job satisfaction of the business organization. **(Bingöl p. 55-56-58-58)**

Internal Environmental Factors on Labor Satisfaction

The factors that are under the control of a business organization and that affect the personnel potential and human resources can be called internal environmental factors. The mission that expresses the purpose and reasons of an organization's existence, the objectives that express the outcomes that are desired and expected to be achieved within a certain period of time, the policies that express the pre-determined political, operational series and methods that guide decision-making with regard to labor, the values, beliefs and habits that are shared within the organization are the internal environmental factors that significantly affect the job satisfaction policies and implementations in development of personnel potential of the business organization. This factor has great effect on development of personnel system, motivation and achieving job satisfaction. **(Bingöl p. 63-64-65)**

Definition and Importance of Job Analysis

The technique that examines quality, amount, requirements, responsibilities and working conditions of each job included in the business organization in order to evaluate the jobs accurately, effectively and efficiently by using the scientific methods is called the job analysis. This technique requires information about the jobs as a result of job analysis so that human

resources and personnel system management operations and applications can be effectively fulfilled. The need for this analysis is of great importance as it constitutes the backbone of the personnel system.

Job analysis provides information about what jobs are and which qualities are needed to execute these jobs. Such information turns into documents. Such documents are used to fulfill functions such as performance appraisal, job appraisal and determining supply and selection training needs. And this increases the efficiency of the business organization. Utilization of such information and documents with regard to personnel system and job analysis will ensure job satisfaction. **(Bingöl p. 77-112)**

Intended Purposes of Job Analysis

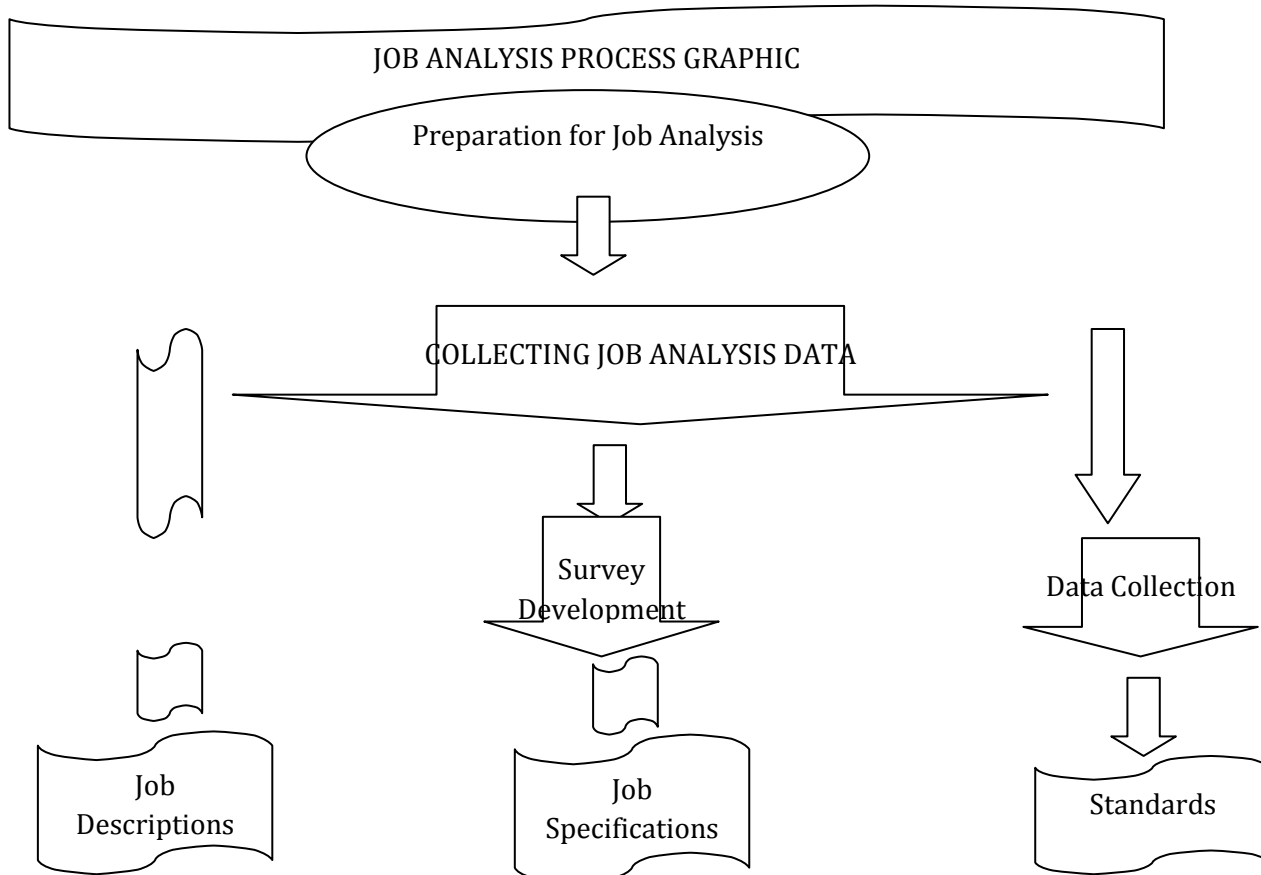
Collecting information about how a job is done, the content of the job; analyzing such information and the data that is obtained as a result of the job analyses that are carried out to express several human resources activities effectively help appraisal of personnel of the business organization and human resources behaviors significantly. The information that is obtained from job analysis is also used in execution of certain activities. Such fields of operations are described below briefly;

1. Job appraisal operations: job descriptions that are drawn up as a result of job analysis operations are evaluated in terms of contributions of jobs to the business organization.
2. Personnel Selection: The business organization selects staff according to the main personnel.
3. Determination of Training and Development Needs: The data that is obtained from job analysis helps to define who needs which training to what degree.
4. Performance Evaluation: Standards are determined and included in job descriptions.
5. Occupational Health and Safety: The job analyses are conducted to determine which jobs are dangerous to what degree, whether the occupational environmental contain conditions that are harmful and dangerous for health. **(Bingöl p. 78-79-80)**

Job Analysis Process

Job analysis process comprises 2 stages.

- a. **Data collection**
- b. **Job descriptions, job specifications, job standards.** Job analyst collects information about jobs, lists the qualifications required for the person who will do such job and draw up the job standards based on the information obtained.



(Bingöl p. 80-81)

All the documents that are related to job analysis works are reviewed. The first job of the analysts is to identify the jobs that are exactly the same and decide which jobs will be analyzed.

Job Analysis techniques

Data is collected and such data is analyzed. Job descriptions and job specifications are drawn up. The techniques that have been developed are described below.

- a. Functional Job Analysis: It is the analysis used to tell the difference between the operations that are carried out as a result of a job and the operations that are carried out by employees to fulfill a job. This technique focuses on the job that is done by the personnel and measures the levels of efficiency by assuming that a job is composed of duties. All the jobs require involvement with people, data and tools to a certain extent. The duties of an employee can be measured by using the grading scales. Functional job analysis constitutes the bases of many human resources and personnel systems.
- b. Critical Event Technique: This technique focuses on the specific behaviors that are regarded as critical in terms of high job performance. The purpose is to identify the critical job duties. (Bingöl p. 93-99)

The relationship between the personnel working in a business organization and the job to be done can be managed effectively through comprehensive knowledge of job design. Today, job design is a vital path through which the business organization can employ and motivate a labor force that is so much different from the past.

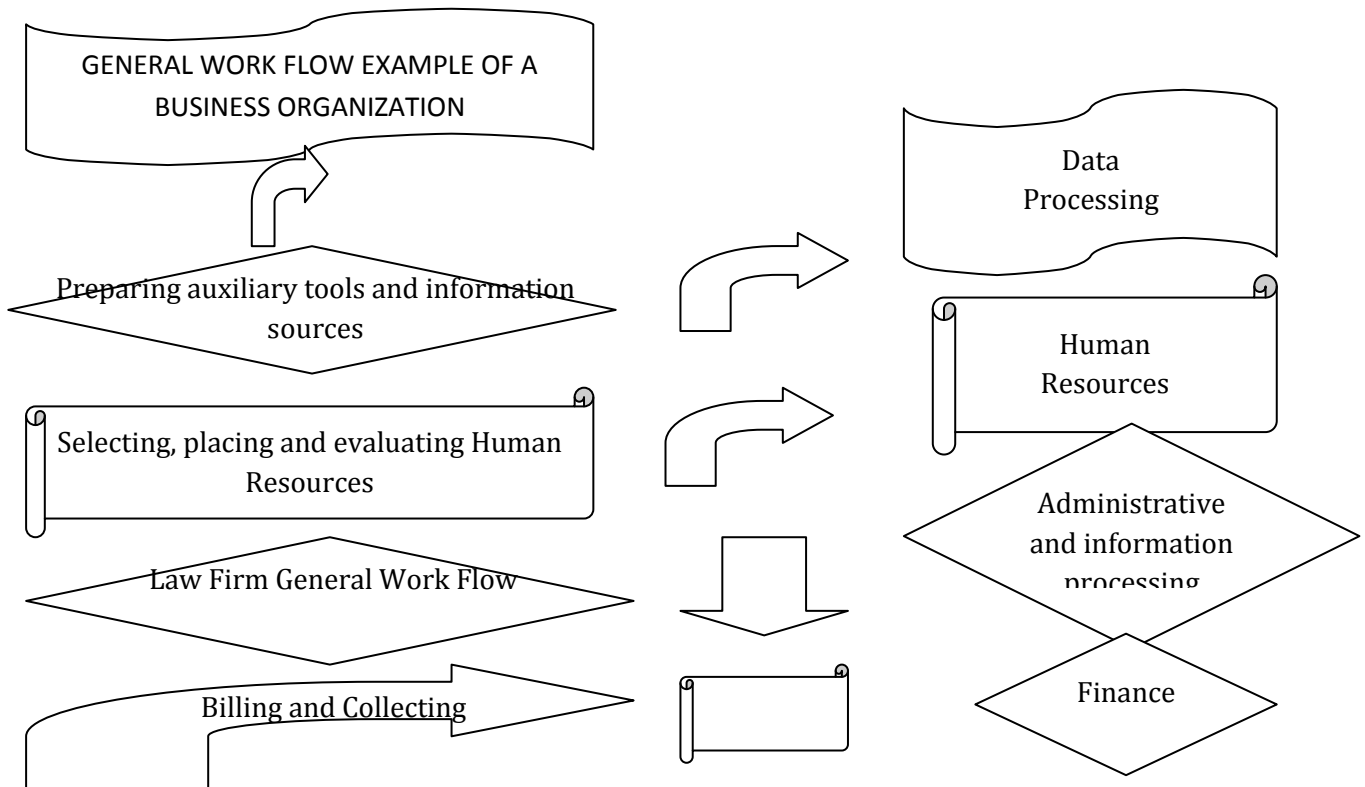
The importance is attached also to designing motivating jobs in order to ensure consistency of today's different labor force and to motivate it besides the purpose of designing in a way to increase efficiency of jobs.

Therefore; the jobs must be re-designed in order to ensure that the employees are not fed up with monotony and have higher motivation. Job characteristics model is also used besides techniques such as job simplification, job expansion and job enrichment in order to achieve this aim.

Alternative working programs are also presented by the business organization to the employee in terms of job design so that the employee is more motivated and cooperative. Working together through cooperation in harmony brings about effective and efficient results. (Bingöl p. 112-113)

The Basic Business Processes in the Organizational Personnel System

The below graphic is intended to examine basic business processes.



The work flow is of great importance in provision of regulating and facilitative services and billing the service provided as a result of the work flow. **(Eraksoy p. 113-114)**
It is the series of business operations through which the input is processed and outputs are produced. These processes are analyzed below.

- a. **Business Development:** The method to be used for business development and the target audience are determined through evaluation meetings held periodically.
- b. **Acceptance of a New Business (Working in a New Project):** It is obvious that the business organization cannot accept a new business without promotional and business development operations.
- c. **Distribution of Works:** The related works are distributed and assigned to the personnel based on the qualifications.
- d. **Operation of Working Teams:** After the works are distributed, the works are carried out in line with the rules defined by the project groups created inside the working teams.
- e. **Evaluation/Improvement:** All of these operational results are evaluated and checked at different stages. The results of the evaluations inform the strategy and business development activities.

The information that will be communicated by the management to the personnel is of great importance for the personnel in terms of personnel management of the business organization. The employees of the business organization who are well-informed will carry out the work faster consciously and more professionally. This will contribute to the job satisfaction and business development. **(Kardam p. 122-123)**

CONCLUSION

Employees achieve job satisfaction when their desires and expectations are met and when they are adequately motivated. The business organizations that desire to increase job satisfaction of their employees must be, first of all, able to identify the needs of their employees accurately. Employees give importance not only to the expectations that are met but also the expectations that are met fairly.

Accordingly, the business organizations must take performance appraisal applications into consideration in order to ensure fairness and use performance results to inform their decisions regarding salary, award and promotion. It must be ensured that employees who observe that they are being rewarded for their performance achieve higher performance and job satisfaction. As a result, motivation and job satisfaction play a great role in developing personnel potential.

The tools that are used for motivation differ from person to person as people have different needs and psychological structures and therefore the factors that motivate people also differ from person to person. Not only the employee but also people in charge should also take responsibility for employees' motivation.

Job satisfaction is frequently emphasized in terms of both individual and organizational performance. There are a lot of factors that affect job satisfaction. Performance and satisfaction of the employees are two important concepts that affect the organizational performance. Job satisfaction is related to concepts such as life satisfaction, organizational loyalty, commitment, efficiency and performance.

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