

A MODERN SYSTEM OF EMPLOYEE MOTIVATION AS THE ESSENTIAL ELEMENT OF EFFECTIVE MANAGEMENT OF HUMAN RESOURCES

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ABSTRACT

Motivation, as one of the basic managerial functions, stimulates and improves efficiency within an organization and maximizes its employees' potential. The sources of motivation that affect the employees' performance are both internal and external; they form a motivation process or a set of psychological and physiological processes that determine human behaviour. These processes encourage in individuals the type of behaviour that is needed for the realization of the desired effects and they are in control of the actions taken to achieve the intended results. They form a motivation system consisting of logically interconnected sets of motivators that make up the unity aimed at the realization of the organization's mission and its goals as well as the consideration of the employees' needs and expectations. The motivation process usually consists of the subject of motivation (a superior or a manager) and the object of motivation (an employee). The immediate superiors are obliged to motivate their subordinates because they possess the managerial competency and they are responsible for the management of human resources within the organization. According to empirical research, motivation function can greatly increase the quality of the superior-subordinate relationships; the most notable result of the effective interpersonal communication and the appropriate management style which helps build a properly selected system to meet the employees' needs and expectations. The following article is purely theoretical and empirical. It contains a set of theoretical questions regarding the creation of motivation systems and is illustrated by a presentation of the modern employee motivation system introduced in one of the banks.

KEY WORDS: motivation, motivational system, the process of motivation, management, human resources management.

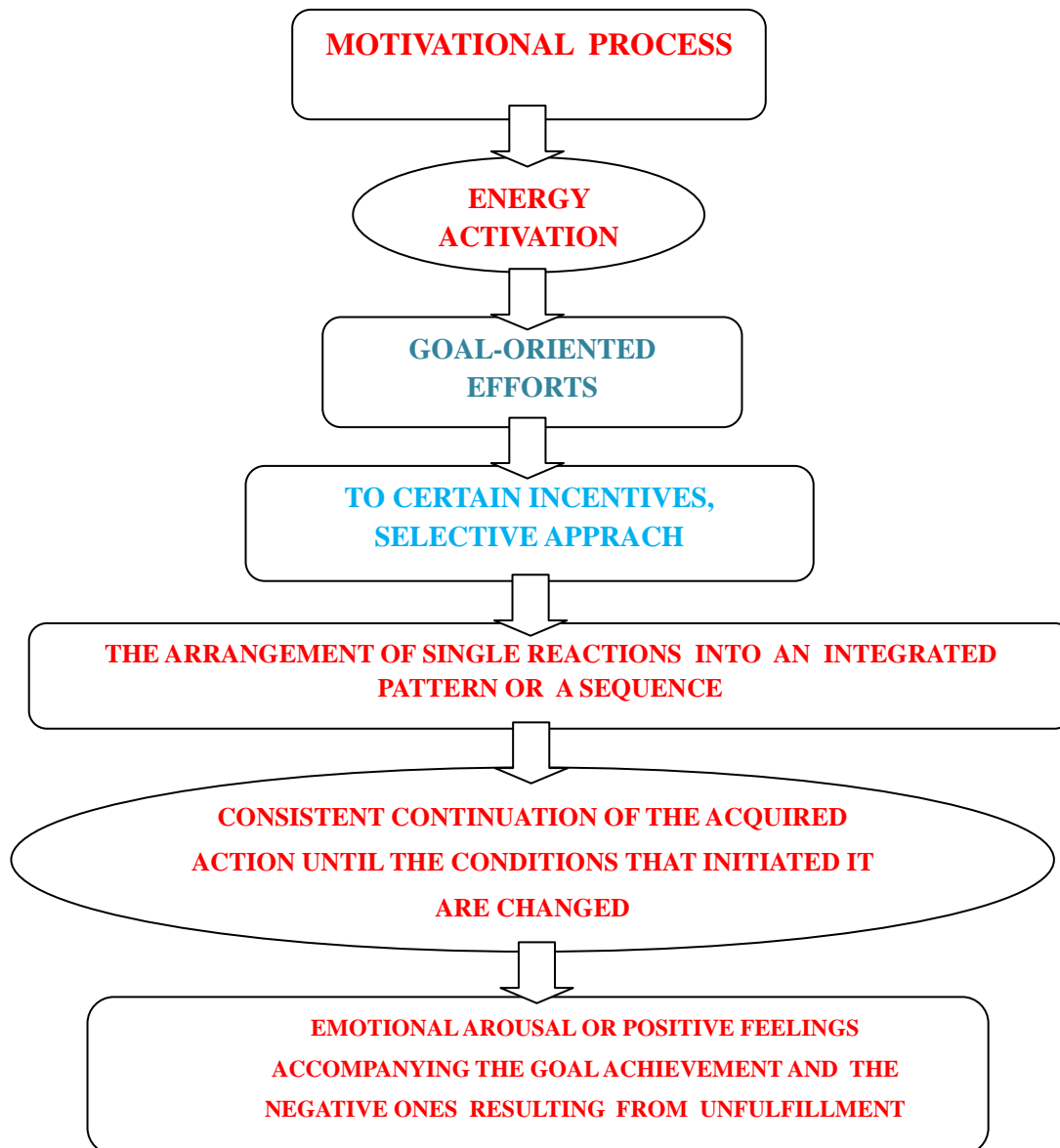
INTRODUCTION

Motive, motivation, motivating and motivational process.

This article aims at discussing the questions related to work motivation, which is commonly known as one of the most important and leading managerial functions, along with planning, organizing and controlling. In order to perceive the notions related to the employee motivation process clearly and distinctly and to show its stages, structure and course, it is necessary to define the notion of motivation itself. The corporate and management literature provides a wide spectrum of its definitions. Motivation is commonly defined as a conscious and purposeful action, taken to affect the motives of human behaviour by creating the means and opportunities to realize their own value systems and expectations (the aims of action) and achieve ultimate goals. According to R. W. Griffin, "motivation is a set of forces that cause people to behave in the ways that are expected and required by those who motivate them" (Bylok, Harciarek, 2009:109). J. A. F. Stoner defines motivation as "a managerial process aimed at affecting the employees' behaviour, based on a thorough knowledge of psychological and behavioural science, as well

as the factors causing the employee to behave in a certain way”(Bylok, Harciarek, 2009:109)¹ According to another definition, "Motivation can be defined as the ability to stimulate the employees' behaviour by means of various forms and methods in the way it could meet the leader's requirements and aim to achieve a set of goals. Therefore, motivation is a process (Jasiński, 2007)." The terms "motivation" or "motivating" derive from the Latin word "movere" which means "move something, cause something to happen or encourage and stimulate someone to do something". Motivating employees is performed by the use of incentives which stimulate the subordinates' motivation in the management process. Those incentives should provide a positive influence on the organizational behaviour. This function is realized indirectly through the impact on attitude formation and people's behaviour. Motivating, as one of the management functions, should contribute to the effective functioning of the whole organization and enable goal achievement through the exploitation of the employees' full potential. The process of motivation consists of single incentives. An incentive is a type of experience that motivates an individual to perform an action, prevents or hinders them from performing it. Accordingly, a motivational process can be defined as a set of psychological and physiological processes which determine the background of human behaviour and its changes, and " ...motivation is a set of single motives but it is not their simple sum. It is a driving force behind all the actions of an individual aimed at goal achievement (Januszek, Sikora 1994:90)." A motive is a psychological stage within the organism, inspired by an incentive and aimed at the fulfillment of individual needs, aspirations and ambitions (Cofer, Appley, 1982:20). The basic part of the realization of motivational process is the fulfillment of needs, which means " physiological or psychological condition marked by the lack of something that we urgently need. This feeling is accompanied by the desire to fulfill our needs (Nowacki 1999:100)." These processes direct individual behaviour to the realization of the goals of considerable importance and control their performance in such a way that the desired effects could be achieved. If an individual is aware of the final effect of the actions that he or she has performed, then this effect is called a goal. The motivational process is performed by the subject of motivation (employee/subordinate) and the object of motivation (manager/superior). The subject, who is the immediate superior, performs a set of actions connected with motivating, whereas all the employees subordinate to him or her are the objects. It is known from experience that the motivational function highly affects the superior-subordinate relationships and reinforces them. Management efficiency and effectiveness largely depend on the leadership skills, the ability to stimulate the employees and maintain open communication with them. A graphical display of the characteristics and the phenomena that generate the motivational process is shown in figure 1.

Figure 1. Motivational phenomena



Source: own elaboration

The motivational process from a psychological perspective

In order to describe the motivational process, it should be emphasized that according to psychologists, there are three approaches to motivation; behavioral, psychodynamic and cognitive. According to behavioral approach, human actions are guided by instinct and they are aimed at the fulfillment of all their needs. B.F. Skinner, the founder of this theory, argues that human behaviour is basically influenced by the environment that is the motivating factor. Behaviorists also developed and formulated the theory called the law of effect, according to which the responses closely followed by satisfaction are more likely to recur if the situation is repeated. Conversely, if the behaviour is followed by discomfort, it is less likely to be repeated. It is connected with a motivational (or demotivational) role of the reward and punishment system within the organization. According to a psychodynamic approach, each individual is motivated by his or her intrinsic needs so the motivational process is often performed unconsciously and all its actions are generated by innate instincts. This theory was created by S. Freud. The third approach, known as a cognitive theory, argues that people are

motivated by the number of their plans and expectations, so creativity increases the level of motivation. "To follow this line of reasoning, the strength of our motivational process depends on ourselves".

It should also be emphasized that the motivational process depends on two basic assumptions; the individuals must evaluate whether the effects of the actions are desired and needed, and they must be convinced that the desired effects could be obtained in the given circumstances with the more than zero probability. The motivational factors are all those items that encourage people to work effectively. They could be divided into two categories; the inner factors, originating in human mind, that affect people's behaviour and make them act in a certain way (e.g. sense of responsibility, being controlled, freedom of action, sense of work importance) and the external factors - the actions aimed at motivating people (e.g. promotion-oriented development work, possibilities of the career path realization). These factors could result in immediate but not necessarily long term effects.

The motivational system

If the above-mentioned factors are put together, they form a motivational system consisting of purposefully selected and logically inter-related incentives (a coherent set of tools designed to maximize work efficiency and effectiveness as well as to increase the employees' skills and qualifications) which constitute one entity aimed at the realization of goals and mission of the organization with regard to those employees' needs and expectations that are realistic and could be fulfilled. "The construction of motivational systems should be preceded by diagnosing the employees, their needs, preferences, attitudes as well as the knowledge of motivational methods and techniques. Furthermore, prior to the construction of the motivational system, it is necessary to characterize and evaluate the work situation, organizational conditions, the job-performance evaluation system and the management system in the organization for which the motivational system is to be designed. The knowledge of the development prospects of the organization is of crucial importance"(Karney, 2007).

A properly designed and selected motivational system is the source of the company's success as the appropriate implementation of motivational system to the organization increases the employees' involvement and maximizes efficiency and effectiveness while performing their duties in the organization. The introduction of the motivational system in the company brings considerable benefits.

The most important benefits are shown in the chart 1.

Table 1. The benefits of the motivational system implementation

THE BENEFITS OF THE MOTIVATIONAL SYSTEM IMPLEMENTATION
1/ an increase in the work efficiency and effectiveness
2/ adequate remuneration
3/ an increase in the employees' task orientation
4/ a formation of desired attitudes and quality standards in the workplace
5/ increased employee self-discipline
6/ reduction of employee turnover
7/creating the company's internal and external image which is attractive to its employees

Source: own work

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