

INCREASED PRODUCTIVITY OF THE COMPANIES WITH THE USE OF MOTIVATIONAL TECHNIQUES FOR MORE SUCCESSFUL INVOLVMENT OF HUMAN RESOURCES IN THE WORK

ПОВИШЕНА ПРОДУКТИВНОСТ НА КОМПАНИИТЕ ЧРЕЗ МОТИВАЦИОННИ ТЕХНИКИ ЗА ПО-
УСПЕШНО ВКЛЮЧВАНЕ НА ЧОВЕШКИТЕ РЕСУРСИ В РАБОТТА

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Abstract: Competition of companies in the era of information technology is conditioned by the motivation of the human resources involved in the business. Managing and investing in the intellectual potential of the employees (associates) is a crucial factor for success. The structure of unemployed has to be taken into consideration in order to raise the level of competition even on the company level, but much more important on the region, or country level. Authors suggest that optimal choice of motivational techniques is crucial for successful involvement of the human resources in the work of the companies and is directly related to company competitiveness.

Key words: competition, motivation, motivational techniques, management of human resources, Consciousness Model.

Introduction

At the end of the 20th century the companies were in the epicenter of revolutionary changes. The era of information technology replaces the industrial era. During the industrial era (1850-1975) guaranty for the company's success lies in the skill to get the maximum from the "economy of bulkiness" through massive production of convenience goods. New resources of sustainable competition vantage, which the companies have at their disposal, places the people in the centre of events - their talent and creativity, their inspiration and hopes, their imaginings and wishes. In the article there is an analysis of the challenges ahead of the companies, regarding involvement of human resources in order to increase the competition advantage as well as suggestions for possible motivational techniques according to the competitive needs of the companies. Similar discussion can be done on the regional, as well as on the country level.

Glossary through the time

Nowadays people from all over the world have easy access to direct information about any job of their interest. They can discover by themselves what are the tastes and preferences in other countries, fashion styles, sport and life styles (1). Ohmae, claims that most of the wealth is no longer created in manufacture, and that most of the available posts are in business which are open for direct investments from any company: domestic, foreign or multinational (2). The age of information technology outdated many of the fundamental postulates of industrial competition (3). Changes in the working environment lead to changes in every day communication. According to Polenakovik the working terms which are used today (in the "IT era") are different from the ones used before (in the "industrial era") - Table 1 (4).

Table 1. *Vocabulary through time*

"Industrial era"	"IT era"
Capital intensive	Information intensive
Employee	Skilled employee
Capital expenses	Education/ training
Natural resources	Educated human resources
Supplies	Data (information)
Increase of production	Improvement of the processes
Management through control	Authorizations
Palpable rewards	Psychological rewards
Issuing orders	Communication
Planning from the top to the bottom	Dedication
Sale	Consumer satisfaction
Inspection/control	Embedded quality
Employment and sacking	Recruiting and realignment
Working hours	Flexible working time
Planning of human force	Management of human resources

Even more, now we are not talking about human resources, our focus is on the **human capital**. And to our employees we are beginning to refer as **associates**, since almost all agree that they are crucial for company success.

Linda Gratton claims that there are examples from all over the world of companies that have created human asset which is so unrecognizable, that it can not easily be described or imitated, but is capable of accelerating the company's success in gaining competitive advantage (5).

Current conditions

Analyses made by OECD show that company's main barriers, which at the same time signalize the areas for intervention, can be

divided in three areas: 1) Lack of capital for financing export, 2) Insufficient time, qualification and knowledge needed for internalization, and 3) Lack of information and knowledge about foreign markets, usually connected with the previous two (6). Competition is very important for the companies in Republic of Macedonia because of the fact that Macedonian market is very small and the companies are forced to sell many of their products in the foreign markets (6). This is particularly important if you consider the fact that Macedonia's aim is to become egalitarian member of the EU.

According to a review by the Ministry of Labor and Social Politics of Republic of Macedonia (www.mtsp.gov.mk), the current condition with the unemployment considering the level of education dated on 30 April, 2009 is as shown on Table 2 (7).

Table 2. Review of the structure of unemployment according to the level of education

Number	Level of education	Number of unemployed	
		In figures	%
1	Unqualified	172440	49
2	Half qualified and High school	12415	4
3	Qualified and Highly qualified	56198	16
4	Training college	83827	24
5	High Education	5657	2
6	University Education	19114	5
7	Masters	216	0
8	Doctors	12	0
9	TOTAL:	349879	100

According to age structure, unemployed people in Republic of Macedonia have the following tendency - Table 3 (7).

Table 3. Review of unemployed according to age structure

Number	Age	Number of unemployed	
		In figures	%
1	15-19	7777	2,22
2	20-24	41895	11,97
3	25-29	46815	13,38
4	30-34	43132	12,33
5	35-39	40586	11,60
6	40-44	40223	11,50
7	45-49	38191	10,91
8	50-54	37171	10,62
9	55-59	33138	9,47
10	60 and more	20961	5,99

Several conclusions can be derived from Tables 2 and 3: according to the degree of education, 50% are unqualified, while 25% have training college education. Equal representation is noticeable in the age structure with 10-13% of active population, while the participation of the youngest population is 2,2% and the oldest 6%.

With this structure of unemployment, and in accordance with the measures taken by the Ministry of Economy to improve the competition and promote export in the industrial sector, the main focus of this area is to help Macedonian companies in the process of internationalization through providing training and education for the managers and their employees in the priority areas. In fact, the implementation of these measures demands constant improvement, learning, creating new expertise in management, innovations, organization and their application (6).

The Excellence Model

The European Foundation for Quality Management (EFQM) was founded in 1987 by several well known enterprises to promote the model of company organization that will correspond with the challenges of the new age. The European Excellence model is an instrument, which measures the accomplishments in the performance of the whole organization on the basis of nine criteria-four results of measuring the satisfaction of the interested parties and five system factors, which determine the key areas for success of the organization (8).

A challenge for the economies in Republic of Macedonia in the application of the chosen model in order to accomplish the goals, is to put an emphasis on system factors: **leadership** (10%) realized as consistence in the goals with clear vision, and **human resources** (9%) through maximizing employees' contribution by their constant development, involvement and education, novelties and improvements; possibilities for improvement of the results by **satisfying** the human resources with 9% influence on the results of the organizational performance. Motivational processes have to be taken into consideration when analyzing these system factors. According to Rosemary Thomson and Christopher Mabey (9), the fact that the principles of management have to guarantee maximal

prosperity of the employees is mentioned in "Scientific Management", a work by Frederic Winslow Taylor. This means long term prosperity, not only short term profit for the employer: and use of the full potential, not only higher salary for the employee.

One important way people find personal fulfillment at work is when an organization is able to satisfy their physical, emotional, mental, and spiritual needs. Physical needs are met when there is adequate financial compensation for the work done, when the working environment is safe, and the right tool for the assignment is available. Emotional needs are satisfied when there is effective, direct communication, empathetic personal relationships, and appreciation for ones personal contribution. Mental needs are fulfilled when the employees are invited to contribute their ideas, when their creativity is encouraged [10]. The degree to which an organization is capable to use the creativity, the knowledge and the productivity of the employees depends on its cultural potential. Unfortunately, employees' creativity is usually not noticed and unwanted. Most of the managers believe that only they are expected to solve the problems or to be innovative, and employee's knowledge is usually not shared with the others because of the mistrust by the management. How well an organization is able to tap the potential of its employees depends on the culture of the organization and the emotional intelligence of the managers. When the managers operate with emotional intelligence and the values of the organization align with the personal values of employees, then this potential is tapped [10].

Motivational techniques

Motivation can be defined as a process of activation, orientation and maintenance of human behavior towards certain goal (11). According to Maslow, analysis of "the hierarchy of needs" is needed, where he begins with the basic human psychophysical needs such as food, drink, shelter and claims that if this lower level of needs is satisfied, the individual will move toward satisfying higher level of needs such as security, acceptance, appreciation and self actualization which includes recognition of success (4). Table 4

(4), shows the motivational theories by Alderfer, McClelland, Herzberg, as well as their comparison.

Table 4. Comparison of theories of needs

Maslow	Aldefer	McClelland
Self Actualization Needs Esteem Needs	Growth Needs	Achievement
Social Needs	Relatedness Needs	Affiliation
Safety Needs Psycho physiological Needs	Existence Needs	

More thorough analyses must include Process Theories of Motivation: Achievement Motivation Theory- goals play the most important role in the process of human activation (12). Equity Theory- according to the theory of equity and objectivity, employees’ motivation is not only influenced by the ratio of the effort and the given reward, but also by the comparison of their own effort and rewards to the efforts and rewards of the others in the organization or outside the organization (13). Expectancy Theory is based on the assumption that employees’ behavior in the

organization is of their free choice. The author, Victor Vroom has included mathematical instrument to determine individual motivation through three basic concepts: instrumentality, valency and expectation (14). Analyses of the position and the role of the individuals in organizations has to be done in accordance with the varicose model by Maslov in the domain of spiritual motivation, where the hierarchy of needs is replaced by “condition of consciences” and its application in organizations - Figure 1 (14).

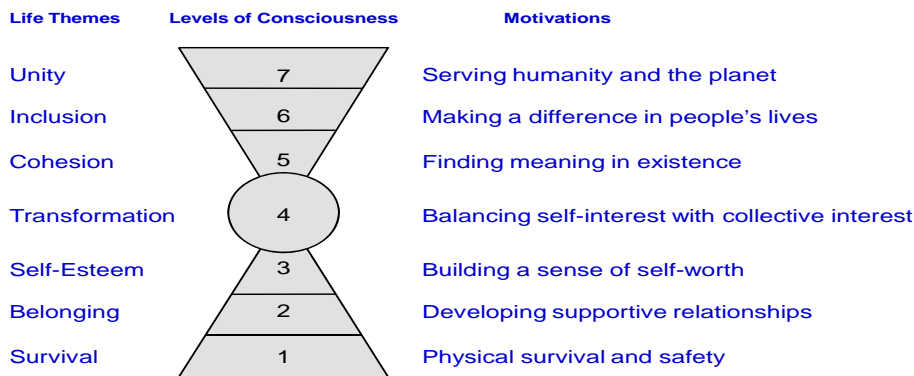


Figure 1. - Stages in the Development of Personal Consciousness

No matter what business the company is in, to survive and prosper in the 21st century, companies will need to pay attention to the personal fulfillment of their employees in order to a) attract and retain the best people and b) to release the deepest levels of creativity and highest level of productivity in the staff [10]. The authors of this article have began a project in fifty companies in Republic of Macedonia, in an effort to start a research for the application of motivational techniques and elements of the model of organizational consciousness in order to increase their competition advantage.

Conclusion

Gaining permanent competition value, simply by introducing new technologies in the process of manufacture and excellent management of financial assets and liabilities becomes an impossible mission. Therefore, the employees today have to contribute in the process of creating values by using their knowledge and the information they have. Detailed analysis of the model of organizational awareness is also important because it offers possibility for employees' education, people's motivation and involvement in the process of organizational improvement and work. This analysis has to be done to enable insight in individual behavior which depends on their personality. Groups are classified by mutual cultural background. Considering the current conditions in human resources and the available potential from the labor market, appropriate motivational techniques have to be applied, which are only mentioned in this study and will be completely analyzed in the next one.

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