

THE INTENSIFICATION OF THE MOTIVATIONAL CHARACTER OF SMES MANAGEMENT

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Irrespective of their size, all the companies in Romania face deficiencies in the motivation of the staff, situation leading to the employees' dissatisfactions in work, their instability, the lack of interest of employees in the performance of the organization.

An effective motivational system is the one bringing satisfaction in work to the staff. The satisfaction in work is the state of balance that the individual reaches when he/she answers completely some aware or unaware needs or expectations.

The new vision in the field of human resources is that managers should have in their suborder self-motivated working teams, who, with a little supervision, can put into effect the goals established. In this case, the managers have only the supporting role, granting consultancy to the members of the team and providing the interface of the team with the exterior. As for the rest, the team members do it all, from the establishment of the objectives to accomplish to their achievement. The concept of motivation approaches aspects that make people work better and more; that they should be perseverant and to go over obstacles; that they should be committed to work and enthusiastic with respect to the activity they carry out. A component of the managerial role is that of providing people with motivations, making them be committed to their work, but the success will be unlikely if we do not fully understand what people want from their job.

Key words: reengineering, human resource, motivational management, motivational scale

1. Trends in the motivation of human resources in SMEs

Although, for several decades, no one has challenged the importance and major implications of an adequate motivation of the staff, the progresses at this level have been relatively slow. Hardly in the last decade, in the management practice, has a substantial change in the direction of a complex and effective motivation of the staff occurred.

Therefore, the motivational management crystallised, which is based on decisions and actions which consider, at a high level and on a permanent basis, resorting to evolved concepts, modalities and techniques, the interests of the company's employees and the other stakeholders, with a direct reflection in the increase of the potential and performances of the organization.

At the delineation of this mutation, several factors have contributed starting with the modification of the conception of management on the human nature, which started to be approached in its complexity considering the multiple qualities and roles that it has in the enterprise, the society and the family. The employee is approached in the context of the organisational culture and climate, which allows a more profound and more complete understanding of its interests, aspirations and behaviour. A substantial contribution in the interpretation and popularisation of the complex human nature and the need to take it into account in the conception and accomplishment of the activities within the companies was brought by the representatives of the behavioural school. Mayo, Maslow, McGregor, Crozier, Lickert are only a part of the scientists whose theoretical and methodological contributions have especially been noteworthy on this plan.

Another main means of operationalizing the company's flexibility consists in reengineering. Currently of great contemporaneity – especially as a result of the successful book of M.

Hammer, J. Champy "Reengineering the Corporation" – although its name is conceived by certain specialists in the field, reengineering is more and more frequently invoked as a major means of flexibilisation and modernisation of management. In the conception of the authors quoted, reengineering consists in the fundamental rethinking and radical redesigning of the economical processes in order to accomplish major improvements aiming at the performances regarding the costs, quality, service and rhythm. In a very systematic approach, the Israeli professor Ronen shows that in essence, reengineering requires the reconstruction of the company by catering on the client, cutting down the average management echelon and by cutting down control and coordination. This involves essential changes in the economic fundamentals of the company, concentrating on the processes within, remodelling them, persistently pursuing top performances.

A second major cause of diversification and intensification of the staff motivation in enterprises consists in discovering its multidimensional nature. As a result of the research carried out, several motivational scales have been identified, of which the most known is the one conceived by Maslow. He established that there are five main categories of needs, the satisfaction of which has a motivational effect, namely:

- Elementary physiological needs of nourishment, clothing, shelter etc.;
- Needs of personal security and safety;
- Needs of human contacts and affiliation to the group;
- Needs of social status and esteem;
- Needs of self-fulfilment

As it results from chart no. 1, the satisfaction of the first four categories of needs up to a certain level also attracts an increase of the motivation of that person, then it is gradually diminished. The only category of needs, the satisfaction of which at an upper level corresponds to an increase of motivation, as there is no threshold, consists in the needs of self-fulfilment.

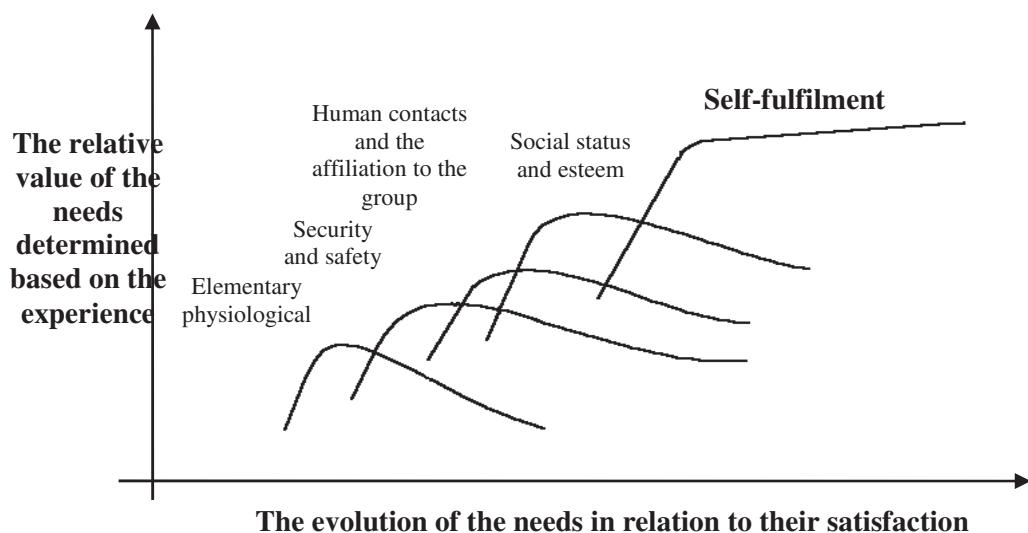


Chart 1. Maslow's motivational scale

At the re-evaluation of the importance of motivation and upon its acknowledgment in a plenary way, a substantial contribution consisted in proving the tight relationship between the motivation of the staff and the results obtained. As argued in a specialised paper, frequently quoted by the specialists, the pivotal role within any organization is played by people, representing a more important asset than the other ones. At the same time, it is considered that the human resource

presents a great strategic value. The increase in the efficiency of staff work, as a result of the intensification of their motivation and vice versa, eventually consisted in the most convincing argument for the management members of the enterprises, in order to approach and use the motivation in all its complexity. The contingency approach is an eloquent proof at this level.

Along with these causes, reflecting especially the evolution in the field of theory of management, a major role in the intensification of staff motivation was by the occurrence of dysfunctionalities in the companies, which could not be solved without changes in the means, methods and techniques of motivation. Among them, we mention resistance to changes of part of the staff, the insufficient creative participation in the accomplishment comprised in the plans and programs, the use of ineffective management behaviours, and so on. Regarding the last aspect, the research carried out on a sample of 1600 people in the Western Electric company for three years, showed that the hostility towards the subordinated people present in the behaviour of some leaders (called type A behaviour), based on the belief that you cannot work with and motivate them by being polite and nice to them, is directly correlated to the frequency of heart diseases in them.

Conclusions

The motivational management determines important positive effects within the organization:

- it contributes to the development of a frame of mind in the staff and of an organisational culture favourable for making efforts and obtaining the performance by the organisation;
- it amplifies the leadership of all the categories of managers, the upper motivation of the employees for assuming and carrying out the tasks, encouraging the formation of team spirit and increasing the audience that the managers have in their subordinated staff as well as their receptivity towards the decisions and actions of the supervisors;
- it determines the intensification of the work both at the level of the management members and at the level of the execution staff, against a sensibly larger participation of them in the initiation, preparation and execution of the actions requested by the operationalization of the company strategy and policies;
- substantially raises the productivity of the physical and intellectual work of the staff, the quality of products and services, which reflects directly and positively on the economical results of the company (turnover, costs, profits etc.)

The exploitation of the potential advantages of the motivation pointed in the previous paragraphs is affected by several limits manifested with a high frequency within the organisations.

A notable part of the managerial staff in the companies does not have enough qualities and motivational availabilities, resulting in major deficiencies at this level. Moreover, even the talented and well-prepared managers find it extremely difficult in noticing and considering the multiple human and organisational aspects of the motivational decisions and actions. At last, a final limit resides in the limited financial resources of the companies, often insufficient for supplying at the optimal level the income bonuses that the intensification of motivation assumes. The organisations that have a real motivational management are the ones that have succeeded in exploiting at an appreciable level their multiple advantages and to counter-balance sensibly the inherent limits associated to them.

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