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TOOLS OF MOTIVATION IN A SMALL ENTERPRISE

NARZEDZIA MOTYWACJI W MALYM PRZEDSIĘBIORSTWIE

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Introduction

Nowadays, the notion of work has acquired a very special and significant position. The whole perception of work itself has undergone some extreme changes. An employee and the work that he or she performs has become a force which is able to reorganize the whole picture of the world. Namely, the moment when work obtained the status of a central object in the life of each individual and the companies and started to be a mass notion, there arose the case of motivation. Therefore, it would be advisable to investigate the process of motivation in terms of workers and their jobs.

The tendency among managers is to perceive motivation as a source of effectiveness and productivity, which is an indispensable element of work.

When considering the current economic situation one may perceive a tendency to maximize the working force. This process can be carried out only by means of an efficient working force. Therefore in order to make the working process beneficial and the outcomes profitable and satisfying a manager must pay attention towards the notion of motivation. Yet, not only is the sole theoretical knowledge of motivation but there are also the practical applications which are to constitute the core device while managing the group of workers.

Having approached the notion of motivation both from its theoretical descriptions and practical realizations, the manager is so to say properly equipped with a device which enables him or her to foster a desirable behavior and stimulate the workers in a way that is beneficial for both the manager and the employee himself.

Therefore this thesis is to introduce some data gathered around the term of motivation and its practical realization in order to investigate the intricacies both of motivation processes of each human individual as well as to suggest the possible solutions and answer some questions concerning the issue of motivation.

1. Motivation Theoretical Stances: Current Perception of Motivation Theories

Motivation is nowadays concerned to be one of the most important factors influencing the employee's performance. Motivation is described as a complex process which is dependent on some particular occurrences. To elaborate on the phenomenon of motivation one has to approach the overall definition of motivation. Basically, motivation is defined as "internal state or condition that activates behavior and gives its direction."[1] In other words, what constitutes the phenomenon of motivation is an internal force that forces one to act towards some specific direction. Apart from what has been previously stated, motivation is described as a "desire or want that energizes and directs goal-oriented behavior."[2] This definition assumes that motivation as such requires possessing a goal which stimulates the performer.

Moreover, motivation is constituted by the "influence of needs and desires on the intensity and direction of behavior"[3], which points out the important role of an individual's personal attitude and willingness to achieve a goal. The level of motivation thus is higher when a person possesses a strong internal drive or obligation to obtain her or his goal. In order to view the phenomenon of motivation in a more detailed manner, it is advisable to introduce a definition which assumes that motivation is "the arousal, direction, and persistence of behavior".[4] In this case, motivation is seen as a process initialized by the internal desire. Additionally, the desire is to be directed towards the goal and supported by a proper action.

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[1] Citation: Huitt, W. (2001). Motivation to learn: An overview. *Educational Psychology Interactive*. Valdosta, GA: Valdosta State University. Retrieved [date], from
http://chiron.valdosta.edu/whuitt/col/motivation/motivate.html
[2] Citation: Huitt, W. (2001). Motivation to learn: An overview. *Educational Psychology Interactive*. Valdosta, GA: Valdosta State University. Retrieved [date], from
http://chiron.valdosta.edu/whuitt/col/motivation/motivate.html
[3] Citation: Huitt, W. (2001). Motivation to learn: An overview. *Educational Psychology Interactive*. Valdosta, GA: Valdosta State University. Retrieved [date], from
http://chiron.valdosta.edu/whuitt/col/motivation/motivate.html
[4] Franken, R. (1994). *Human motivation*. Pacific Grove, CA: Brooks/Cole

Having presented the general definition of motivation, it is adequate to introduce and describe several main theories concerning motivation process. These theories are to be the theoretical background for my further research.

<u>Theories of Motivation</u>

Abraham Maslov contributed to the development of the motivation theory by introducing the Hierarchy of Needs Theory, which was to explore the broad spectrum of factors that generate and catalyze human motivation. Maslov suggested the five needs which are systematized in a leveled manner. These are as follows:

- Physiological: Includes hunger, thirst, shelter, sex, and other bodily needs
- Safety: Includes security and protection from physical and emotional harm
- Social: Includes affection, belongingness, acceptance, and friendship
- Esteem: Includes internal esteem factors such as self-respect, autonomy, and achievement
- Self Actualization: The drive to become what one is capable of becoming; includes growth, achieving one's potential, and self-fulfillment[5]

Maslov divided the needs into higher and lower ones. Namely, those referring to the physiological needs are of a lower position, they are to guarantee the survival of an individual. Whereas those concerning a higher needs position are ascribed to an emotional and social dimension. Moreover, Maslov pointed out that the lower-order needs are stimulated by some external conditions and the high-order needs are directed by internal drives. Thus the low-order needs are to be called extrinsic and the high-order are called intrinsic.

According to Maslov's theory, the way to increase motivation is to realize on which level one currently is so as to zoom in these needs which are positioned above.

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[5] S.P. Robbins, *Organizational Behavior*, New Jersey, Upper Saddle River, 1998, p. 169

Theory X and Y

Another theory touching upon the issue of motivation was formulated by Douglas McGregor. This theory is called Theory X and Theory Y. According to these theories, McGregor introduced two opposite realizations of men. Namely, the Theory X assumes that human being does not like his work and constantly avoids working and bearing the responsibility so it is necessary to put him under control. In contrast, theory Y assumes that human beings treat their work as an integral part of their lives and fulfill their duties properly and responsibly unless given certain objectives. Theories X and Y refer to the Maslov's Hierarchy of Needs Theory due to the fact that the low-order needs are typical for the X Theory whereas the high-order theory is the counterpart of Y Theory. However, McGregor held belief that the Theory Y is more relevant and applicable while considering human's motivation. Therefore, in order to arouse motivation, a human being must be given the ability to make his\her own decisions, be surrounded by friendly environment and face some challenging tasks.

Motivation Hygiene Theory

Motivation Hygiene Theory was introduced by Frederik Herzberg. He mentioned some factors called the Hygiene Factors which contribute to the increase of motivation. The factors were divided into extrinsic and intrinsic ones, where the extrinsic were specified as "company policy and administration, supervision, interpersonal relations, and working conditions."[6] And the intrinsic were "achievement, recognition, the work itself, responsibility, advancement, and growth."[7] Having considered the extrinsic and extrinsic factors, Herzberg formulated the notion of Hygiene Factors which were described as: "company policy and administration, supervision, interpersonal relations, working conditions, and salary."[8] Nevertheless, he argued that, in order to increase motivation, it is not enough to guarantee all the mentioned factors. Therefore, to stimulate motivation, it is

[6] S.P. Robbins, *Organizational Behavior*, New Jersey, Upper Saddle River, 1998, p.172
[7] S.P. Robbins, *Organizational Behavior*, New Jersey, Upper Saddle River, 1998, p.172
[8] S.P. Robbins, *Organizational Behavior*, New Jersey, Upper Saddle River, 1998, p.172

necessary to pay attention to the intrinsic factors such as focusing on achievement, recognition, the work itself, responsibility, and growth.

ERG Theory

ERG Theory was suggested by Clayton Alderfer who was also carrying out a research concerning the issue of motivation and human's needs. This theory remains to some extent the continuum of Maslov's thought. Alderfer launched ERG Theory where letter E signifies *existence;* R signifies *relatedness* and letter G stands for *growth.* Existence was equal with Maslov's concepts of basic physiological and safety needs. Relatedness referred to the human's wish to remain in a good social relationship, and growth signified the strive towards the personal development. Again, there appears the striking division between the bodily and mental needs that influence human's motivation. Nevertheless, Alderfer applied the modified Maslov's theory in a different way. Namely, he suggested that a person does not need to satisfy a certain desire before achieving the next one. In this way, an individual may not fulfill the low-order needs but remain satisfied as far as the high-order needs are concerned. The fulfillment of low-order needs does not have to indicate the necessity to satisfy the high-order needs anymore. Additionally, the author of this theory introduced the frustration-regression field which operates within an individual.

Both the wish to accommodate the needs as well as the difficulties in achieving the demanded aim are supposed to be the forces that govern human's motivation.

McClelland's Theory of Needs

McClelland's Theory of Needs is based on three major assumptions which are expressed by *Need for Achievement, Need for Power,* and *Need for Affiliation.* All the previously mentioned needs are said to be present in a worker and influence the motivation and effectiveness of him\her. A person who represents the need for

achievement (n-ach) is claimed to be "achievement-motivated and therefore seeks achievement, attainment of realistic but challenging goals, and advancement in the job".[9] The individual with tendency towards the need for power (n-pow) is "authority motivated and needs to be influential, effective, and to take an impact".[10] And consequently the worker who represents the need for affiliation (n-affil) is claimed to be "affiliation motivated, and has a need for friendly relationships, and is motivated towards interaction with other people".[11] McClelland held a view according to which there is no pure type of a need that is ascribed to a particular worker. There are some kinds of "mix needs" personalities, who represent various traces of the main needs. And that is why there is a necessity to detect the personal need style, so as to motivate the worker effectively.

Cognitive Evaluation Theory

This theory refers to the phenomenon of the decline of a worker's motivation caused by extrinsic rewards such as payment. In accordance with this theory, worker's motivation is said to lessen when the worker receives an extrinsic reward, being previously intrinsically rewarded. The reason for this process is explained by the researches which point out the fact that when a worker is satisfied with his/her work and derives the satisfaction from some intrinsic drives, he\she does not have to be given an extrinsic reward. This situation takes place, because the worker feels that he\she loses control over his\her work and becomes the hostage of some extrinsic rewards.

Goal Setting Theory

This theory was formulated by Edwin Locke and was applied by coaches and managers so as to increase the workers' and sportsmen's motivation. Its basic assumptions are based on the cognitive conviction of setting an understandable and not a vague goal, which would serve as a stimulus. The formerly stated goal was to contribute to the better evaluation of a worker's ability to achieve it. And the more difficult and specified the goal

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[9] http://www.businessballs.com/davidmcclelland.htm
[10] http://www.businessballs.com/davidmcclelland.htm
[11] http://www.businessballs.com/davidmcclelland.htm

was, the better was the worker's involvement and performance. What was also strongly highlighted was the importance of the feedback the worker received. In other words: "… we can say that specific goals increase performance: that difficult goals, when accepted, result in higher performance than do easy goals: and that feedback leads to the higher performance than does nonfeedback."[12] Another significant notion ascribed to the Goal-Setting Theory is *self-efficacy*. This notion reflects the personal attitude and approach towards his\her own opinion about his\her ability to cover the tasks and reach the objectives. The stronger self-efficacy a worker shares, the biggest possibility occurs to achieve this goal. Moreover, if a worker is convinced about his\her abilities and realizes his chances to fulfill the task, it is much easier for him to accept the defeat and finally to draw some necessary conclusions. Besides, Goal Setting Theory must be considered in terms of cultural conditions of a given worker. It has been proved that Goal Setting Theory "is culture bound and it's well adapted to countries like United States and Canada because its key components align reasonably well with North American cultures."[13] Thus, the process of motivation is described as culturally-dependent and may proceed in different ways.

Reinforcement Theory

Reinforcement Theory constitutes an opposite counterpart to Goal Setting Theory. Namely, Reinforcement Theory is based on the behavioral premises while goal Setting Theory is based on cognitive approach. Reinforcement Theory is founded on the stimulus-response dependence. What is significant about this theory is the fact that it does not take into consideration the inner state of an individual and is rather focused on the process of the reaction of a person to a given stimulus. It is held that the repetition of a certain stimuli leads to the formation of a desired response. There are distinguished three types of reinforcers (stimuli):
-   Positive Reinforcer: Presenting a reward after a desired behavior. Positive reinforcement is observed when a behavior is followed by a consequence that increases the behavior's likelihood of reoccurring. [14]

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[12] S.P. Robbins, *Organizational Behavior*, New Jersey, Upper Saddle River, 1998, p. 180
[13] S.P. Robbins, *Organizational Behavior*, New Jersey, Upper Saddle River, 1998, p.181
[14] http://wik.ed.uiuc.edu/index.php/Reinforcement_theory

- Negative Reinforcer: Taking away an aversive stimulus after a desired behavior. Negative Reinforcement involves steps designed to lead one to appropriate action in order to escape or avoid an unwanted consequence. In other words, the desired behavior increases with the use of negative reinforcement.[15]

- Punishment: Presenting an aversive stimulus contingent on a response. An event is viewed as a punishment only if it is followed by a consequence that decreases the behavior over time."[16]

On the whole, this theory assumes the coexistence of the previously mentioned parts of the reinforcement-motivation process. Although the Reinforcement Theory allows monitoring the factors that control human's behavior and thereby motivation, it has been argued and questioned. Namely, this theory was criticized for being only the influence on one's behavior.

Equity Theory

Equity Theory refers to the overall relation between one's input and output. By input we understand the amount of time, engagement, dedication the worker puts into his\her action. And by output we take the payment, bonuses, recognition, training that is given to a worker. Consequently, the worker must perceive equilibrium between the input and output. If a worker notices his\her input equal to the output, the level of motivation increases. The other way round situation appears when the balance is disturbed, simply when the output (rewards) are not adequate to the input.

The table below illustrates the bondage of the input and output balance:[17]

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[15] http://wik.ed.uiuc.edu/index.php/Reinforcement_theory
[16] http://wik.ed.uiuc.edu/index.php/Reinforcement_theory
[17] This table comes from The Web site: http://www.businessballs.com/adamsequitytheory.htm

Inputs are typically: effort, loyalty, hard work, commitment, skill, ability, adaptability, flexibility, tolerance, determination, heart and soul, enthusiasm, trust in our boss and superiors, support of colleagues and subordinates, personal sacrifice, etc.	People need to feel that there is a fair balance between inputs and outputs.	Outputs are typically all financial rewards - pay, salary, expenses, perks, benefits, pension arrangements, bonus and commission - plus intangibles - recognition, reputation, praise and thanks, interest, responsibility, stimulus, travel, training, development, sense of achievement and advancement, promotion, etc.

Not only do the workers focus on the balance between their own input and output but also seem to compare the position and amounts of rewards the other workers are given. Similarly, when they perceive the inequality between them and other workers' inputs and outputs, they are likely to feel unfairly treated. This, in turn, leads to the diminishing of their efficiency, productivity and general attitude towards their job. And simultaneously causes the deficiency of the previous motivation to deal with job tasks. In some extreme situations, the worker's sense of unfairness may result in the unwillingness to make some effort and disruptiveness. However, according to the theory, there may occur an opposite situation when, despite the feeling of imbalance between the input and output, the workers are even more motivated. "When people perceive an imbalance in their outcome-input ratio relative to others, tension is created. This tension provides the basis for motivation, as people strive for what they perceive as equity and fairness."[18]

Expectancy Theory

Victor Vroom, the founder of the Expectancy Theory, stated that to explore one's motivation and behavior at work, there must be taken into consideration such factors as: one's personality, skills, knowledge, and abilities. Vroom proposed a cognitive and holistic approach towards the phenomenon of motivation. Only by treating the worker as a complex unity we are able to describe the process of motivation, the process which is realized individually inside each person. Apart from it, Vroom's theory assumes that each worker represents a different motivation style, so undoubtedly there must exist various

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[18] S.P. Robbins, *Organizational Behavior*, New Jersey, Upper Saddle River, 1998, p. 185

motivating methods, suitable for each individual. Another significant premise of this theory focuses on the issue of the worker's belief which enables him\her to become motivated. Thus:" …expectancy theory says that an employee will be motivated to exert a high level of effort when she or he believes that effort will lead to a good performance appraisal; that a good appraisal will lead to an organizational rewards like a bonus, a salary increase, or a promotion; and that the rewards will satisfy the employer's personal goals."[19]

Additionally, Vroom distinguished three beliefs that are of great significance while analyzing the worker's motivation process:

The first belief – *Valence* refers to the worker's emotional views concerning the possible outcomes he or she may achieve. Both extrinsic and intrinsic factors are taken into consideration.

The second belief – *Expectancy* describes the worker's own conviction about his\her abilities.

The third belief – *Instrumentality* deals with the issue of how a worker perceives the relationship between achieving the goals and experiencing the outcomes.

All in all, this theory makes a worker choose consciously what to do and how to approach each task. It assumes the internal beliefs and conviction that are varied as each worker represents a different personality type. Moreover, the worker himself has the opportunity to shape his level of motivation until the three theoretical beliefs are fulfilled.

Having presented the major theoretical stances concerning motivation I will proceed to discussing and analyzing the actual motivation processes, consecutively the notions of motivation barriers and the ways and results of effective motivation.

The theoretical background will be gathered around the Expectancy Theory, which I assume to be the most relevant with respect to the content of my thesis.

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[19] S.P. Robbins, *Organizational Behavior*, New Jersey, Upper Saddle River, 1998, p.187

2. Motivation Tools: From Concepts to Practical Realization

The second chapter of my thesis is to be proceeded towards the practical realization the motivation concepts included in the first chapter. The issues I will present in this chapter refer to the notion of motivation from theoretical stances to its practical realization.

It is needless to state that motivation process is a complex phenomenon. Due to the fact that every single worker constitutes individual needs that have to be satisfied. Therefore, there is the necessity to pay attention to these needs so as not to miss the opportunity to response the workers' expectations. Nevertheless, this activity seems to be troublesome because the workers' needs and expectations have the tendency to change and differ among them. Thus, the first and basic step that must be taken by the HRM is to specify the nature of the worker's effort that is to appear. Having done that the HRM remains sure that the increase of a worker's motivation is bound to occur. This process is called *effort-performance relationship* and refers to the one's capability of exerting effort. The HRM duty is to make an analysis of the job that is to mark its tasks, duties, and responsibilities that the worker is to be consigned. The next step to be taken is to define if the chosen worker is compatible with the tasks, duties and responsibilities. Furthermore, what belongs to the HRM is to take care of the job design. It means that the worker must be provided the best possible equipment in order to enable him\her a successful performance. However, the most crucial issue that describes a well-proceeded effort-performance relationship must be directed toward some end. And this end is described as performance itself. The factor that is to facilitate a good performance is the role of supervisors who must be capable of training the workers, control and help them to reach the levels of their performance. Moreover, "Only by showing employees that their effort is required for specified performance and that if such effort exists they will be successful on the job, will the effort- performance linkage be completed."[20] Thus, the HRM is to provide the employees with a certain direction which will lead them towards some defined and obtainable objective. Reaching and objective (goal) end equals with the reaching the organizational goal. That is what a company aims at and what expects from the worker and his\her performance. Obviously, there exists *the individual performance-*

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[20] Motivating The Employees and Designing Jobs,p.105

organizational goal relationship which is described as cooperation between the employee's action and the company itself. So as to make the cooperation beneficial for both employees and a company one should bear in mind that there must be set a clear and comprehensible direction. The employees are to be informed about the company's plans and an individual task that each employee is assigned to. Apart from it, a worker must be accustomed with the role he\she is going to perform while approaching the objectives. Simply, "…employees must know what is expected of them. Furthermore, they must know what goal performance is and how it will be determined."[21] The citation illustrates the necessity to keep the workers constantly informed about the overall company's policy as well as the intentions towards them. This procedure is to guarantee the exertion of motivated behavior and productivity.

Together with the notion of the Individual Performance-Organizational Goal Relationship, one is to be accustomed with another term which describes the dependency between the company's goal and the individual goals of a given employee. This dependency is named *The Organizational-Individual Goal Relationship*. This relationship is characterized by a careful differentiation upon workers unsatisfied needs which in turn must be guided towards a certain direction. Each worker represents some various set of needs that requires to be satisfied. Therefore, the supervisors are advised to monitor the nature of workers' needs. The monitoring, in turn, is to lead to the specification of rewards given to the employees. This process is called *flexible compensation* and is based on the worker's possibility to choose the reward he\she desires the most. To sum up, one must remember that: "If we truly want to enhance motivation, we must make sure individual goals are met."[22] Thus, the factor that stimulates the level of motivation is nothing but an individualized approach and a need-reward specification.

The premises of an effective motivation model should consist of some vital suggestions that are to facilitate the motivation and job satisfaction. Namely, the first one assumes that it is necessary to use an approach that allows the employee to feel that his\her own needs are recognized and individualized. In order to do so, the supervisor is to get to know the actual workers' needs. The second premise is to match the employees to their jobs. That means to be able to recruit an employee who represents the features indispensable for doing a certain job. If the premise is not fulfilled the productivity and

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[21] Motivating The Employees and Designing Jobs,p.106

[22] Motivating The Employees and Designing Jobs,p.107

motivation is unlikely to occur. The third premise elaborates on the necessity to state the clear and achievable but challenging goals. The supervisor should also not cease to give a proper feedback in order to reinforce the effort and motivation state. The fourth premise describes the procedure of rewarding the employees according to their unique needs. The specification of workers' needs enables the supervisor to tailor the rewards and thereby to meet the individual needs, what guarantees the increase of motivation. The fifth premise refers to the rewarding the performance. It is suggested to recognize only the workers' performance due to the fact that the recognition of any other activities may diminish the significance of the performance itself. Moreover, the reward must be presented as a reaching an organizational goal. The sixth premise is to draw one's attention towards the importance of a fair and objective rewarding system. This system is to be designed so as to reward the employees equally to the effort they put into their task. The seventh premise points out the obvious fact- money. In most cases money is the strongest stimulator and motivator. Yet, it is useful to notice that in some cases money is not the main stimulating factor. That is why, when there is too much focus on the money as a reward, there must appear the lessening of productivity and motivation.

To investigate the realization of the strategies of motivating the workers one must be familiarized with the job characteristics which positively influence motivation. These characteristics complied and called the *job characteristics model.* These are as follows:

Skill Variety- the degree to which a job requires a variety of different activities so one can use a number of different skills and talents.[23]

Task Identity- the degree to which a job requires completion of a whole and identifiable piece of work.[24]

Task Significance- the degree to which the job has a substantial impact on the lives or work of other people.[25]

Autonomy-the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.[26]

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[23] Motivating The Employees and Designing Jobs,p.111
[24] Motivating The Employees and Designing Jobs,p.111
[25] Motivating The Employees and Designing Jobs,p.111
[26] Motivating The Employees and Designing Jobs,p.112

Feedback- the degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information about the effectiveness of his or her performance.[27]

The implications listed above e.g. task identity highlights the importance of differentiating of the tasks that the employee is to perform in order to keep the worker challenged and active. It is needles to state that the boring and dulling activities and tasks are the reason of low productivity and decreased motivation.

Task identity assumes that the employee is accustomed with the nature of the task. Owing to this fact, the worker remains sure of what is he or she to perform. Unless this assumption is not fulfilled the worker is jeopardized by retreat from the job and giving up responsibility.

Task significance signals the necessity to keep the employee ensured that what he or she is doing is valuable and required by the goal framework. This strategy enables the employee to realize the worth of his or her performance and effort, and finally leads to his\her satisfaction and motivation rise.

Autonomy-this term suggests that if a worker is given a certain amount of decisive tools he or she becomes more responsible for the performed task. Therefore, freedom to make his\her own decisions provides the worker with more consciousness and engagement in the task and it leads to the state of his\her internal rewarding.

Feedback appears to be the information the employee receives about his\her performance. Thus, giving feedback to the worker allows him\her to remain in a constant relationship with the task performed. The comprehension of the action that is being undertaken by the employee is to influence the overall motivation and attitude towards the task.

Moreover, this model makes the possibility to increase the workers' participation in order to arouse their desire for internal rewards. As it was stated, the internal rewards are of great significance while considering the motivation process. These are highly valued by the employees and contribute to the rise of motivated behavior among them. Thus, "from the motivational standpoint, the model says that internal rewards are obtained by individuals when they learn (knowledge of results) that they personally (experienced responsibility) have performed well on a task that they care about (experienced meaningfulness). The more that these three conditions are present the greater will be the employees' motivation, performance, and satisfaction."[28] These three conditions are called

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[27] Motivating The Employees and Designing Jobs,p.112
[28] Motivating The Employees and Designing Jobs,p.112

the Core Job Dimensions where the *skill variety, task identity, and task significance* stand for the experienced meaningfulness of the work. In other words, by means of these three notions the worker ensures that what he or she performs is worthwhile. *Autonomy* is viewed as a factor that stands for the experienced responsibility for outcomes of the work. It brings the worker feeling of involvement in what he or she actually performs and contributes to the better understanding of the results of a performed task. And, finally, *feedback* describes the knowledge of actual results of the work activities. It assumes that an employee perceives the results of his or her activities and is able to estimate the value of this work. When the three conditions are fulfilled the worker exercises the "high internal work motivation, high quality work performance, high satisfaction with the work, and low absenteeism and turnover."[29] Therefore, these conditions if satisfied contribute to the growth of the employee need strength, which is not without any meaning both for the personal as well as the organizational goal achievement. Generally, the assumptions and suggestions are to influence the employee's internal reward which is said to be a factor that positively stimulates the motivated behavior, and the worker's desire for self-esteem and self-actualization.

Another popular strategy claimed to increase a worker's motivated behavior is called *job enrichment.* This strategy is characterized by the worker's ability to remain more responsible for their work. In other words employees are given more freedom to make decisions and to control their own work. What is more, when a worker is provided with extended level of freedom and independence and this in turn leads to increase in responsibility and finally provides feedback. *Job enrichment* takes place when a worker is given the opportunity to broaden his or her duties range. In order to avoid the state of boredom, tiredness and lack of motivation the employees are "assumed some of the tasks executed by his or her supervisor."[30] Consequently, this process "requires that those workers do increased planning and controlling of their work, usually with less supervision and more self-evaluation."[31]

The successive activity that is described as enhancing the level o motivation and job satisfaction is job *enlargement.* This process is carried out by the change of the number and variety of the performed tasks. Job enlargement is to create the tasks diversity

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[29] Motivating The Employees and Designing Jobs,p.112
[30] Motivating The Employees and Designing Jobs,p.113
[31] Motivating The Employees and Designing Jobs,p.113

so as to refresh the employee's scope of action. By means of introducing some new tasks the worker is pushed towards more effort.

When a worker experiences boredom and dissatisfaction with his or her job the managers decided to introduce a *job rotation* policy. This policy is based on the necessity to reduce the overroutinization among the employees. It occurs often that a worker does not perceive his or her work as challenging. This situation appears when an employee is constantly met with the same kinds of activities and tasks. To eliminate the state of boredom one must apply the job rotation procedure. This procedure refers to the replacing a worker to a job, which is at the same level, and that requires alike skills and qualifications. Nevertheless, in some cases, this policy forces the management to re-train a given worker which means higher costs for a company. Yet, on the other hand job rotation is beneficial "...since employees with wider range of skills give management more flexibility in scheduling work, adapting to changes, and filling vacancies."[32]

A quite frequent approach to exercise job rotation process is to create teams which are to perform a given project. A work team is combined out of variously skilled and qualified workers. The team work enables them to use their skills and when working together to learn from one another. Yet, if a manager wants a team to perform their tasks successfully he or she is to pay attention to some significant suggestions. Namely, the team task must make the workers use their skills and the team task is to be clear and assume a predictable outcome. Apart from these suggestions, the task performed by the team is to influence the other people- that means to be positively viewed by the workers as well as the rest. It is also advised to provide the team workers with a sense of freedom and ability to make decisions. Moreover, the manager must be certain that the workers share a relevant set of skills and qualifications to perform a given task, as well as the interpersonal knowledge used in group relations. The last suggestions cover the premise of the necessity to compile a team of workers who represent various predispositions.

Considering the necessity to exert motivated behavior, there has been introduced the notion of *flextime* which is viewed simply as flexible work hours. It is the procedure which allows the employees to work within a certain hour schedule but this schedule may be modified according to the employees needs. Obviously, there exists a certain amount of hours that the worker is to do and they are called the *common core*. Apart from the

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[32] S.P. Robbins, *Organizational Behavior*, New Jersey, Upper Saddle River, 1998, p.534

common core, the employee is able to adjust the rest of working hours according to his or her preferences. It is extremely important and useful for these workers who want to reconcile their professional and family responsibilities. This procedure has a positive influence on the employees who thereby express greater willingness to cover some given tasks and feel more responsible for their job. Secondly, the workers feel more motivated due to the fact that they perceive to be paid for the actual work they do and not for the hours they spend e.g. in an office. It is claimed that "flextime appears to contribute to decreased tardiness, reduced absenteeism, less job fatigue, increased organizational loyalty, and improved recruitment."[33] In general flextime may be applied as a tool which enhances the motivated behavior and worker's productivity for the reason of strong individualization of the working hours.

Flextime may be analyzed as a close to work at home (telecommuting). Nowadays technological devices enable both companies and employees to replace the work from an office to an employee's house. It is a very comfortable solution for a worker who wants to remain in touch with both family and a job. Especially, this approach is appreciated by women who may develop their professional career and fulfill their private duties. Moreover, the advantages of applying the telecommuting is beneficial also for the company which may reduce the costs connected with working space. The motivational aspect of telecommuting is also very significant. This type of job guarantees the possibility to concentrate only on a given task, which effectively improves the productivity and again the employee perceives that he or she is paid for the hours he or she actually has performed.

The key term concerning the realization of motivation processes is called Management by Objectives. The major assumptions of MBO emphasizes the necessity to provide the worker with comprehensible, planned and tailored for him\her objectives. In this case these are the set goals which are to motivate the employees rather than the control over the workers' performance. According to the MBO approach it is the most vital issue to specify the general objectives and place them for each succeeding level in an organization. The MBO program operates through its hierarchical structure, namely "bottom up" and "bottom down". This procedure is inevitable due to the fact that each objective is to be assigned to a different working unit. By and large, the main assumptions

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[33] Motivating The Employees and Designing Jobs,p.115

concerning the MBO system are included in the words:" goal specificity, participative decision making, an explicit time period, and performance feedback."[34] Therefore, the management must present the employees the concrete, predictable and tangible objectives which are to be achieved. The objectives cannot be authoritatively ordered but have to be generally discussed and decided upon among the employees. Next, the objectives are to be put into some time framework in order to make the workers able to evaluate the their effort and the objective practicability. Finally, the management is to deliver constant feedback which helps the employees to monitor their achievements and headway.

The MBO system is to some extent based on the goal setting theory and assumes that the worker must be provided with a specified objectives. What is more, the more difficult but possible to achieve the objective is the better the worker's performance is.

Among the suggestions that are to enhance workers' performance and motivation one can distinguish the notion of *Employee Recognition Programs.* These programs appreciate the role of recognition given to the workers as a successful device that increases motivation and engagement. Reward management embraces both the intrinsic and extrinsic rewards. "Extrinsic rewards are 'tangible' rewards such as cash, pensions, bonuses, holidays, status symbols, travel vouchers and the like."[35] There are many ways of expressing the recognition towards the employees e.g. there may be a private conversation or a public presentation as well as in case of a group, a manager may express satisfaction in front of the whole group and celebrate the group's accomplishment. Thus, recognition plays an extremely significant role in empowering the employees motivation and general satisfaction with the goals they achieve, not to mention their self-esteem and self-fulfillment.

Another approach concerning the improvement of employees' motivation and participation in a successful goal achievement there must be introduced a term embracing the employees' contribution in the company's actions. This term has its name: *Employee Involvement Programs*. The definition of these programs can be as follows: "We define it as a participative process that uses the entire capacity of employees and is designed to encourage increased commitment to the organization's success"[36] The participative process may be described as an active activity of a worker who feels involved in the

[34] S.P. Robbins, *Organizational Behavior*, New Jersey, Upper Saddle River, 1998, p.204
[35] A. Cowling, P. James, *The Essence of Personal Management and Industrial Relations*, New York, Prentice Hall Press, 1994, p.60
[36] S.P. Robbins, *Organizational Behavior*, New Jersey, Upper Saddle River, 1998, p.208

whole action. This, in turn, arouses the autonomy and monitoring of the worker's performance. There are distinguished four models of employee involvement:

Participative Management: the process proposes an approach which is characterized by a deeper employee engagement while making decision processes. That means the more important role and so called "have something to say" with reference to the superiors. Its beneficial aspect may be explained by the fact that it is a frequent situation when a worker shares more detailed knowledge upon a certain issue than the superior does. It may offer the superiors a more effective solution to a given problem. Additionally, the participative management causes the employee to be more dedicated to the making decision process. The more an employee is involved in this process the more likelihood appears that he or she is going to be more responsible for the final outcome. Consequently, more responsibility results in a enhanced motivation. To add more, "participation provides intrinsic rewards for employees. It can make their jobs more interesting and meaningful."[37]

When concerning the motivation strategies used in a company to enhance motivated behavior and loyalty one must mention the notion of *Employee Stock Ownership Plans*. This strategy is designed to provide a worker with some company's stock. Generally, employees can not possess the stock in a tangible way also they are no allowed to sell them as long as they are employed in a given company. This procedure strengthens the employee's feeling of belonging to a given company as well as the feeling of having his or her own influence on the business of a company. Obviously enough, Employee Stock Ownership Plans refer only to the large and influential companies, due to the fact that only these share the possibility to offer their employees a stock ownership. It must be stated that when an employee possesses some stock even in a virtual way, he or she becomes the responsible for the overall condition of a company. Needless to say, the fact of being a owner of stock creates the more motivated behavior in view of the employee's engagement and state of responsibility.

Motivation enhancement may be simultaneously realized by introducing the Variable-Pay Programs. As one may notice by the name content these programs embrace the ways of payment. These, somehow, differ from the traditional payment procedures. This means that some part of the employee's payment is shaped by his or her individual

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[37] S.P. Robbins, *Organizational Behavior*, New Jersey, Upper Saddle River, 1998, p.210

performance. Therefore the payment may "fluctuate up and down with the measure of performance."[38] This method of payment allows the management to lessen the pay costs if the performance is poor or it declines. Generally, the variable pay is to force the employees to perform efficiently. It affects the employee's performance in a strong manner because it is strictly attached to the quality of a task performance. Moreover, the payment remains in a constant relationship with an employee's own engagement and efficiency, which in turns enhances the motivated behavior.

Variable Pay Programs are extended by means of *Piece-Rate Pay Plans* which are based on the assumption that an employee is paid either a base salary and after having done some additional work is given a certain amount of money. Or an employee is not given a base salary and is paid exactly for what he or she has done. In this case, one may observe a pure piece-rate plan. It is a common phenomenon that the employees are rewarded with bonuses. This type of reward, most often a financial one, is proposed to those employees who achieve distinctive goals or who perform their tasks in a way that is profitable for the company. The concept of piece-rate pay plans and the bonus itself is concerned to be one of the most desired rewards. That is why employees, when promised an additional payment, are strongly motivated to perform their duties. It is emphasized that:" …individuals […] perceive a strong relationship between their performance and the rewards they receive if motivation is to be maximized."[39]

As motivation is perceived as a complex phenomenon, it is advisable to be attentive towards motivating a single employee. Each of them possesses a certain skills and qualifications as well as professional experience. Thus, to exert a desired motivation level a manger must get accustomed with the specification of procedures that must be undertaken in order to motivate properly. One of the procedure refers to the motivating the diversified workforce. As to maximize the motivation potential of workers the manager must bear in mind the unique needs of them. Namely, the motivating process depends on whether an employee is a woman, a disabled person, an immigrant or a senior person. Each of them possesses different needs and requires a diverse attitude in order to satisfy these needs. One of the factors contributing to the increase in motivation is

[38] S.P. Robbins, *Organizational Behavior*, New Jersey, Upper Saddle River, 1998, p.215
[39] S.P. Robbins, *Organizational Behavior*, New Jersey, Upper Saddle River, 1998, p.217

flexibility. Flexibility means being ready to "design schedules, compensation plans, benefits, physical work settings, and the like to reflect your employees' varied needs."[40]

Firstly, dealing with low-skilled service workers is said to be the most challenging issue for a manager. It is due to the fact that they possess poor education and skills as well as are the lowest salary receivers. Towards such a kind of workforce there must be applied a special motivation techniques. Again, the most desirable and effective technique is flexibility which allows the employees to adjust their private responsibilities to the work schedules. Moreover, jobs of these types should be performed by teenagers or retirees whose financial demands are not so high. Apart from it, to motivate the minimum wage employees it is vital to remember about the power of recognition. Recognition, viewed as a rewarding tool may be exercised through e.g. choosing the employee of the month, organizing some award ceremonies. This procedure allows the management to notice and highlight the importance and input of a given employee. Nevertheless, "HRM must educate supervisors on the power of praise. When used, HRM must ensure that these 'pats on the back' are sincere and done the right reasons; otherwise, employees can see such actions as manipulative."[41]

Another group of employees requiring some specific form of motivating tools is constituted by professional workers group. Professionals are willing to search for intrinsic form of rewarding which comes from their work. What is peculiar about this group of employees is that they do not put money as a priority. It is the job challenge that they consider to be the most motivating factor about their jobs. Therefore, to maximize their motivation it is essential to earn professionals with the possibility to update and broaden their skills and qualifications by means of some courses, training or workshops. Also providing them with autonomy is a good way to enhance the level of motivation as far as professionals are concerned. Besides, professionals require a manger to remain interested in what they are actually doing and do not avoid being rewarded.

The groups of workers that work on unstable conditions, who are part-time or contract workers are called the workers who are not employed on regular bases. The typical characteristic of the workers mentioned above is the fact that they do not show grate commitment as in case of permanent employees. It is due to the obscurity of their

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[40] S.P. Robbins, *Organizational Behavior*, New Jersey, Upper Saddle River, 1998, p.224
[41] Motivating The Employees and Designing Jobs, p. 120

work status, lacking of health care or some other privileges assigned to a permanent worker. Hence, the strongest motivating device seems to be the possibility to get the permanent status. So as to motivate the temporaries one should enable them to achieve required qualifications which help them to get the permanent worker status. The prospect of being given such a status causes the temporaries to deeper motivated and engaged in their present jobs.

The last category of workers put under analysis are the employees performing some repetitive tasks. At first, people who are to do the highly repetitive job are to be selected in the purpose of choosing individuals that do not need strong needs for growth and autonomy. Then, to motivate this group of workers effectively there must be fulfilled certain conditions. Namely, it seems very improbable to redesign the for of work itself therefore it is significant to create a pleasant work atmosphere. It is exercised by introducing "clean and attractive work surroundings, ample work breaks, the opportunity to socialize with colleagues during these breaks, and emphatic supervisors."[42] The conclusions concerning the issue of motivating highly repetitive work employees are not connected with the process of making the job challenging but rather emphasize the necessity to cater for the conditions its performance.

2.1. Analyzing the Barriers to Motivation

Having considered the specific models of motivating the workers, it is significant to look into the nature of motivation obstacles and immobilizers. The knowledge of the factors that contribute to the lessening of employee's motivated behavior is of great importance for the HRM and managers.

Barriers to motivation constitute a serious problem both for an employer as well as for an employee. The barriers are of two origins: individual that stem directly from the worker and those connected with organization. The individual barriers of motivation are likely to occur during the dysfunction of tension. As it was stated there must appear the notion of tension which enables a worker to exert certain effort. Nevertheless, when the tension takes an improper direction we may observe the atrophy of motivation. This situation takes place when an employee exercises his or her effort towards an object which

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[42] Motivating The Employees and Designing Jobs, p. 225

is still being not achieved. It is obvious that after some number of attempts made by the worker there occurs a state of dissatisfaction of a certain need and is the cause of overall frustration. What is more the state of unsatisfied needs is a core source of stress. By and large, barriers of motivation can be divided into two groups: the one which is closely attached to an individual and his or her emotional, family, and financial aspect; the second group refers to the job, performance dimension and thereby all the issues connected with doing a certain job. As far as the individual factors are concerned, the barriers of motivation are described as follows:

- Low self-esteem which causes the worker to undermine his or her abilities to perform a certain task.
- Emotional disorder- mostly a state of depression, apathy or dejection as a result of some traumatic or depreciating experience.
- Bad or poor family or spouse relationship; quarrelsome atmosphere, lack of support, too much out of job responsibilities, divorce.
- Drug abuse or alcoholism
- Doing a job that does not come to an individual's expectations or doing a job that is considered by an individual to be inadequate, uninteresting or unsuitable.

The aspects concerning the barriers of motivation which have their roots in an individual attitude and sense of perception are of immense significance while analyzing the reason for motivation lack. However, it is unbelievably hard to eradicate these factors due to their personal and private nature.

In turn, the factors that diminish the level of motivation and are strictly bond to the working conditions are to be characterized as a lack of:

- Adequate payment.
- Assistance to workers for their special needs (such as child care arrangements, transportation, flexible work schedules)
- Job security
- Clear company policies
- Clear and organized work procedures
- A stable, just and fair work environment
- An atmosphere of teamwork and cooperation

- Reward and recognition programs

- Incentive programs

- Open lines of communication (formal and informal)

- Systematic feedback

- Training and development programs

- Opportunities for promotion

- Sharing of company goals and objectives

- Future expectations

- Plans for the future

- Guidance and mentoring[43]

As it was stated by means of the above enlisted points the first obstacle to employee's motivation is an inadequate payment due to the fact that a salary is in frequent cases viewed as the most crucial issue. Moreover, payment is a the most tangible device to motivate a worker to a performance and effort, let alone a better quality and efficiency performance. Employees often perceive the inadequacy with regard to the input and effort they devote to work. The aspect of an underpaid effort belongs to the most discouraging ones and finally leads to a worker's negative attitude to work, discipline and supervisors.

One may observe quite frequently the negative tendency to leave the worker not properly informed. This state contributes to the lack of stability and assurance concerning the overall shape of the job character and scope of a task. What is more, the communication between an employer and an employee may suffer from not inadequate state of comprehension and wrong attitude. Therefore, the worker's motivation is bound to decrease. It is proved that the worker's motivation tends to diminish when the following conditions are not fulfilled. Namely, the manager is to pay an immense attention to some vital factors which are described as motivation obstacles. The most crucial issue to be introduced and applied by a manger is "to communicate with the worker in order to learn his or her heeds and then to tell the worker how those needs can be satisfied […] to inform the employee about the mismatches in his or her cognitions and behaviors and point out how the worker can establish balance and consistency."[44] As it was stated the main obstacle to increase the worker's motivation is the lack of a proper communication model.

[43]All the list comes from: http://www.easytraining.com/motivation.htm
[44] J. J. Sullivan, *Three Roles of Languages in Motivation Theory*, Academy of Management Review, 1998, Vol. 13. No. 1, p. 105

When the manager does not communicate the nature of the task as well as the holistic shape of the job itself the worker is not able to approach his or her task and to perform in a highly motivated manner. In other words, the role of the manager is to and make the tasks comprehensible which in turn facilitates the worker to release the state of uncertainty.

The theories of motivation take into account the factor describing all human beings as seeking the meaningful notions and forms of communication. Thus, "workers do seek information to develop a better understanding of how their needs can be met, how their expectations can be developed and fulfilled, how their values can be carried out, and how their purposes can be made more specific."[45] Only by means of efficient communication devices is the manager able to arouse motivated behavior. These devices may be described as meaning making procedure. Yet, the most significant aspect of motivating the workers is to create the work itself as a meaningful notion for the employees. Every single worker must share the belief that his or her work can be defined as involving and important. If a manager desires to foster motivated behavior among his or her workers he or she should be aware of the necessity to keep the workers interested and engaged in their job. This procedure in turn influences the level of job satisfaction. The case when a worker does not receive satisfaction from his or her job may constitute a barrier that reduces the level of motivated behavior.

Another activity that is ascribed to diminishing the motivation barriers is called the motivational communication. It is due to the manager to introduce and apply a mechanism which is based on the role play schema. Accordingly, the manager "develops his or her role as a representative of the organization's beliefs, values and goals over time."[46] And while the manager is interacting with the workers it is he or she who establishes the appropriate and demanded by organization sets of roles. The roles, in turn, contribute to creating a meaning making language. Furthermore, the meaning making language is characterized by role playing activity which is to be performed by a manager in order to make the workers certain and satisfied.

Barriers to motivation are viewed in terms of speech acts. If a regular human need is to communicate there has to be put a special focus on the way of speaking to the

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[45] J. J. Sullivan, *Three Roles of Languages in Motivation Theory*, Academy of Management Review, 1998, Vol. 13. No. 1, pp.105-106

[46] J. J. Sullivan, *Three Roles of Languages in Motivation Theory*, Academy of Management Review, 1998, Vol. 13. No. 1, p. 108

workers. There are distinguished three basic speech acts and they are described as: locutionary acts which concern the meaning of the words; illocutionary acts which refer to the action of a speaker during his or her speech and perlocutionary acts which describe what the speaker desires to accomplish. According to the present motivation theories one must appreciate and zoom in the third speech act. Illocutionary speech performed by managers lead to more motivated behavior of workers due to the fact that it enables an employee to answer some vital questions. These are the questions of the nature of a task given, the position of a worker in an organization and finally of the identification with task, job and management. By and large, "illocutionary language between managers and employees makes work a part of the employee's human bonding […] it simply affirms human existence."[47] As it turns out, to eradicate the motivational obstacles a manager is to use a language which resembles human regular communication. In purpose of strengthening motivation a worker must be provided with a humane, comprehensible speech, which would eliminate the unnecessary tension and confusion. Moreover, there is not only the formal kind of speech that is considered as effective and adequate. A manager is to use also the informal speech so as to be able to remove s the motivation barriers.

There are distinguished three divisions concerning the speech acts which are to strengthen motivation. These are discussed separately; nevertheless they may be applied as one unit. The division is illustrated below:

Manager's language: perlocutionary –acts to reduce worker uncertainty and leads to worker calculation of the relationship between work and his\her goal attainment. Therefore in this way work is perceived as a tool to attain goals (work as input to a process)[48]

Manager's language: locutionary-acts through metaphors and informality to facilitate meaning making and leads to worker construction of work schemas\scripts. In this case work is viewed as a response to script\schema (work is an outcome of a process)[49]

Manager's language: illocutionary-acts as a bond establishing human conneciedness through genuine consideration and empathy which leads to worker sense of

[47] J. J. Sullivan, *Three Roles of Languages in Motivation Theory*, Academy of Management Review, 1998, Vol. 13. No. 1, p. 109
[48] J. J. Sullivan, *Three Roles of Languages in Motivation Theory*, Academy of Management Review, 1998, Vol. 13. No. 1, p.110
[49] J. J. Sullivan, *Three Roles of Languages in Motivation Theory*, Academy of Management Review, 1998, Vol. 13. No. 1, p.110

self-worth and trust development. As a result work is understood as a natural part of bonding (work is process of living).[50]

This schema is claimed to influence motivation positively. They may be used simultaneously, yet each part of this schema when applied is ascribed to growth of a worker's motivated behavior. Nonetheless, the usage of the three types of language at the same time is said to foster motivated behavior in a strongest way. It is owing to the fact that the three dimensions of speech communication are satisfied. Namely, the one concerning the issue of a worker's certainty state which is crucial for a good performance. Moreover, the meaning making process gives the worker an opportunity to seek his or her own meaning of the work. And finally, the empathic and human aspect of communication makes the worker assured about his or her performance quality as well as causes a growth in a worker's self-esteem. Undoubtedly then, these factors contribute to the increase in motivation among workers. As it was stated, language itself may constitute a barrier to motivation. Therefore, a manager is to remain responsible for applying this schema in order to remove the barriers which may be connected with the language and its specific usage.

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[50] J. J. Sullivan, *Three Roles of Languages in Motivation Theory*, Academy of Management Review, 1998, Vol. 13. No. 1, p.110

3. Motivation Process on a Basis of a Particular Company Policy

This chapter is devoted to introduce the motivation devices and techniques used in a defined company (I do not quote the name of a company). The company under inquiry is a beauty-hairdresser's studio. The main field of its trade is to offer a variety of cosmetic, hairdressing and embroidering services. These include: hairdressing services, solarium cabins, face and body treatment and care, nail care and embroidering and therapeutic-relaxing massages. The studio is situated in a big city-Katowice.

The manager and owner of this studio is one person. The person is also the employer responsible for recruiting and supervising the staff. The owner herself employs ten workers of various qualifications, professions and professional experience. Namely, there are five hairdressers including two apprentices. Further on, there are employed two masseurs, one manicurist. Additionally, there is a person responsible for cleaning the studio and a person who is employed as an accountant. The owner of the studio is the one responsible for provision, managing procedures and planning the activities of the workers. Three of the hairdressers are the workers who have been employed for nine years and are described as the most experienced workers who are acquainted with the nature of the tasks perform and the character of the job they do. Consequently, the owner of the studio employs two hairdresser apprentices who are currently achieving experience and qualifications. The masseurs are qualified workers degreed from medical schools and have been employed for five years. The manicurist has finished some special courses concerning the nail care and nail embroidering and has been working in the studio for three years. As far as the person of the accountant is concerned, the duties of an accountant are performed by a person who is a qualified professional, working in the studio from its very start. Most of the staff are women, yet the accountant and one masseurs are men. The timetable remains in accordance with the open hours of the studio. Namely, the workers are to stay at work from 8 a.m. to 8 p.m. during week and from 9 a.m. to 2 p.m. during Saturdays. Nevertheless, occasionally, the workers are to stay at work a bit longer. It is connected with the situation when the customers' demand for this type of services is increased. Mainly, during the period of some celebrations such as Christmas, Easter, New Year's Eve, the carnival.

The workers are employed on the basis of various types of job contracts. The hairdressers, the accountant and the cleaner work full-time, it means from 8 a.m. to 8

p.m.(Monday to Saturday) Whereas the manicurist and masseurs work part- time from noon till 6 a.m. (Monday to Saturday).

The central inquiry of this chapter is to focus on the motivation processes that takes place in the studio described above. It is needless to state that motivation plays an immense role while employing a working staff. A highly motivated staff guarantees the successful realization of company's goals as well as increase its financial potential. Moreover, in case of that studio, the motivated staff contributes to its respected and recognized position among customers.

The first step to foster motivation among workers is to employ a worker who is suitable for the particular vacancy. The manager of the studio shares knowledge about the requirements of a person who is to fill in the vacancy. The owner realizes that in order to motivate her workers efficiently she must employ a professional who possesses all the features and qualifications necessary to adjust to the vacancy. In other words the worker is to be accustomed with the potential requirements and the overall character of the job. In case of a hairdresser vacancy the employer is to check up the would be worker. This procedure is carried out by means of adjusting the worker's education and professional experience to the tasks she or he is to perform. Therefore, the person applying for the hairdresser's vacancy is to be a graduate of a hairdressers' school or to have completed some hairdressers' courses which can be certified by particular documents. The same procedure occurs while employing a masseurs or a beautician.

On the purpose of motivating the workers the employer must remain assured as far as the single worker's qualifications are concerned. Partly because it gives the employer an initial insight into the worker's performance. And partly because it allows the worker to reduce the state of anxiety and conviction of his or her qualifications applicability. When concerning the apprentices performance, the employer takes different factors into consideration. What is the most significant issue while forcing apprentices' motivated behavior is the promise to employ them as regular workers. When an apprentice is offered a regular employment there appears the motivational stimulus pushing him or her towards more efficient performance. Apart from it, the employer, in order to motivate them offers a possibility to gain some professional knowledge and skills. In case of the studio the apprentices are to observe and analyze the performance of the other, fully-qualified workers. Obviously enough, after some time, the apprentices are given the opportunity to put their theoretical knowledge into practice. This procedure is to make both the employer as well as the workers assured in terms of professional skills.

The employer takes into account the nature of a given and difficulty level of the task that is to be given to a particular worker. The task, in general, cannot go beyond the worker's qualifications and scope of responsibilities. Therefore, the employer in order to exercise workers motivation gives a previously prepared set of tasks which are suitable for every single worker and his or her qualifications. To give an example, the hairdresser apprentice is not provided all the tasks that a regular and experienced one performs. The connection between professional experience and the nature of the task is to stay in balance.

The manager of the studio is responsible for the clear and distinctive task communication. Only by setting goals is the manager (owner) able to exert a proper effort and to stimulate the workers in a desirable manner. Obviously enough, each worker is given a set of goals to be achieved in advance. Most often, the goal completing process concerns the period of one month. For instance, the hairdressers receive a concrete and detailed plan referring to the present trends in hairdressing. It is due to the fact that every single hairdresser is to remain consistent with the general studio trend line. In case of masseurs the manager sets the goals according to the variety of services offered in the studio. As far as the manicurist duties are concerned, the manager the situation is similar but only to some extent. It is owing to the customer's personal service wishes. Nevertheless, the scope of the manicurist services is to reflect the plan previously accepted and designed by the manager (owner). The motivation process id boosted by the fact that the workers do realize and comprehend the tasks they are going to fulfill. Moreover, the manager takes into account the issue of motivation as dependent on the workers' task knowledge and its applicability in practice.

Obviously enough, the hairdressers as well as the manicurist apart from working within a certain framework, established by the manager, are given an amount of professional freedom and independence. As being accustomed to the goals set by the manager they are able to modify the general regulations to some extent. On the other hand, the masseur is to perform the core task according to some strict guideline. Mainly, because of the fact that his duties are closely connected with a customer's body and health state. Therefore, the regulations defining the work of a masseur are consistent with some basic general health and medical assumptions. The manager on the purpose of motivating her staff effectively understands the necessity to articulate the goals in an oral or written form (by means of some instructional papers). Nevertheless, the manager provides the workers with the necessary goal statement personally so as to remain in a direct contact. It

has been observed that the workers react with a strengthened state of motivated behavior when the manager defines the goals in an obvious way. Nonetheless, the manager is only the general task provider though she is also responsible for explaining all the doubts and answering the questions. Apart from the manager's role the motivating source is placed within the experienced individuals in the studio. They are advised by the manager to be helpful towards themselves. It is a frequent phenomenon when the workers themselves are the most motivation fostering units. Among themselves the most qualified and skilled workers are to share the useful knowledge with those who actually need or lack it. There is not always the person of a manager that influences the goal achievement process and the goal performance. For instance, the most skilled and experienced hairdressers are to shape the less ones' performance in order to exert more motivated and engaged behavior. Additionally, the manager does not allow any of the workers to feel abandoned with a certain problem and is always ready to brighten up the actual task.

One of the rules that contribute to the intensification of workers motivated behavior is to be responsible and attentive towards the workers individual needs. Thus, the manager of the studio is constantly monitoring the nature of the workers needs. Namely, the manager has introduced a flexible timetable in order to satisfy workers' possibility to adjust their working hours to some private responsibilities. There can be observed a case of a woman who is employed as a manicurist and became mother two years ago. This situation forced the manger (owner) to adjust the worker's timetable to brand new conditions. It is commonly accepted that a woman worker with a newly born or a small child is perceived as a less efficient worker. Therefore the manager decided to offer the worker the possibility to adjust the working hours to the family responsibilities. Namely, the manager offered that woman the possibility to choose some working hours within a certain frame previously prepared by the manager. Finally, both the woman and the employer were satisfied with the course of the matter. Moreover, the woman worker became more motivated and engaged. The need care policy of the manager resulted in a better motivated performance and more engaged attitude of that worker.

Another cases viewed in terms of need care policy of the employer are connected also with the issue of the timetable flexibility. The workers needs, in particular those with families are strictly attached to the possibility to rearrange their working-time. Nevertheless, there are not only the working-hours issues that are typical for the staff of the studio. Some workers tend to be more motivated in a situation when their unused leave is changed into a financial equivalent. This case is typical for the workers without

families, yet we cannot take it for granted. Some other issue that is analyzed as increasing motivation among workers refers to the working conditions. Due to the nature of the job that the workers do in the studio the manager pays immense attention to the quality of work conditions. It has been observed that some workers (e.g. hairdressers) become more motivated and engaged if supported by good quality equipment. The provision of such equipment reflects also the individual needs concerning the very basis of the task performed. By and large, the manager in the studio remains attentive towards the possible and actual needs of the workers. Though, the manager may have difficulties in getting accustomed to those needs, thus her duty is to approach the workers in a manner that allows it. One of the most common ways used by the manager is simply a chat with the workers, obviously a kind of a personal chat. This is regarded as the most convincing and trustful source of information for the manager.

It is widely spread opinion that the motivation is aroused when stimulated by the process of some additional training or courses. When a worker is given the opportunity to elevate his or her professional skills and qualifications he or she tends to behave in a more motivated manner. Indeed, the manager (owner) of the studio encourages or even suggests her workers to attend various courses and trainings. It is beneficial both for the workers as well as for the studio itself. The well qualified workers are seen as more self confident individuals who are assured in terms of their professional abilities. Which in turns changes into a better performance. Moreover, having achieved some additional qualifications the workers become more self-realized. The manager of the studio is aware of that necessity and offers her workers a variety of courses which are to widen their professional skills and qualifications. To give an example, the employer informs the hairdressers and masseurs as well as the manicurist about some possible events that are to take place in the future. The professional development of the workers is said to guarantee a better performance as well as to increase the professional status of a given worker. Needless to state, the manager appreciates the workers professional development by offering him or her a salary rise or any other bonuses. The specific nature of the studio services forces the workers to take care of their professional skills. Namely, owing to the constant contact with the customers, the workers' as well as the employer's status is exposed to a direct customer's judgment. Therefore, the professional status and qualifications of a given worker reflect the overall status of the studio. It is proved that the customer's satisfaction increases the motivation of the manager, workers and contributes to the better recognition of the studio.

As introduced in a former statement the core motivational factor is ascribed to the notion of customers' satisfaction level. The greater customer's satisfaction the more increased is the motivation state of the workers in the studio. Thus, the employer uses a motivational device based on the customer's satisfaction level. Each worker that is highly appreciated by a given customer is guaranteed some financial bonuses. This procedure is to reinforce the desired behavior of the worker and make the worker willing to perform her or his duties in this way. The reinforcement of a desired behavior is viewed also as the factor which forces it to occur more often. Thereby, the owner of the studio is practicing the procedure of fostering the proper workers' attitude towards their tasks and responsibilities by means of some financial rewards.

The manager of the studio, aiming at the increase in workers' motivated behavior, introduced a system of rewards and recognition styles. It is commonly known belief that if a worker receives recognition for a well performed task he or she is likely to behave in the same way or even in a more engaged and motivated manner. The owner of the studio recognizes her workers by praising their performance either in public or personally. It is vital due to the fact that this procedure influences the motivation level and simultaneously has a great impact on the praised worker's self-recognition. And finally, it leads to the more engaged and motivated performance. The manager bears in mind that the workers simply like to be appreciated and that any form of reward is highly expected. What is more, the manager has noticed that the appreciative and prizing approach towards her workers constitutes a kind o a strong stimulus, which exerts a positive influence upon her workers. For instance, if a worker is satisfying both the employer and customers' wishes by e.g. having done a desired hairdo or a massage or even a nail-painting, the owner does not pull her weight to express her pride and satisfaction. In this situation, the worker becomes convinced of his or her qualifications and skills applicability and the motivation is being increased. The manager tends to appreciate the accomplishments of her workers especially when the customers of the studio express their satisfaction and are eager to use the worker's service.

Another procedure applied by the manager is directed towards enabling the workers to perform in a more motivated way. This assumes focusing on the workers' possibility to share their remarks concerning the overall situation in the studio. These are connected with the working conditions, timetable arrangements, the quality of the equipment, relationships between the workmates and customers. In this case the manager's main role is to be able to listen carefully to all the remarks the workers share.

The employer (owner) of the studio is deeply convinced that this is the solution to some workers' frustrating problems. It is held, among the staff of the studio, that the person who is to get to know about the doubts is the manager (owner). The state of personal security, which is present among the staff and the manager, is invaluable. This creates the situation in which the workers are not afraid to state their personal opinions, remarks and beliefs. And thereby, the fact is pertinent with the workers' sense of belonging and involvement as well as the state of loyalty towards the manager and the studio.

Having considered the statements mentioned above, one may realize the significant aspect of a friendly atmosphere in a studio. Although, making the overall atmosphere friendly and supportive is a very troublesome issue, the manager highlights the necessity to maintain in a good relationship with the workmates. The motivation level increases when an employee perceives his or her person as acceptable and liked one. In case of the studio where the most staff is represented by women workers the issue of a friendly atmosphere plays a noteworthy role. Due to the fact that women tend to keep a supportive and friendly climate in their workplace.

Another motivational issue launched by the employer is based on the financial bonuses given during the period of some festivals. Namely, before Christmas, Easter, Child's Day. The owner of the studio provides the workers with tokens which entitle them to purchase some goods in supermarkets. When giving the tokens, the employers takes into account the situation of a worker namely: the number of children in a family, the fact whether or not a worker is supported by a spouse. This procedure strengthens the bond between the worker and the studio and additionally influences a kind of 'gratitude' motivation towards the employer. Moreover, the workers perceive the fact of being noticed and somehow recognized, therefore, then motivation is fostered. Occasionally, the workers may change the tokens into cash equivalent. Each worker is given the cash or the token personally so as to avoid general meetings when each worker realizes how much he or she receives.

The owner of the studio takes care of the proper state of engagement and positive attitude in the workplace. The level of the workers' involvement and willingness to exert some effort is a reflection of the manager's personal approach and attitude towards the staff and the tasks. If the workers assume the employer as involved, engaged and careful they are bond to behave in a similar manner. The quality of their performance is additionally challenged by the positive and motivating picture of the manager. What is more, the manager in order to motivate her staff represents an equal attitude towards each

worker regardless their experience, skills and practice. The notion of equity is of great importance while cooperating and managing the working force. Thus, the owner of the studio realizes the necessity to treat her workers in a way that does not cause the feeling of inferiority or undermining. The role of the owner embraces the also the approach towards a clear reward and reprimand system. The system assumes some understandable regulations which the workers are to comply with. Namely, when a worker has achieved an extraordinary goal then he or she is guaranteed a given kind of reward and on contrary is a worker's behavior questionable it deserves reprimand. In case of giving a reprimand, the worker is informed only personally, never in front of the staff so as to avoid the situation when a worker may feel humiliated. Each remark or reprimand is to eradicate the undesirable behavior and not to aim at the worker's person. Nevertheless, the cases of giving some reprimands in the studio are extremely rare owing to the good discipline and organization. By and large, the owner of the studio prefers the rewarding system which is perceived as more stimulating and likely to exert a desirable behavior of the workers.

To motivate the workers of the studio the owner is using a kind of a language which is to stimulate the workers. The manager does not formulate her sentences as strong imperatives which tend to treat the workers impersonally. The owner realizes the motivating role of a proper formulated orders and requests. Therefore, instead of using harsh and depersonalized sentences, the owner applies utterances full of respect, yet not deprived of firmness. The owner is accustomed with the affirmative language usage and uses utterances 'You can or you will manage' instead of 'do it'. The commands spoken by the manager are those of motivating strength, because she takes into consideration the invaluable influence of a language. Hitherto, the owner makes her workers sensitive to interpersonal skills which are to be developed in order to communicate with the workmates, let alone the potential customers. There is no need to state that a good communication is perceived as a great source of success and thereby motivation.

The last motivating device used by the manager in the studio concerns the organizational issue in the studio. These are connected with the notion of the payment. The owner is deeply assured that the financial of aspect is by many workers perceived as the most significant factor. The payment is in Polish reality viewed as the most appreciating and a final outcome of the effort put into the job. In order to satisfy the workers' central need of being financially gratified, the manager (owner) does her best to pay the salaries regularly, without any delays. And obviously, the manager takes care of the overtime which the workers are to paid.

In this chapter my central inquiry referred to the motivation tools used in the hairdresser-beauty studio. The focus was on the main activities exercised by the owner (employer, manager) of the studio. My intention was to introduce the most frequently and most effective motivation procedures which are specific for this kind of job. Generally, due to the fact that most of the studio staff is represented by women workers, the employer is forced to pay an immense attention to the specific needs of women as workers. Namely, the employer understands the women's necessity to take maternal leaves. Moreover, the employer being convinced of the high qualifications and experience of the women workers does not make women redundant when they stay long on maternal leave. This procedure strengthens the sense of security as well as is seen as motivation facilitator. In case of general, not gender reduced approach, the employer applies some other motivation procedures: The group of hairdressers is motivated by giving them opportunity to attend some professional courses and meetings which are to pick up their qualifications. All in all, the manager (owner) of the studio uses direct motivating techniques: chats, meetings, phone calls, due to the fact that the whole staff of the studio is familiarized and remain on good terms.

4. Final Remarks and Conclusions

The dissertation is gathered around the issue of motivation and its theoretical as well as its practical applications. Motivation is viewed as a complex process which is also depicted as a desirable device while managing a group of workers.

As it has been stated in the previous chapters the process of motivation and the phenomenon itself is to be analyzed from different perspectives. Nevertheless, motivation is a process which takes place inside each person and has to be perceived as a psychological notion. Therefore, to motivate the workers successfully one is to remember about some vital assumptions. Namely, this process is characterized and divided into two groups: these are an intrinsic group and extrinsic group. Having known the division and its implications, a manger is able to control the realization of motivation process. If motivation is based on some intrinsic reasons, that is constituted internally in each worker and assumes the worker's personal development and growth, the motivation tends to be stronger and better grounded. On contrary when taking into consideration the extrinsic type of motivation, the manager must get accustomed with the external factors that govern this type of motivation. This kind of motivation is described as less intense and is to be strengthened by some actions undertaken by the manager.

The conclusion, which seems to be obvious while approaching and discussing motivation is connected with the need satisfaction hierarchy. It is significant to be attentive towards the system of values which are to be appreciated and satisfied in order to receive a proper state of motivated behavior. The first group of values that is to be covered concerns the issue of external values. These are characterized as the basic, primary needs that every single person possesses. The group of so called higher needs is seen from the perspective of a personal development and state of fulfillment. This is the area in which we are interested the most due to its serious implications concerning the process of motivation. In order to motivate the workers efficiently the manager or the supervisor is to pay an immense attention towards this area: the area of self-development which is described as the biggest source of motivation. Thus, the role of the manager is to create some conductive conditions, enabling the workers to exert a high level of motivation. Not only is the manager responsible for creating such conditions but also must provide some devices to maintain the workers motivated.

To understand the specific conditions referring to the process of motivating workers, the manager is to get involved in the necessary knowledge and experience. As it turned out the most effective way to motivate the workers is to perceive each worker as a separate individual. Only by means of such approach is the manager able to analyze the very individual and personal needs of the worker which are to be confronted and satisfied. These needs may refer to the notions of skills applicability(when a worker doubts whether he or she is an adequate person for a task given), status of the worker(when a worker is insecure about his or her position in an organization), education and skills quality(when a worker feels he or she lacks or overrun the difficulty of a task), the task and responsibilities quantity(when a worker perceives the task as too numerous or too few), career development(when a worker is not able to make progress or obtain some other qualifications), task attractiveness and challenge(when a worker remains bored by the nature of the tasks given). Each of the cases listed above are the sources of potential motivation or its diminishing. That is why the manager is to maintain the most possible contact between him\her and the worker so as to keep informed about the workers' needs and wishes.

The factor that differentiates the notion of motivation is simply the variety of working conditions and the workers themselves. An experienced manager heading towards motivated behavior of his or her workers must bear in mind the fact of staff background. It is a totally different model of motivating when e.g. the workers are women, part-time workers, immigrants, retires, those who do a highly repetitive job or professionals. Each of the subgroup of workers shares diversified sets of needs and requires a special approach and motivating techniques. Thus, the manager is to reconcile the individual workers' needs and the overall assumptions of the organization. It is viewed as a highly troublesome and demanding activity due to the fact of the complexity of the working structure. Moreover, the managers main task is to direct the motivation of the workers so as to achieve the previously stated goals of the organization as well as the individual workers objectives. The direction of the workers' motivated behavior depends on the organization's structure, the nature of the goals and finally on the actual motivation exercise. It is impossible to state one, permanent set of rules embracing the process of motivation and its inductive activation. Each worker is a representation of completely different working experience, qualifications as well as shares diversified expectations from the manager and the company itself. Therefore, the process of motivating the

workers is a cognitive one and requires a constant attention and involvement both of the workers and the manager who is to be the main motivation activator.

This thesis puts into analysis the motivation as exercised in conditions of a hairdressers-beauty studio. The specific of that studio requires introducing some motivation devices used by the owner of that studio. The data presented in the previous chapter is organized around some techniques used in order to influence the motivation level of the staff. Nevertheless, one must consider these techniques as partly of an intuitive character. It is due to the fact that the studio does not constitute a large and specifically organized unit. On the other hand, the small number of workers of the studio enables the manger (owner) to observe and participate in the actions of the studio in a more advanced level. The possibility to observe gives the manager a constructive feedback which allows then to create some new facilities. Additionally, the direct participation of the manager enables her to be equipped with an insight embracing the whole action and performance of every single worker.

To add more, the friendly and supportive atmosphere in the studio is a device that increases the motivation of the staff. This is another factor that has to be mentioned and remarked as one that arouses motivated behavior of the workers in the studio. Although the studio does not posses a managerial unit, the owner of the studio operates within some motivational devices which are to influence the state of the workers' motivation levels. Obviously enough, the theoretical stances that were presented in the introductory chapters are of immense importance and constitute the background to analyze motivation phenomenon one may realize that the practical applicability is limited to some extent. It is owing to the nature of a performed job, its main characteristics that determines the usage of some motivation theories. Consequently, the notion of national background, the concrete situation of the employment in a given country, create a varied and complex environment for motivation to occur. Nevertheless, a manager is to be familiarized with some basic facts concerning the notion of motivation and the facilities that are to influence its activity. These are the psychological aspects of human which are the very basis while discussing motivation, and especially motivation of a worker.

Summary

The main aim of this thesis is to outline the possible theoretical stances referring to the phenomenon of motivation. This phenomenon; however is to be viewed trough the prism of motivation of workers.

The first chapter introduces the most appreciated and vital theoretical stances which are to present the possible realizations of motivation, mainly on the strength of psychological theories. These are the Maslov's Hierarchy of Needs, which is considered to be the first research about human motivation. The other theories touch upon the motivation as viewed in working conditions: Theory X and Theory Y, Motivation-Hygiene Theory which are the early ones. Consequently, the theories included in this thesis embrace the ERG Theory, Theory of Needs, Goal-Setting Theory well as Reinforcement Theory, Equity Theory, and finally Expectancy Theory. These constitute the starting point for the further analyses carried out in my thesis.

Chapter two develops the theoretical stances into their practical applicability. Moreover this chapter is abundant with some examples taken from real situations. The theoretical stances are introduced as practicable motivation devices, which enables me to analyze them in terms of concrete working conditions.

The subchapter to chapter two is devoted to the explanation of some barriers to motivation, which are important for a manager.

Further on, chapter three presents the realization of the motivation devices on the basis of a hairdressers-beauty studio. In this chapter the main emphasis is put on the actual realization of the workers' motivation process. Moreover, the reader gets informed about the detailed procedures that are used in that studio in order to exert a desired motivation level.

Finally, the chapter four includes the conclusive statements and remarks upon the data gathered and analyzed in previous chapters and presents my own conclusions concerning the notion of motivation and its applicability to working force conditions.

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