

MOTIVATING MANAGERS – BRIEF ANALYSIS AT S.C. TASMANIA

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Abstract: *Research's goal is to show what managers should know in order to improve employees' performance by guiding their behaviour and motivating them. To succeed, the manager must develop positive attitudes towards himself and the circumstances in which he is located.*

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1. Introduction

One advantage of a manager is a confident attitude, because being worried, afraid, resigned, pessimistic does not help the manager in achieving the expected success.

A manager must be able to respond to challenges, seek solutions, trust in his own forces and periodically allocate some time for self-evaluation, in terms of identifying strengths and weaknesses. If he is aware of these things and self-evaluate himself periodically with a motivation, the manager will have, for sure, success¹.

Following the undertaken research we propose a plan for personal motivation of the manager from *S.C. Tasmania*, plan which can be used as a personal guide for the manager:

- set your goals on short and long term, tangible and intangible and struggle to reach them;
- create a plan to achieve the intended purpose and set a deadline to do it;

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¹ After the manager finds out which are his qualities and weaknesses, the medium and short term objectives, then he can self-motivate

- develop a sincere desire for what you want from life;
- have total confidence in you and in your capacities;
- develop a “fierce” wish in achieving your plan.

2. Brief analysis at S.C. Tasmania

Human failure is due in particular by not taking into account the self-motivation force. To succeed, the manager must develop positive attitudes towards himself and the circumstances in which he is located.

Positive mental attitude comes only from a firm confidence in own forces. Taking risks, leaving the daily routine, courage, boldness, together with optimism, makes easy manager’s personal motivation and increases his performance.

A brief analysis at *S.C. Tasmania* indicates that, typically, many human actions are preceded by the anticipation of what interlocutors, collaborators, friends, family, etc, are expecting from us, we behave hoping to offer pleasure (or displeasure) for others.

Success is subject of certain information (“loves deeply symphonic music”) or either of expectations or projections.

The results are that, by a conducted behaviour, we will understand the favourable leading reaction for another person, this being possible through behaviour in line with his desires and hopes.

Note that, in fact, the *manipulated one is not employee*, but the leader, because to be able to motivate employees, must behave as close to their expectations, in fact, *this change* of meaning is a *fundamental variation in the modern style of leadership*.

Research’s goal is to show *what managers should know* in order to improve employee performance by guiding their behaviour, motivating them. Moreover, we propose that our entire research to be put into the service of this idea.

An exciting challenge for a leader is an invitation to answer the question: ***Why do people work?*** Possible answers were drawn by analyzing the forms of motivation, knowing that each form corresponds to specific types of reasons that it makes people work. Training and, if possible, accurate knowledge, by the managers, specifically of these reasons by the method of observation, and even by diagnosis, represents a prerequisite for potential leaders to meet the challenge. Identifying the real reasons may

often be a difficult process because there is a risk that managers consider their own motivations when they appreciate the ones of their collaborators. In other words, knowing the real reasons of the employees from *S.C. Tasmania* must not be, above all, an intuitive process, but one based on a whole motivational instruments. It's easy to have wrong ideas about what makes people work or not. If the diagnosis is incorrect, then also measures to correct existing situations may be entirely inadequate.

Essential change that must be brought to *S.C. Tasmania* requires a new approach to human resources management, which means that the objective is not that people do tasks in some given parameters, but to involve them in the company activity to the maximum of their abilities. We have nothing to do anymore with the individual established performances, but with targets at enterprise level, individuals becoming attracted to achieve them.

To achieve this goal at *S.C. Tasmania*, the manager has a variety of instruments, such as:

- Stimulation self-confidence of the workers in order that they become motivated to engage in complex activities;
- Valuation of labour by creating opportunities to achieve satisfaction and avoid dissatisfaction at work or by building an atmosphere of well done work;
- Providing constructive competition;
- Providing an incentive paying system;
- Delegation etc.

Successful use of these tools is dependent on the existing concordance between person and the position he occupy. To implement, with the chance of success, methods and techniques of motivation, must be taken into account, when designing jobs, to consider motivational involvements in order to obtain a better person-post correlation. Taking the marketing idea that *S.C. Tasmania* produces only if there is before a demand for those products, also for job designing must be practiced the same approach. Ideally, would be that all those who create jobs to determine in advance whether there is labour for items designed by them and not be willing to "squeeze" people in the available created positions, as in a bed of Procust, because always can be find people who can be suitable for the job (Rees, D., 1996, p. 109).

We start with the fact that "the right man in the right place" is easier to act in accordance with the new optical brought by training and motivation of

employees. Another aspect to be taken into account when is argued, by managers, the necessity of motivation at *S.C. Tasmania* is that we can talk about individual and group motivation. Basis for which is taken up for discussion group motivation is just that *S.C. Tasmania* is a social group, and like any *social*, it brings specific needs.

Group motivation as a specific problem area, born the idea of its approach in a marketing way, defending the internal marketing¹ as an effective way in practicing human resources management.

Engaging senior staff in internal marketing approach at *S.C. Tasmania* requires first, establishing the sales product. The company must have identity and image, leaders and their personalities, plans and development projects, organization and method of operation, development opportunities, work conditions, climate and atmosphere, products and services etc., conditions of employment, climate and environment, products and services, etc.. Through training and motivation the company is aiming to attract employees forward company's objectives, it is evident that the employee subscription to the company's requirements becomes a task made conscious and professional.

It should be set a *market to conquer*. This consists of all employees, all personnel of the company, with its unique characteristics: personality and culture, experience and knowledge, technical skills and human responsibility, of belonging and home, etc.

It should also be taken into account the *commercial relationship*, the relation human-organization, aiming to continuously optimize interactions. If by "external marketing" is intended economic purpose by internal marketing is aimed at the social ones (developing human capital).

To be possible a secure diagnosis at *S.C. Tasmania*, internal marketing approach should begin with knowledge and understanding of the internal market. We refer in particular to know the motivation of this market, namely:

¹ We feel obliged to point out that the use manner, but also the marketing concept in the management of human resources is an eloquent proof of this philosophy concept spread "in the service of customers" throughout the organization, not just put in compartments that have direct contact with them; this approach, naturally, does not change the place of human resource management activities in the marketing and is not becoming a new focus of marketing specialists

- Detection of enterprise employees' expectations and needs;
- Assessing levels of satisfaction or dissatisfaction in relation to enterprise development policy, leadership style, organization and functioning;
- Circulated images of producing enterprise or its services;
- Terms of employment, etc.

Given the purpose, namely to increase work performance to achieve business objectives, internal marketing is just that all methods and techniques, implemented after a certain logic, allowing the company to increase performance in the interests of both customers and their collaborators.

3. Conclusions

In conclusion, the concern of managers to get the most from their employees must take account of the motivations of each individual and the specific motivations that appear in the group. But together these two levels enable situational awareness and real approach taking, therefore, the required measures.

A list of such measures or practical steps that can create and sustain a stimulating work environment can be:

- Establishing exciting targets, but at the same time realistic and achievable, the manager should involve employees in determining their own goals, people need to feel that they have control (or at least partially);
- Informing employees about decisions that will influence their activity and, in fact, about any important aspect of the organization;
- Increased individual responsibility by delegating more, work should be shared so that each would have the opportunity to assume more responsibility and gain more experience;
- Clear understanding of the employees, that the achievements and failures depend on clearly defining of the relationship between effort and reward (with the insurance that employees understood correctly this relationship);
- Recognizing employees' achievements, but not stale rewards by distributing them too easily.

These measures are, in fact, the base of a good management of employees' motivation and make that motivation seem no longer such a nebulous concept as it sounds for many.

From the rich motivational instruments there are many theories on motivation, each of these theories with some models of value, not only theoretical but also practical importance.

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