

УДК: 65.3977

UDC: 65.3977

08.00.00 Экономические науки

08.00.00 Economical sciences

ТЕОРИЯ СОЦИАЛЬНОЙ МОТИВАЦИИ КАК ИНСТРУМЕНТ ПОВЫШЕНИЯ СОЦИАЛЬНОЙ ПРОИЗВОДИТЕЛЬНОСТИ В СУБСАХАРСКОЙ КОМПАНИИ

THEORY OF SOCIAL MOTIVATION AS TOOL TO INCREASE SOCIAL PERFORMANCE IN SUB-SAHARAN COMPANIES

Кейта Секу

Keita Sekou

Аспирант кафедры управления и планирования социально-экономических процессов, экономический факультет
РИНЦ SPIN-код: 2467-5634
Санкт Петербургский государственный университет, Россия
Keita.sekou15@gmail.com

Postgraduate student of the Department of management and planning of socio-economic processes of the Economic Faculty
SPIN code: 2467-5634
St Petersburg State University, Russia

Настоящая статья представляет теорию социальной мотивации как инструмент повышения социальной эффективности в странах, расположенных к югу от Сахары. Так, в первой части мы перескажем теоретическое понятие мотивации и ее границы. Затем, в качестве варианта, чтобы дополнить существующие и более ранние формы мотивации, рассмотрим интерпретацию концепции социальной мотивации. Во второй части статьи мы поговорим о социальной эффективности и способах ее оценки. Существует несколько методов оценки эффективности персонала, разница лишь в источниках оцениваемых характеристик или качеств. Существуют разные виды трудовой деятельности, с различными требованиями, также существуют и различные мнения об управлении. На практике иногда трудно оценивать работников кардинально разных категорий (рабочих, руководителей или менеджеров по продажам), т.к. это будет невозможно, если применять к ним одинаковые показатели. В этой статье мы рассмотрим некоторые теоретические и практические модели оценки производительности работы, основанные на эффективности и результативности при работе с четко выраженными показателями. Также читатели смогут понять, как социальные мотивации, успешно используемые в компании, могут увеличить производительность и превратить рабочее место в источник дохода для всех заинтересованных сторон. В конце статьи приведены некоторые советы и ссылки на соответствующую литературу

This article is about the theory of social motivation as a tool to increase social performance in Sub Saharan countries. So in the first part we will retell the theoretical understanding of motivation and its limits and then the explanation of the concept of social motivation as an alternative to complete the existing and old form of motivation. The second part of the article will talk about social performance and how to measure it. Several techniques are available for measuring performance of an employee. But the difference is in the sources of traits or qualities to be appraised. Jobs are different and have different requirements and different opinion of the management too. The practice is difficult sometime because of different kinds of workers (factory workers, executives or salespeople), which cannot be measured with the same indicators all the time. In this article we will see some theoretical and practical models of performance appraisal based on effectiveness and efficiency at work with concrete indicators. Also the readers will understand how social motivation, when well used in a company can increase the performance and transform the work place into a livelihood place for all stakeholders. And the article will end with the conclusion in which we have a piece of advice and literature references

Ключевые слова: РАЗВИТИЕ УПРАВЛЕНИЯ, СОЦИАЛЬНЫЕ ТЕОРИИ МОТИВАЦИИ, УПРАВЛЕНИЕ ПРОИЗВОДИТЕЛЬНОСТЬЮ, СТРАТЕГИИ, СИСТЕМЫ, ОЦЕНКА ПРОИЗВОДИТЕЛЬНОСТИ

Keywords: DEVELOPMENT OF MANAGEMENT, SOCIAL MOTIVATION THEORY, PERFORMANCE MANAGEMENT, STRATEGIES, SYSTEMS, PERFORMANCE APPRAISAL

I Introduction

The goals of an organization can be achieved only through the efforts of people. For that, they need to be motivated in an understanding way to put in their best. Something is very important in this fact; people may have different sources of interest. Any way it requires the building of strong working environment based on cooperation in all levels.

For many years in the mid-20th century, it was believed that the key to improving the contribution of workers was motivation. [4, 1, 3, 8]

Some techniques were found so that they can increase people's contribution like carrot and stick, money, recognition, meeting our needs, goal motivation, meaningfulness, and personal motivators. However, through the time we noticed that managers should think more about this issue of motivation because it is a crucial activity that can be achieved by different way. Some of these previous ways of motivation are actually inefficient because of the rapid change in work issue and people's mentality about and their needs.

Let us develop some theories about this question of motivation first, and then propose what can be done more to help companies and managers to achieve their needs and workers satisfaction.

Some theories

Some theories contributed to the increase of modern management attitudes.

But not motivation in its oldest form, which is focused on galvanizing workers by various practices like permitting them to earn some financial advantages, housing, cars for work purpose, having possibility to buy shares, and others. Sub-saharan countries can also use our traditional social motivations, which are not based on material and finance, but some simple social behaviors. (Practices)

1. Mayo: The Human Relation Movement

After his useful studies on the question in Western Electric Hawthorne plant in USA- also known as Hawthorne Experiment, he proposed some ways such:

- organize the layout of the workplace to allow social interaction among staff;
- Allow staff some sort of participation in departmental decision-making;
- Allow staff to organize their own priorities and activities within the framework of overall direction. [8, 9, 10, 12]

2. Maslow: the hierarchy of Human Needs

Abraham Maslow also explained human needs, which must be satisfied for a strong motivation of workers. Some of these needs are more powerful than others.

- Physiological needs: these include all the basic needs such as food, clothing, shelter, rest.
- Safety and security needs: workers want a safe and organized environment.
- Social needs: People to live and work in a group, in which they are accepted.
- Esteem needs: People want respect from others, and to achieve status in the workgroup.
- Self – actualization needs: At this stage, people want to reach their maximum potential, and want to realize their dream by changing themselves. [8, 9, 10]

3. Herzberg: Motivation Hygiene Theory

For him some factors increase job motivation and others lead to dissatisfaction. He identified these as motivator and hygiene factors.

For Herzberg, typical job motivators are:

- The degree of career achievement;
- The intellectual challenge of work;
- Recognition by others as being successful;
- The actual value of the work;
- The actual level of job responsibility;
- The opportunity for promotion.

Hygiene factors: Hertzberg identified some like:

- The restriction of management policies and procedures;
- Technical / administrative aspects of supervision;
- Salary structures;
- Job conditions;
- Relationship with management;
- Work environment.

4 McGregor: Theory X and Theory Y

For him there are two management attitudes which are totally different and can have big influence on the level of employee's motivation.

- **Theory X:** from his explanation in this theory, people must be forced, controlled, threatened, directed and dislike responsibility at work.

For him this style of management is no longer suitable in modern organizational setting.

-Theory Y: here he explains how work become natural as a recreation and rest,

Workers direct and control themselves and always achieve objectives because of commitment. [8, 9, 10, 5]

So one thing we should know is that we still do not have the exact answer of the question: how do I motivate my people?

II New theory of motivation for sub-Saharan people:

Victor Vroom who tried to find which of these many motivational theories was the best and his conclusion was no one of them. [5, 4]. So we need to understand that today, not all worker change their motivation levels because of anything offered by someone else. We must understand that people also give their best because they are convinced that what they're doing is right for them. So managers should always find workers agreement about doing anything they want to be done on time. Their needs and workers needs should be considered all the time and go together.

Social events like naming ceremonies, weddings, funerals, natural tragedies etc... are very important moment for sub-saharan people. Therefore, a national or multinational manager must try to carry his physical assistance to the family of the worker who has any social event like these. Not only financial assistance but also being present near the worker during hard time or important moment in their life. This action has a great value in almost all African cultures. It gives some kind of social consideration to a worker in his living area and intensifies his belonging to the company. He /she feels himself/ herself considered and respected that can rise up his motivation. That is one real secret to motivation. For me it is social motivation policy. Now in the next part of the article, I will explain how this theory of social motivation can have a positive influence on social performance of a company.

III what is social performance and how to measure it?

As defined by Brunmbach (1988:387) performance is behavior that accomplishes results. For him when we talk about performance the aspects we should focus on are behavior and then the result we can get from this behavior.

As for performance management, this practice more and more considered in many modern companies as a complete tool permitting managers to measure the contribution of workers into the goal achievement. Moreover, the practice has a great value because it helps managers to get the competitive edge. As defined by Aguinis (2005:2) performance management is a continuous process of identifying, measuring and developing the performance of individuals and teams and aligning performance with the strategic goals of the organization. [11, 9, 10]

And after my analysis on Malian contemporary organizations, I noticed that they are facing the necessity to increase their performance in order to be developed or to survive. This situation is also the same for all modern organization willing to struggle in today's global market. And the real problem is that they have limited possibility for that. So «social motivation theory» can therefore be an alternative to increase the performance of workers in sub-Saharan countries.

How to measure performance?

Measuring performance in work place is really something possible for many famous HR writers like: Armstrong , J.M Peretti, Bernard Martory, Daniel Crozet, Bernard Martory etc... all those writers underlined the necessity of performance appraisal. But through my researches in some companies in Mali and some other sub-saharan countries, I realized that this practice does not exist at all or sometime it exists but only theoretically. That is why I decided to underline in this article some practical measurement possibilities for managers.

When we asked about the factors that affect the quality and quantity of the product, generally we can enumerate:

- Work;
- Information and materials;
- Technical and financial capital in quantity and quality;
- The quality of the combination of these factors.

The performance in the short and medium term is always considered through effectiveness and efficiency. Effectiveness can be defined as the level to reach the goals no matter the quantity of resources used to get it. And efficiency in the result between the results and the resources used to get these results. [3, 4, 7]

Performance in terms of efficiency:
$$P = \frac{R \text{ (result of individual, or team)}}{T \text{ and F (resources to get it)}}$$

Social effectiveness is measured through social and economical achievements in the companies. (Quality indicators) For example: absenteeism rate, conflict rate etc...

$$- AR(\text{absenteeism rate}) = \frac{LT(\text{lost time})}{WT(\text{worked time})}$$

$$- CR(\text{conflict rate}) = \frac{QCR \text{ (quantity of conflict hours)}}{WT(\text{ worked time})}$$

In HR department, it is also possible to measure the performance by using some interesting indicators based on the strategic goals of this department. And this can permit HR specialists to make a comparison between two years.

Example: productivity of the function, HR development, job satisfaction, social management control, communication rate, the use of disciplinary rules etc...

And in an HR service we can have indicators such us:

$$- RD(\text{human resources development}) = \frac{TE(\text{training expenses})}{P(\text{payroll})}$$

$$- PQ(\text{payement quality}) = \frac{NMP(\text{number of mistakes in payement})}{NRPS(\text{number of realized pay slips})}$$

$$- PF = \frac{TC(\text{total cost})}{W(\text{workforce : permanant + temporary workers})}$$

$$- \textit{Productivity of HR function: } PF = \frac{TC(\text{total cost})}{W(\text{workforce : permanant + temporary workers})}$$

- Social management control: the gap between expected and realized payroll,

- Communication (annual rate of interview for example)

- The use of disciplinary rules (cost of litigation, number of conflict and capacity of resolving conflicts). [3, 4, 7, 5]

It is also necessary to understand that productivity is different from yield. Because the first one is in terms of economy and the second one is technical. To make this article more practical, I would like to take an example on the production department of one of the famous Malian company «TOGUNA ltd», a company producing fertilizers for many African countries. Physical productivity of «TOGUNA ltd» just as simple illustration: If today PD (production department) produced 13 tons of fertilizers during 11 hours of work, but yesterday, they did 10 tons during the same working time. That means that the production increased in 30 percent from one day to another.

- *Index of production quantities: $13 \div 10 = 1.3 \times 100 = 130\%$*

- *Index of worked hours: $11 \div 11 = 1 \times 100 = 100\%$*

- *Index of productivity growth will be: $130\% \div 100\% = 1.30$ and the growth is $1.30 - 1 = 30\%$*

$$G(\text{growth}) = \frac{RP(\text{result of production})}{TP(\text{time of production})}$$

This simple illustration gives to the readers, how to consider the physical productivity of any plants producing goods. In addition, I think it is simple to be understood in different management levels.

IV How social motivation can increase social performance?

The theory of social motivation based on some management practices and behavior is an innovation in management sphere in sub Saharan countries. Here I recommend them the use of it and I will make more recommendations about this theory in my Thesis «**Management of human resources and improving the sustainability of the economy case of the Republic of Mali**»

Managers being concerned with workers social problems such as:

- Financial help to worker when facing some social difficulties;
- being physically present near the worker during this social events (naming ceremonies, death, weddings, accidents and other problems)
- be attentive to the worker's financial situation if necessary (because of low salaries in most of the developing countries, some worker may be suffering before the end of the month and this situation can demotivate)
- trying to know if possible workers social interests and then help him or her developing these interests.

When managers arrived to mix this theory into the general strategies of the companies, the level of motivation can be higher. Workers will more and more feel themselves part of the organizations which will push them giving their best all the time.

When this theory is well developed in the company, the rate of absenteeism, accident, conflict, and turnover will be reduced considerably

The level of communication will increase between workers themselves and between workers and the management. It can cross out the barriers between people and permit the company to have the competitive edge.

In this case, high performers will be more and more motivated, and low performers will increase their performance. In the end, you will see the general performance of the company higher with good results and less mistakes in work process.

Social motivation, when used well in a company can exactly increase the performance of individuals, teams and the whole company.

V Conclusion

It is true that each worker get motivated differently, But I m also certain that people should be fairly rewarded for their contribution to the work process. The absence of financial and material motivation can be demotivator, but the only use of this policy cannot guarantee long-term motivation. Because using money, materials (incentives) to increase performance can turn them to selfish, self-centered. Managers should focus their work strategies on teamwork, concern for customers, shared values, growing and developing, passion, and meaningful work and taking into account social events in worker's life. The culture provides the context or backdrop that either energizes or exhausts people. The two main scientific results, which are the understanding of social motivation and the understanding of social performance and how it can be measured, are totally found. This will permit managers in developing or developed countries to analyze HR management from different viewpoints.

Список литературы

1. Becker, B. The impact Human Resource Management on Organizational Performance: Progress and Prospects / B. Becker, B. Gerhart // Academy of Management Journal. – 1996. – Vol. 39.
2. Jean- Pierre Magot et Jean-Marie Peretti : Rémunération. Magnard-Vuibert- Octobre 2012 paris.

3. BERNARD MARTORY : Contrôle de gestion sociale «salaire, masse salariale, effectifs, compétences ; performances» 7^e édition Magnard-Vuibert- Octobre 2012 paris.
4. Bernard Martory et Daniel Crozet: Gestion des ressources humaines. Pilotage social et performances. 7^e édition. Dunod, Paris, 2010.
5. Don Hellriegel-John W. Slocum: MANAGEMENT DES ORGANISATIONS. 2^e édition De Boeck and Larcier s.a., 2006.
6. Becker, G.S. Human Capital (3rd Ed) – Chicago: University of Chicago Press, 1993.
7. Jean-Marie Peretti. Gestion des Ressources Humaines 19^e édition. Librairie Vuibert- November 2013
8. Experts teach: Motivation. Manage, train, learn 1st edition 2014
9. Anthony Bagshawe. How to Improve Motivation? How to get everyone in your business motivated?
10. Manmohan Joshi: Human Resource Management 1st edition 2013.
11. Michael Armstrong and Stephen Taylor: Handbook of Human Resource Management Practice. 13th edition 2014.
12. Армстронг, М. Практика управления человеческими ресурсами: сер. MBA (10-е изд.): пер. с англ. – СПб.: Питер, 2010.

References

1. Becker, B. The impact Human Resource Management on Organizational Performance: Progress and Prospects / B. Becker, B. Gerhart // Academy of Management Journal. – 1996. – Vol. 39.
2. Jean-Pierre Magot and Jean-Marie Peretti : Remuneration. Magnard - Vuibert- Paris, October 2012.
3. BERNARD MARTORY: Social Control "wages, payroll, workforce; performance» 7th ed. Magnard Vuibert- Paris October 2012
4. Bernard Martory and Daniel Crozet: Human Resource Management. Social management and performance. 7th edition. Dunod, Paris, 2010.
5. Don Hellriegel John W. Slocum: ORGANIZATION MANAGEMENT. 2nd edition De Boeck and Larcier S.A. 2006.
6. Becker, G.S. Human Capital (3rd ed) – Chicago: University of Chicago Press, 1993.
7. Jean-Marie Peretti. Human Resources Management 19th edition. Vuibert library. Paris November 2013.
8. Experts teach: Motivation. Manage, train, learn 1st edition 2014
9. Anthony Bagshawe. How to Improve Motivation? How to get everyone in your business motivated?
10. Manmohan Joshi: Human Resource Management 1st edition 2013.
11. Michael Armstrong and Stephen Taylor: Handbook of Human Resource Management Practice. 13th edition 2014.
12. Armstrong. M. Practice of HR management: ser. MBA (10th edition.): translate in Eng. – SPB: Peter, 2010.