

COMPARISON OF MOTIVATION TECHNIQUES BETWEEN THE TWO COUNTRIES

Sonja Radmanovac

PhD student, University „Union Nikola Tesla”, Faculty of Business Studies and Law,
Belgrade, Serbia

e-mail: sonja.radmanovac@gmail.com

Summary: *Working with people and establishing healthy relationships among employees is not an easy task. Every organization is faced with many problems when it comes to establishing the basic rules and codes of conduct for employees, as well as their motivation. As companies differ from each other, in much the same way their employees as well as their needs also differ. We all enter various organizations with different goals and desires. Some people intend to improve their knowledge and skills in order to advance personally, while others find that only salary and nothing more is relevant. There are various techniques to establish the basic rules and they differ from company to company and from one country to another. That certain differences are quite small while others are not insignificant at all is evident from the comparison between the two companies: one Serbian and the other an Egyptian company. Both companies have a rich history and tradition, and both have their own best ways to show respect for their employees, and to make them feel as part of the team, without exception.*

Keywords: *organization, motivation, punishment, reward, target, expectations*

1. INTRODUCTION

In accordance with the technique of research, an interview with the directors of the two companies was carried out regarding their visions of how the organization should function so that everyone is satisfied and ready to give his best. The task of each manager is to understand the complexity of humans and - depending on circumstances in which the organization operates - choose a specific motivational technique, and implement it. Both directors agreed on the necessity of being open to any suggestion on how to find a way of motivating, but it is necessary that both sides show interest in order to find the best solution for both parties. What makes a key principle when it comes to motivation is to understand that all employees are different and we all have different needs and desires, and it is impossible to use the same methods when it comes to rewarding and punishing to all employees. Since these are companies from different continents, it is necessary to take into account cultural differences, which themselves show that most certainly there are certain differences in the attitudes of both directors and employees.

2. CULTURAL DIFFERENCES

When we talk about business, it is normal to use the same principles of leadership anywhere in the world. Still, they have to differ depending on the country, so it is important to point out the fact that it is crucial to get to know, and therefore respect the culture of the country where the organization operates. Culture is one of the most important factors when it comes to international business, and cultural differences are the main driving force that affect whether a business collaboration shall take place or not. Culture refers to the whole human heritage of a certain group of people, i.e. to the learned patterns of thinking, feeling and action of a group, community or society. [1]

3. ORGANIZATION AND EXPECTATIONS OF EMPLOYEES

This paper is based on interviews with two directors from Serbia and Egypt, whose responses have contributed to our understanding that there are no significant differences when it comes to motivating employees. Mr. Nikola Kotur is the owner and director of NIKOLO LLC in Krusevac established in 1998 and engaged in production of plastic packaging. Mr. Antoun Rafeek Malouk from Cairo is one of the directors of the company Sarana which has a long tradition and is engaged in the production and sale of diamond jewelry. They pride themselves on being the only company in Egypt who offer lifetime guarantee for their products, with outstanding quality. Despite the fact that they come from two completely different areas, they both have in common a clear view of what is permissible and what is not in their organizations. From this we can conclude that these companies have lasted for quite a while thanks to strong views and a clear vision regarding future jobs. Organizations are social systems; just how effectively people work largely depends not only on the physical aspects of working conditions, but also on social conditions they are faced with. [2]

We could say that the attitudes of both directors are quite similar, and that the fact that Egypt is a multiethnic country does not make any difference regarding expectations of the employees.

Table 1: presentation of views and their comparison

	Serbia	Egypt
Motivation	uses various forms of motivation	Generally speaking, money is the only motivation
Penalty	Never reduces employees' salaries	Revocation of certain benefits and transfer to another job, therefore automatically worker has less chances to sell
Reward	It depends on given situation; money is not the only reward	Money is the only motivating principle
Target	There is no target	Everyone has a target, and bears consequences if it is not met
Expectations of employees	Open relationship for the sake of better business and interpersonal relationships	Open relationship where everyone can address his superior if there is a problem

Speaking of motivation, it is only logical that employees will be more productive if they see their work and effort is noticed, and consequently valued. This way they feel they belong to the organization and perceive themselves as equal members; this, in turn, leads to

increased productivity. Motivation is one of the most important topics in management, because the organization achieves its goals through performance evaluation and the results of its employees and its managers. In order for employees to accomplish their work tasks, three main factors must be met, namely: the ability of employees to accomplish a given task (achieved by education and training), the chances of employees to achieve the effect (depends on the organization and the organizational structure) and employee motivation to achieve the effect. None of the above makes sense if the employee is not motivated to do the specific task. Almost every human activity is based on a specific motif that is the main driver and directs man towards this goal. In order to achieve the best results, one of the main goals of any organization is for its managers to clearly define the primary goals, as well as the reward system. The most important is the constant introduction of new techniques for motivation, which, if well designed, contribute to the high motivation of employees, as well as the satisfaction that leads to the achievement of goals. According to Mullins, work motivational factors are divided into three basic categories:

1. The economic rewards such as salary, various benefits, pension funds, property and insurance. This is an instrumental approach to work and deals with “other things”.
2. The inner satisfaction that comes from the very nature of the work, interest in business and personal development. This is a personal approach to business and deals with the “self”.
3. Social relationships such as friendship, teamwork and desire for belonging, status and connections. This is a social approach to work and deals with “other people”. [3]

Given that these two companies engaged in different activities, the same thing on both sides is the expectation that the system must be respected no matter what, and that it is unacceptable that employees do something or make a decision on their own initiative without consulting supervisors.

Further, they both believe it is necessary that they identify with their employees in order to enable them to identify objectives and plans of the employees within the organization, therefore, becoming able to influence their future work. When it comes to specific motivation, Mr. Kotur uses various methods, such as; days off, paid weekends at the spa, celebrations as a sign of gratitude for a job well done; money is not considered a major motivator. On the other hand, Mr. Malouk motivates his employees by giving them a chance to grow and thereby justify his trust. He feels that money indeed is the main motivator.

Penalties are an integral part of any organization and it is logical that they are necessary if employees are not performing their job responsibly. Just as it is important to identify the method for any employee to be motivated, It is equally important to know that the punishment should be applied to a particular employee. Mr. Malouk believes that before penalties we should examine the causes which have led to some problems, and points out that it is important to examine whether the incident occurred because the employee had a personal problem or it was a chance error. If the error persists, or the employee simply does not care, the last option is to fire the person; before that, penalty is accompanied by reduction of salary. Mr. Kotur never uses this option, i.e. never reduces salaries, but the worker who has caused the damage is fined by overtime as penalty. Punishment is used to reduce the frequency of unwanted behavior.

The procedure of omitting penalties consists of three steps:

1. Identify the behavior that should be reduced or eliminated,
2. Identify incentives that encourage such behavior, and
3. Stop the incentives. [4]

As stated before, the crucial thing is respect for the rules within the organization. If the rules are not observed, then the employers as such is not respected, and there is no business success which may hurt both the organization and the employees as they might lose their jobs. If they are not respected then not respected by the employer, a good effect is absent as detrimental to the organization, as well as the employee may lose their jobs.

Reward as such affects the employee in many ways. It helps him to realize that his work is valued. Further, he recognizes that his work is monitored and hence his enthusiasm and zest for better performance of the job increases. The more the employee is motivated, the higher his need to prove himself, so we can expect maximum commitment. As stated above, we are not all motivated by same things. For some of us a kind word is sufficient, while others strive for higher goals such as advancement which can be achieved only by persistent, excellent work. The reward may not be monetary, but it must make it clear that if the employee continues to work well there is a real opportunity to move to a better workplace, or a chance for further improvement can be more valuable than anything. A day off, a kind word, or simply asking someone for his opinion regarding certain segments of work - to someone this sounds funny, but they are just as effective rewards. The award can be seen as the result of positive values for the individual. It is upon organizations to reward those whose achievements help to fulfill organizational objectives. Once the performance is at the desired level, it can be concluded that employees are motivated. Motivational techniques are divided into:

- Tangible (material)
- intangible,
- external (system of salaries, working conditions, management)
- Internal (education, promotion).

The results show that we should first solve the external motive to achieve average productivity and include internal factors in order to achieve greater motivation and above-average productivity. [5]

Mr. Malouk uses money as a reward, while Mr. Kotur points out that he prefers to surprise his employees with lunch, a day off. He also pays special attention to birthdays and holidays. They both adhere to the principle of 'open book' therefore making it quite clear to their employees that their opinions are highly valued.

Targets are set in different ways. Given that the business plan is prepared in advance establishing how to do business and with what intensity, it is upon the management to determine targets for their employees on a daily, weekly or monthly basis. Again, it all depends on the organization and the type of work it does. Employees can work in groups if they will thus be more effective, or they can work individually, with each responsible for his own performance. Actually, Mr. Kotur does not set targets; employee's salary depends solely on performance. The situation is quite different with Mr. Malouka. If the employee does not meet the specified target, he is punished by subtracting a certain number of customers from him. Nevertheless, next month he is still expected to meet the same target. If he manages that he gets his customers back; if not - he loses a percentage of sales. Both men agree on one thing: if the set goal is met or even exceeded, not only the organization profits from this, but also the employees, therefore, it is in their best interest to maintain continuity in the work and give their very best.

Expectations of staff are the same everywhere. The rules simply have to be respected as well as the system of the organization. Mr. Kotur said that punctuality, business ethics and

respect are by far the most important things for him. In fact, Mr. Malouk agrees with this, because if there is no respect there can be no success in business. The major problem in our country is lack of educated staff which leads to errors and they are inherently unacceptable. Still, sometimes we simply must tolerate them. The customer is always right and must be respected no matter what. The employees must never, under any circumstances, alter the procedure of business and do anything on their own. Both directors point out that they are always open to speak with their employees; informal relationship helps because that way they can acquire some new ideas. Even suggestions that are maybe neglected can sometimes be helpful to put things right.

Everything can be done in agreement because employees in the cycle of innovation are crucial for future work. Therefore, their opinions are taken into account when implementing new products. Socialization is of utmost importance. Healthy interpersonal relationships among employees lead to a relaxed atmosphere and the work seems much easier. If there are any disagreements among employees, they can lead to reduced effectiveness. Apart from making the employees stressed out, it is also a problem for the whole organization. Both men insist that it is very important for them that future job candidates are married with families because they feel their approach to business is far more serious. Further, Mr. Kotur says that he would almost never employ a married couple for – should his company close down – they would both find themselves jobless.

4. CONCLUSION

Employees are the most important element of any organization. Since each organization is an artificial creation, it depends solely and exclusively on men. Each company is as successful as its employees; it depends on how devoted to their work they are, how much they love their jobs, and whether they are willing to give their utmost to perform their tasks. Keeping employees both motivated and monitored at the same time is managers' job and it has to be done constantly, together with maximum respect for every single employee. Few organizations have motivational plans, even though it is mostly in the interest of the company, because only companies that care about their employees and their satisfaction can achieve business success. Employees usually start their job wanting to present themselves in the best possible way, and to advance over time. Employers must make sure that it remains that way and the employees continue to channel their enthusiasm into their work.

BIBLIOGRAPHY:

- [1] <http://hr.wikipedia.org/wiki/kultura>, pristup sajtu februar 2015
- [2] Nevena Doknić, Organizaciono ponašanje, Evropski univerzitet za internacionalni menadžment i biznis, Beograd 2001, ISBN 86-82915-17-0, str 11
- [3] Mullins, L.J.: „Management and organization behaviour“ 5th edition, PrenticeHall, 1999, str 407
- [4] <http://publisher.medfak.ni.ac.rs/2007-html/2-broj/MOTIVACIJA%20ZAPOSLENIH....pdf> prstup sajtu februar 2015
- [5] <http://bs.scribd.com/doc/94971991/Seminar-Ski-Rad-Motivacija-Zaposlenih-1> pristup sajtu februar 2015