

balance between work and family. Therefore in many countries there are day care centers at workplaces and maternity and family leaves are legalized and flexible working hours are offered.

Margaret Thatcher`s achievement as Prime Minister in the end of 1970 was opened a new era of women career in the world and her success was proved that women could also get top management positions in all sectors of business and politics.

Nowadays, so many seminars and conferences are organized to help women who are interested to build her career growth in a company or institution. There should be special career programs for women who want to succeed in their career and have potential to do that.

### **Conclusions**

If in the country there is no equal status at workplace for both men and women this country is not considered to be civilized. If the amount of women is not increased on administrative posts in companies and governmental institutions, the welfare level in society will not increase. If the women are offered opportunities even the ones who do not have proper education and skills are able to achieve impossible. By creating barriers for women man in fact create glass ceiling for their future.

At all, the women have a big potential to be a well – educated and more successful in work place if the company can give them a chance to be a part of the management. To build the obstacles in front of women means to build glass ceiling to the prospective future of men`s world.

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## **ANALYSIS OF MOTIVATION TECHNIQUES APPLIED TO EMPLOYEES**

**Oisylova Aidana Tleukabykzy**

**Suleyman Demirel University, Faculty of Economics**

**Abstract.** Motivation has become increasingly important for organizations and companies off all sizes if they want to achieve organizational objectives in a competitive marketplace. Any company or organization that notices a significant decline in productivity, high employee turnover or that cannot reach its goals successfully may need to consider the role of motivation among its employees. This paper will review the literature concerned with motivation techniques applied amongst young employees. The research aims to appraise existing motivation theories and analyze techniques used to increase employee motivation.

**Keywords:** motivation, motivational techniques, competitive marketplace, productivity, employee turnover, target, feedback, basic needs, equity, expectancy, existence, growth, relatedness;

### **1. Introduction**

The paper deal with the description and explanation of the concepts, models and theories those are relevant in the field of motivation and necessary to support a detailed analysis. The basic job of a manager

or a supervisor is to get work done by his employees. In order to do this successfully, the manager of supervisor must be able to comprehend the underlying psychological processes that motivate his employees. Motivation in general, is more or less basically concern with factors or events that moves, leads, and drives certain human action or inaction over a given period of time given the prevailing conditions. Furthermore the definitions suggest that there need to be an “invisible force” to push people to do something in return. It could also be deduced from the definition that having a motivated work force or creating an environment in which high levels of motivation are maintained remains a challenge for today’s management. This challenge may emanate from the simple fact that motivation is not a fixed trait as it could change with changes in personal, psychological, financial or social factors. Bassett-Jones and Lloyd [1. *Bassett-Jones, N. and Lloyd, G. C., 2005*] presents that two views of human nature underlay early research into employee motivation. The first view focuses on Taylorism, which viewed people as basically “lazy and work shy”, and thus held that these set of employees can only be motivated by external stimulation. The second view was based on Hawthorn findings, which held the view that employees are motivated to work well for “its own sake” as well as for the social and monetary benefits. This type of motivation according to this school was internally motivated.

## **2. Theories and models of motivation**

### *2.1. Maslow’s hierarchy of needs*

Maslow’s theory stresses two basic premises [3. *Maslow A.H., 1943*]. The first assumes that human beings are constantly in a state of “wanting.” Needs which are not satisfied are motivators. Needs which had been satisfied cannot be motivators. Humans rarely reach a state of complete homeostasis or satisfaction. As soon as one desire is gratified, another surfaces to take its place. Maslow believed that humans are always “wanting”. Another basic premise is that human needs are arranged in order of importance. Once a need is satisfied, another takes its place. The needs range from fundamental animal needs (lower level) to the more advanced human needs that represent the uniqueness of mankind (higher levels).

Physiological needs are basic to the survival of the organism and include such things as food, water, rest, shelter, and air. The physiological needs will dominate when they are unsatisfied. As a result, no other need will serve as a basis for motivation until the physiological needs are met. Safety needs are concerned with providing a safe and secure environment, free from threats to one’s existence. Safety needs also include areas such as protection from ill health, economic disaster, physical harm and the unexpected. Social needs deal with the need for friendship, affection, and affiliation, and are sometimes referred to as belongingness or need for love. It is at this point that the needs separate from the physical or quasi-physical needs and where failure to satisfy the needs at this level can affect the individual’s mental health. Esteem needs are concerned with the desire of individuals to have a stable, high evaluation of them and to have respect from other people. Self-actualization needs refer to the desire to achieve self-fulfillment, to develop one’s potential to the fullest, to become everything that one is capable of becoming, and to achieve fulfillment of one’s life goals.

Hence we see that Maslow considers a lower level need as being the most potent motivator when it is not satisfied. On the other hand, Maslow does not propose that a lower level need must be completely satisfied before the next higher level need becomes important. In fact, Maslow [4. *Maslow A.H., 1954*] said that most members of our society who are normal are partially satisfied in all their basic needs. Maslow referred to lower order needs as “deficiency needs” and to higher order needs as “growth needs.” The deficiency needs consist of physiological, safety, and social needs. The growth needs are esteem and self-actualization. Deficiency needs motivate behavior only if they are in a state of deprivation. In other words, the less you have, the more you want, and the more you will do for it. However, once a deficiency need is satisfied, it loses its motivating force. People will go to great lengths to satisfy thirst, but, once satisfied, water will probably not motivate behavior any longer (at least not immediately). Growth needs, on the other hand, are those that continue to motivate behavior even when whatever it is that satisfies the need is being received. For growth needs, the more we get, the more we want, and the more we will do for it. Receiving recognition and praise from others usually increases the motivational force of esteem needs.

### *2.2. Alderfer's ERG theory*

Clayton P. Alderfer, another need theorist [5. *Alderfer C.P., 1972*], modified Maslow's approach and developed what he calls Existence, Relatedness, and Growth (ERG) theory. The major differences between the Maslow and Alderfer approaches center around three concepts: how needs are categorized, the relationship of needs and levels, and what happens when a need is not satisfied. Alderfer proposed that security, social, and esteem (from others) are a common type of need as they all involve some interpersonal relationship. He therefore combined these into a single class of needs called "relatedness needs." Self-esteem is based on internal cues of personal achievement, independence, and goal achievement, and thus appears very close to self-actualization. These two needs are combined into "growth needs" in ERG theory. Finally, those safety needs, which are related to physical security, could be seen as strongly akin to physiological needs. These two levels he combined into "existence needs".

### *2.3. Herzberg's two-factor theory*

Frederick Herzberg's theory of motivation is called "Two Factor Theory". His studies [6. *Frederick Herzberg, 1964*] deal with factors which are job satisfiers and how they differ from factors which result in dissatisfaction. His work leads him to draw two main categories of factors as maintenance or hygiene factors and motivational factors. In maintenance factors there are factors and conditions which serve primarily as dissatisfiers to workers when they are not present. Herzberg called these factors the maintenance factors. The presence of maintenance factors does not result in strong motivation. Rather, it is the absence of these factors which leads to dissatisfaction. In other words, the factors are more potent as dissatisfiers when they are absent than they are as motivators when they are present. So, hygiene factors are those job factors which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long-term. But if these factors are absent or non-existent at workplace, then they lead to dissatisfaction. Motivational factors act as forces of job satisfaction. They create positive and longer lasting effect on employee's performance and are related to work itself. Adequate provisions of such factors called are "satisfiers". They make people happy with their job because they serve individual's basic needs for physiological growth. In addition, they also motivate employees in their work. Such factors are five and called motivators by Herzberg. So, motivating factors are achievement, recognition for accomplishment, increased responsibility, opportunity for growth and development, creative and challenging work. Motivating factors motivate subordinates to take more interest in their work. They raise efficiency and productivity of employees.

## **3. Results and discussion**

Now, I will present actions which the leader can take to motivate subordinates. According to the theories explained above leaders can decide which is the best action to take. The reading above included a short discussion of Maslow's Hierarchy of Needs and other theorists such as Alderfer and Herzberg. These theories are concerned with identifying what it is within an individual or the work environment that energizes and sustains behavior. So, here comes four methods of motivating subordinates:

### *3.1. Providing meaningful and challenging work*

When people feel that the work they are doing is meaningful, it makes a difference in some way and provides them with challenges that stretch them and they become internally motivated. In other words they don't need anyone standing around coercing them into higher levels of performance. Regardless of the actual work that is being done, people generally want to feel a sense of achievement, responsibility, enjoyment, recognition. Even the most mundane of work can be motivating if the leader helps the team member put into context the value their work brings either to the consumer or to the organization. In other words, when there is an increase the scope of work to be done, to the level of the individual's capability, then people generally become more engaged and energized. A great leader is able to help inspire and motivate people by getting them to see beyond the immediacy of what they are doing to the bigger picture. Providing challenging work is also intrinsically motivating for people as the vast majority of people want

to feel that their potential is being regularly challenged. When the team leader provides the team member with the environment that enables, for example, learning new techniques or taking on additional tasks this can engage them more fully.

### 3.2. Setting clear targets and expectations

The greatest keys in helping people to become self-motivated are clear goals, a sense of purpose, urgency and challenge. These elements provide a feeling of accomplishment. People thrive on challenge and this will drive the positive attitudes in the workplace. People can be all fired up and ready to give of their best, but if they don't know what excellent performance is, or don't know when they've performed excellently, or don't know what the aim of the game is. Spelling out specific targets, goals, and expectations for behavior and performance need not be anything complicated. It just needs to be done and people need to get regular and timely feedback on how they are performing against those goals.

### 3.3. Getting regular, direct and supportive feedback

Feedback is both positive and performance improving and it is vital to continuous improvement and done well as it motivates and inspires people to continually move toward using more of their potential. Feedback needs to be timely, specific and presented in such a way that the individual is clear about what behaviors or skills they need to modify in order to improve performance. Great performers use feedback to enhance their performance. The purpose of feedback is either to maintain or change performance, in order to keep an individual or team on track to achieve their work goals. Feedback should be viewed as a way of giving help. There are different types of feedback that should be used according to the situation. Motivational feedback tells a person that their good performance has been noticed and recognized, and gives them impetus to repeat this type of performance in the future. Feedback should be given as soon as possible after the activity has taken place. Development feedback indicates to a person what needs to be improved, and asks them, for example how they believe they could have tackled a task in a different way in order to learn for the future.

### 3.4. Designing employee's roles

Assigning people to specific tasks and duties that play to their strengths is one of the best employee motivation techniques. People who are able to make use of their strengths on a regular basis while at work are more likely to work in teams that perform at higher levels. When people are playing to their strengths on a regular basis, they feel effective, focused and fulfilled, finally this is a win for them and for their organization. The person becomes more internally motivated and feeling upbeat and enthused by what they are doing. Studies point to a different factor as the major influence over worker motivation is job design, job enlargement and job enrichment. Job rotation is an effective way for employees to acquire new skills and in turn for organizations to increase the overall skill level of their employees. When workers move to different positions, they are cross-trained to perform different tasks, thereby increasing the flexibility of managers to assign employees to different parts of the organization when needed. Job enlargement refers to expanding the tasks performed by employees to add more variety. By giving employees several different tasks to be performed, as opposed to limiting their activities to a small number of tasks, organizations hope to reduce boredom and monotony as well as utilize human resources more effectively. Job enrichment is a job redesign technique that allows workers more control over how they perform their own tasks. This approach allows employees to take on more responsibility. As an alternative to job specialization, companies using job enrichment may experience positive outcomes, such as reduced turnover, increased productivity, and reduced absences.

#### 4. Conclusion

Motivating subordinates to do their jobs well is a major task for any leader. Motivation gives the subordinates the will to do what must be done to accomplish the mission. Managers and leaders can motivate their subordinates by different motivational factors as developing cohesive teams, properly using rewards and punishments, recognizing and satisfying their needs, and by serving as positive role models. We gain a deeper understanding of motivation through the concepts of equity, expectancy, Maslow's, Alderfer's and Herzberg's needs theories and how they apply to a situation. These concepts give us a better insight into why people may or may not react when managers attempt to motivate employees. Each of these concepts should improve manager's ability to motivate their subordinates.

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### ЗАРУБЕЖНЫЙ ОПЫТ ПРИВЛЕЧЕНИЯ ИНОСТРАННЫХ ИНВЕСТИЦИЙ

Айтбай Ермек, Ахметова Зауре Болатхановна

Академия экономики и права, Кафедра экономических дисциплин

**Түйін.** Мақалада Шығыс Еуропа елдеріндегі біріккен кәсіпорындарды құру мен тіркеу механизмдерін талдау, әсіресе шетелдік инвесторларды мемлекеттік меншікті жекешелендіру үдерісіне тартудың айрықша тәсілдемелерін талдау негізінде, шетелдік капиталды тарту тәжірибесі зерттеледі.

**Түйін сөздер:** шетелдік инвестициялар, Шығыс Еуропа, инвестициялық ахуал

**Abstract.** This article examines the experience of foreign capital in Eastern Europe on the basis of the analysis of the mechanisms of formation and registration of joint ventures and, especially, specific approaches to involving of foreign investors in the process of privatization of state property.

**Keywords:** foreign investment, Eastern Europe, investment climate

Мировой опыт многих стран свидетельствует, что приток иностранного капитала позитивно воздействует на экономику привлекающей страны. Инвестиции содействуют становлению и укреплению частного предпринимательства в странах со средним и низким уровнями экономического развития, мобилизуют капитал для реализации серьезных проектов, созданию смешанных компаний, рынков ссудного капитала. В условиях ограниченности собственных инвестиционных ресурсов с помощью иностранного капитала можно реально улучшить производственную структуру экономики, создать новые высокотехнологичные производства, активно задействовать имеющийся потенциал квалифицированной рабочей силы, внедрить передовые достижения в области менеджмента, маркетинга и ноу-хау и т.д.