

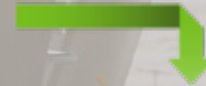


Erasmus+



Hi! I am Peter!
Let's continue our course.
This is the third chapter!

Welcome to Chapter 3



Human Resources

BGame
Strategic Management
Virtual Game for SMEs



Hi, I'm Mary and I am also your coach! Welcome to the BGame Training Course! This is the Internationalisation chapter.



***Welcome to the BGame Training Course!
We are delighted to have you here, with us, today!***

In this training course there are 5 chapters: Strategic Management, Internationalisation, Human Resources, Sales and Finances and finally, Marketing and Advertisement. In this course, you are free to explore these chapters as you please. They are intended to provide you with a simple overview of each area in which you will have to take decisions while playing our Virtual Game.

These resources are part of BGame Virtual Game and have been prepared by a partnership of seven institutions expert in education and training. Should you wish to obtain any further information about BGame project, please do not hesitate to contact us on www.bgame-project.eu

We hope you enjoy!

BGame Partners

In this chapter, we will learn the following contents



Content of this Chapter

1. What are human resources?
2. How to design job positions?
3. What is the recruitment process about?
4. How to define a retributive policy?
5. What are the required management skills?

Goals of this chapter

You will be able to ...

- Explain the importance of human resources for an organisation
- Identify the stages to design job positions
- Clarify the process of recruitment
- Identify and define a retributive policy
- Identify management skills for human resources management

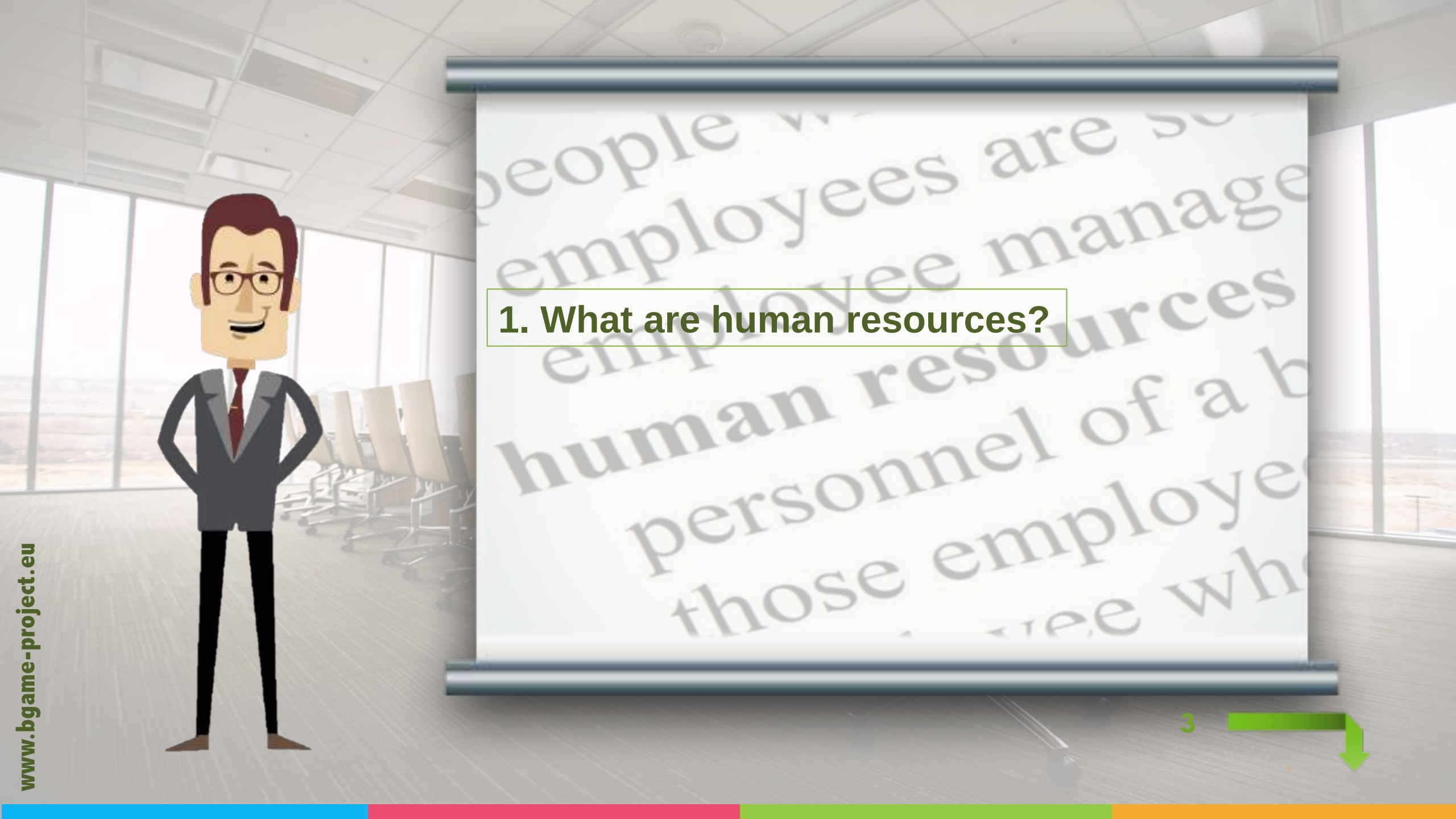


Goals of Chapter 3:

You will be able to ...

- Explain the importance of human resources for an organisation
- Identify the stages to design job positions
- Clarify the process of recruitment
- Identify and define a retributive policy
- Identify management skills for human resources management





1. What are human resources?



The role of Human Resources

The function of **Human Resources (HR)** has evolved the most in the last decades and continues to evolve.

The evolutionary process that the function of **HR** has undergone has been driven by the increasing complexity that entails the management of people in organisations and, above all, by the progressive incidence that this function has on the business activity, due to the increasing expectations of competitiveness that are presented to the companies as a product of the great changes that are happening in the business environment.

Albizu and Landeza 2014



The Function of Human Resources

"From the narrower perspective of the company's economy, the function of **HR** is the area of corporate management responsible for decisions and actions that affect the relationship between the company and the workers who provide services in it, decisions and actions that are adopted for the achievement of business objectives" (Weiss, 1993: 26).



The Function of HR

According to Tarazona (2007: 107), **HR** policies and practices are the instruments with which organisations can grasp, create and/or expand the knowledge and skills of the organisation providing them with the necessary incentives to contribute to organisational success (willingness).

In addition, this impact is enhanced when these elements are combined with employees participation systems (power).



We will differentiate the importance that HR acquire in the different organisations. The previous definitions provide an overview but the next step would be to look at the different domains of the HR function in organisations.



Definition of Human Resources

A more recent definition is provided by Noe, Hollenbeck, Gerhart, Wright, (2010) that encompasses the **function of HR** as a set of policies, practices and systems that affect the attitudes, the behaviour and the performance of the employees.

"**HR** can provide the company with a solid basis of competitive advantage in that they provide value, are scarce and difficult to imitate "(Bayo and Larraza, 2012: 181)



What are the areas of the
Function of the HR?

Areas of the Function of HR:

1. **The HR Direction:** Herrera (2009: 49) defines it as "the set of policies and organisational measures designed to achieve the human structure appropriate to organisational tasks and purposes; to provide the people who make up the necessary capacities and the inducements that provoke maximum interest for the organisation, its objectives and tasks."
2. **The HR Department:** is the most strategic and long-term function of the company, the most deliberate and reflective conception of the future needs of the organisation, seeking the maximum adjustment that allows to obtain a competitive advantage.

What are the areas of the
Function of the HR?

Areas of the Function of HR:

3. The **HR Management**: "is the set of activities and concrete measures adopted by managers of the company, or of managers with certain functions within the department of HR, that have a direct effect on the behaviours, attitudes, satisfaction, of a person, or small group of people within the organisation. "



One function is the Human Resources Management (HRM)



The **HRM** refers to the day-to-day decisions made in the field of **HR**, to the most emerging decisions that can deviate from the strategic formulation, look for agility and problem solving that can arise in the day to day of the organisations. It is problematic if this management deviates from the objectives and guidelines marked by the Direction of Human Resources.

Here, we would find the **Labour Administration, Labour Relations and Occupational Health**. All of them can be covered by a common denominator that is compliance and respect for regulations and legality.

It would be useful to specify which functions are included in the **Human Resources Direction**, what are the set of activities and concrete measures adopted by managers who indicate the way forward regarding **HR**.



What are the functions of the Human Resources Direction?

Functions of the Human Resources Direction: 2 areas

The **objective functions** are those that have been developed for a longer time and that matter the most in the organisations. It would be to get and grasp the people needed by the organisation, with the knowledge, skills, attitudes, aptitudes, competences and motivations appropriate for the interests of the organisations.

- o They include **recruitment / disengagement** (recruitment, selection and integration of human resources as well as reduction and adjustment of staff) and **training** (training in knowledge, skills development, and indoctrination in values).
- o They also refer to the **motivation** of HR through economic and non-economic incentives. (Medical insurance, social benefits, travel, etc.)



Here are the instrumental functions of Human resources direction.



The other are the **instrumental functions**, which facilitate the decision making in relation to the objective functions, as well as the execution thereof.

- o They include the **analysis of positions and workflows**, and the **design and redesign of positions and of the organisational structure** looking for its maximum adaptation to the needs of the organisation.
- o The **evaluation of jobs** is where qualitative and quantitative assessments are made, including the performance evaluation and management.
- o Finally, there would be the **design and administration of the Human Resources information system**.



There is a third Human Resources policy, the objective and instrumental policies!



3. Objective and instrumental policies of HR

It would be necessary to add a third Human Resources policy, the objective and instrumental policies, which are the transversal policies of HR, increasingly taken into account in organisations: **labour climate, culture, communication and internal knowledge.**

- These 4 aspects are policies that affect the organisations and their HR, producing variations between the organisations.
- They are considered fundamental by companies that hire external agents (consultants) to carry out studies and audits that analyse the perception of these variables by the workers of the organisation and take the necessary measures to adjust this perception to what the companies try to communicate.



The 4 transversal policies of Human Resources are: labour climate, culture, communication and internal knowledge

Organisational climate

It refers to a set of practices, beliefs and shared value systems in an organisation (Janz, Wehterbe, Colquitt & Noe, 1997); Schneider, (1990).

- o The work environment is an increasingly studied aspect since it includes aspects such as job satisfaction or performance, which directly affect the results of companies.
- o Schein (1988: 56) describes culture as a "set of beliefs, usually unconscious, and values normally shared by members of the organisation that influence their behaviour, their decision-making criteria, and their analysis and understanding of reality, interpersonal relationships, the person-organisation linkage, etc."



**Communication is essential for
knowledge use in organisations!**



Internal communication:

It is the set of activities carried out by any organisation for the creation and maintenance of good relations with and among its members, through the use of different means of communication that keep them informed, integrated and motivated to contribute with their work for the achievement of organisational goals.

- o Barnes (2002) refers to a systematic, orderly, organised and specific process of the organisation, whose purpose is to acquire, organise and communicate the knowledge of employees, so that employees can use it and thus be more productive and effective at work.



**Job positions
design?
What is it?**

2. How to design job positions?



The **objectives** of job analysis and job description form the basis of any HR program!



Design of job positions

The **objectives** of job analysis and job description form the basis of any HR program.

1. Assist in the preparation of the vacancies, the demarcation of the labour market where to recruit, as a basis for the recruitment of personnel.
2. Determine the profile of the occupant of the position, in order to apply the appropriate tests, as a basis for the selection.
3. Provide the necessary material, depending on the content of the training programs, as a basis for staff training.

The design of job positions involves a lot of tasks!

Design of job positions

1. Determine salary scales - through job evaluation and classification - according to the position of the jobs in the company and the level of salaries in the labour market, as a basis for the administration of salaries.
2. Encourage staff motivation to facilitate performance evaluation and functional merit.
3. Provide guidance for supervisors to work with subordinates, and employee guidance for the performance of their duties.
4. Provide the hygiene and industrial safety department with related data to minimize the risks of certain positions.



What is job description for?



The **job description** will be useful for:

- o Recruitment and staff selection
- o Training
- o Performance evaluation
- o Carriers plans and upgrading
- o Communication
- o Welcome strategy
- o Salaries and incentives



"My short-term goal is to bluff my way through this job interview. My long-term goal is to invent a time machine so I can come back and change everything I've said so far."



Here are some applicable rules for the preparation of job descriptions:

Rules for the preparation of job descriptions:

- Give the description a logical meaning. Use criteria of importance, frequency, or those corresponding to an administrative process.
- Look for the essentials of each function or role, avoiding falling into unnecessary detail.
- Use quantitative terms and avoid vagueness. Instead of saying *handle high amounts* say: *Handles cash for a value of 65 000 €.*



Here are some applicable rules for the preparation of job descriptions:

- o Quantify the time spent on each activity: *Receive approximately 10 patients between 8 am and 12 noon* instead of *Receive patients in the morning*.
- o Begin each sentence with an active and functional verb such as "supervises," "dictates," "notes," and so on.

Here are some examples of Job Positions that may be found in an SME.



Job positions that can be found in an SME

CEO: The Chief Executive Officer...

...determines the strategic direction of the company; performs trade and representation tasks; develops the culture and values of the organisation.

CFO: The Chief Financial Officer...

...Is in charge of the management and economic control of the company, assigning economic value to resources managed from the company (budget, financial statements and administrative processes). Elaboration of the annual budget. Financial control of the company. Supervision of administrative and management processes in the company (internal quality).



Here are some examples of Job Positions that may be found in an SME.



COO: The Chief Operating Officer...

...is responsible of the daily operations in the company, has to implement the strategy decided by the CEO and makes sure that all the activities of the company are correctly interconnected.

CMO: Chief Marketing Officer...

...is in charge of the design, direction and implementation of the marketing strategy of the company and its applications.

...has to create, define and implement the corporate Marketing strategy, ensuring its compatibility and synergy with the company's growth plan.

...is also responsible for the development of international Marketing actions in each territory (international). The job implies the strengthening of the image of the product/service and the brand in the territory of influence.



Here are some examples of Job Positions that may be found in an SME.



CTO: Chief Technical Officer...

...is responsible for product research, development and innovation in the company and is in charge of the generation of knowledge about new products and evolved products. his role can include training and information responsibilities to the company's technical staff.

Business Development Officer...

...is in charge of the identification of new markets and determination of growth, development and investment rates in the short, medium and long term.

...works to detect and develop new opportunities for business growth.

...coordinates the selection of territories, search of distributors and development of sales strategy: the promotion of the sale of the product in new territories and the description of the procedures for the incorporation of the market definitively as usual country of destination of the product.



Here are some examples of Job Positions that may be found in an SME.



Sales Manager...

...participates in the design of the commercial strategy and the direction, organisation and management of the sales network to ensure the fulfilment of the commercial objectives of the company in the assigned territories.

...coordinates the commercial department and provides technical advice on the company's products.





3. What is the recruitment process about?



Introduction to recruitment!



Recruitment

- Selection is the “action and effect of choosing one person among others, as separating it from them and preferring it”. This academic definition refers to separating and preferring one person over another. This implies to possess some type of criterion of contrast and some form of decision making; and of course a group of people (in our case) on which to act.
- The action of selection occurs spontaneously, very often, in social life and in all selection, there is an implicit prediction or expectation that determines the choice.
- In fact, the selection of personnel is a predictive action, in that it is intended to satisfy a need, in the immediate or medium term, based on the evaluation or estimation of some indicators in the present.



We know that not all the people are equal nor they are equally skilful or able for any type of activity.



Recruitment

- The problem of obtaining the maximum efficiency, integrating the people with greater potential to achieve the objectives that are a priority to the organisation, has an absolutely practical and contrasted base in the daily activity:
  - The more demanding the activity is the smaller and special the group of people who can take it is. The problem will be to locate and select them.
  - In fact, the initial question is always the concretion of a need that must be reflected in more or less formal criteria of contrast. These will be applied to one or more persons who meet certain requirements and are willing to assume the responsibility of the organisation in the terms that can be agreed between both parties.



There are six previous aspects that are implicit in any process of selection of personnel.



This approach points out at least **six** previous aspects that are implicit in any process of selection of personnel:

- The realization of need.
- The design of the solution.
- The search for candidates.
- The evaluation.
- Final decision-making and information management.
- The verification of the quality of the decision regarding the degree of satisfaction of the initial necessity.



**How to build the basis for
successful recruitment
processes?**



Recruitment

- The more complex the activity, the more difficult it is to recruit the right staff.
- That is why companies should not wait to have a need to hire staff to reveal attractive to the professionals and talents in the market.
- This activity is called Employer Branding and it is a technique that companies that want to have the best professionals must incorporate into their recruiting process.
- Showing the values of the company, the advantages of working in it, show the policies for its workers, etc., are practices that make up the Employer Branding and must be continuous, beyond having a need of contracting.



An employee selection approach in which the organization and the applicant attempt to match each other's needs, interests, and values!



Recruitment

HR issues present many challenges for organizations and HR managers as they work toward the three primary HR goals:

- Attracting
- Developing
- Maintaining an effective workforce

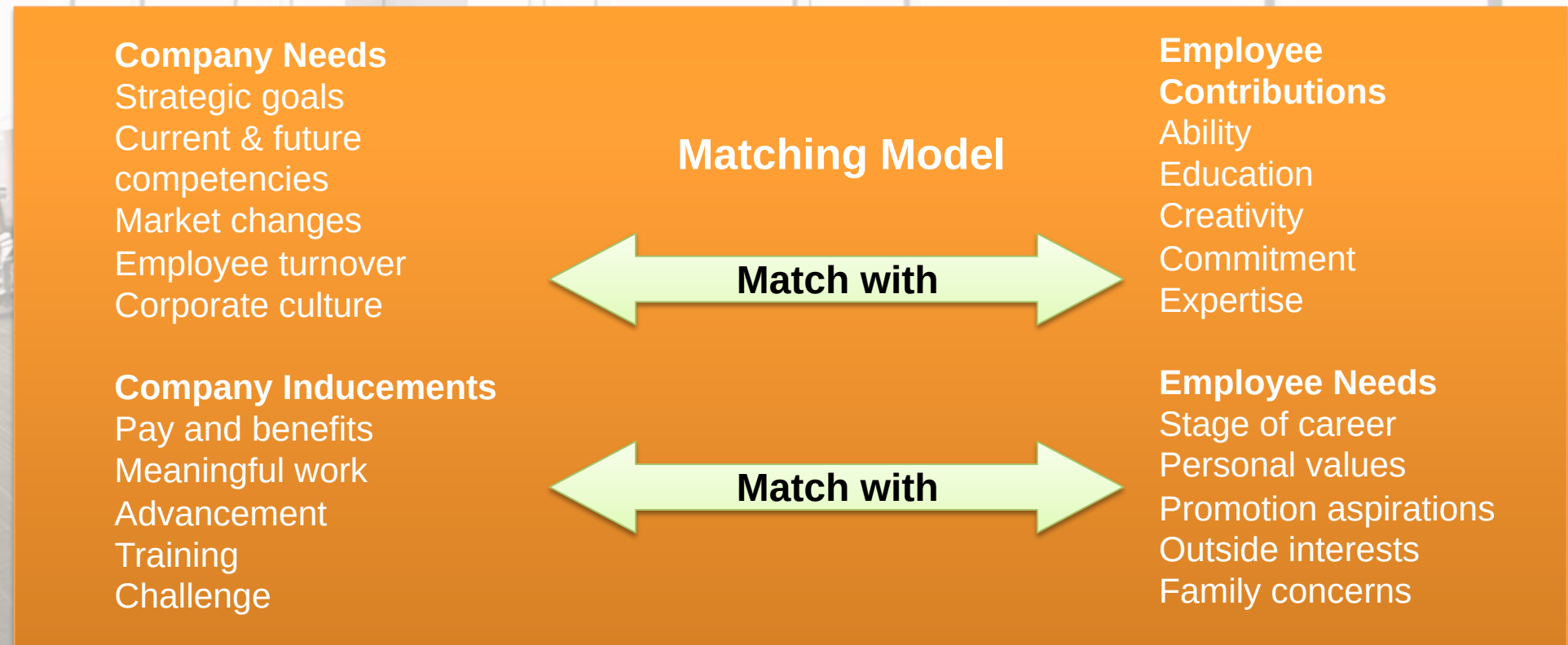
An employee selection approach in which the organization and the applicant attempt to match each other's needs, interests, and values!



Recruitment

HR issues present many challenges for organizations and HR managers as they work toward the three primary HR goals:

- Attracting
- Developing
- Maintaining an effective workforce





4. How to define a retributive policy?

**EQUAL WORK
DESERVES
EQUAL PAY !**



How to define a retributive policy then?



Retributive policy

The concept of SALARY

- The totality of the workers' economic perceptions, in cash or in kind, shall be considered as salary for the professional benefit paid, whether it remunerates the actual work, or the periods of rest that can be counted as working hours.
- In no case may the salary in kind exceed 30% of the total salary.
- Rest periods considered as worked for remuneration or salary purposes are:
  - Weekly rest and holidays.
  - Annual leave.
  - Interruption in the continuous day, if any.
  - Permits with right to retribution.
  - Interruptions of work unrelated to the will of the worker attributable to the employer.

What are extra-salary payments?

The extra-salary payments:

- o The amounts received by the worker as compensation or supplemented by the expenses incurred as a result of his employment (i.e. the allowances).
- o Social Security benefits and allowances.
- o Compensation for transfers, suspensions or dismissals.

What are extra-salary payments?

Social security contributions are calculated on the salary and are therefore not quoted on the extra-salary contributions which, therefore, are not taken into account for the purposes of unemployment, temporary incapacity, retirement, etc.

In addition, when the law establishes that some amount will be paid according to the salary, or fixed on certain days of salary (for example dismissals compensation payments), that amount is calculated on what is technically salary and the extra-salary perceptions are not taken into account, for this.



Retribution systems include all forms of financial assistance, services and tangible benefits received by an employee of a company as part of their employment relationship.

Retribution systems

- o With the concepts of **retribution or compensation**, we are referring to all forms of financial assistance, services and tangible benefits received by an employee of a company as part of their employment relationship.
- o It includes the payment received in the form of money (salary, increase in merit, cost of living...) or in the form of benefits or services such as pension plans, accident or life insurance, holidays, corporate mobile, etc.



There are a multitude of ways or programs to manage compensation for employees and a company usually uses several forms, We will have a look at the most usual!



Fixed remuneration

This is the monetary compensation that the company guarantees that an employee will receive for a defined period of time.

Two types: the **collective bargaining agreement** and the **voluntary remuneration**, agreed individually with each employee. In this type of remuneration would fit the category-based compensation program.



There are a multitude of ways or programs to manage compensation for employees and a company usually uses several forms, We will have a look at the most usual!



Fixed and variable remuneration

A part of the remuneration is guaranteed, while the other part is based on the results achieved.

In this type of remuneration, there are two types of reward programs:

- Remuneration based on technical or generic competences.
- Compensation based on responsibility.



There are several types of remuneration!



Variable remuneration:

This is the salary based on the participation to the results of the company. It has two bases:

- o On productivity improvements.
- o On profit sharing.



There are several types of remuneration!



Other types of remuneration:

- o Compensation based on obtaining shares of the company.
- o Offer to purchase discount shares.
- o Granting of options for the purchase of shares.
- o Social benefits.
- o Benefits and services specific to the company.



It's important to analyse the main remuneration concepts.

Main remuneration concepts

Category-based pay:

- o Salaries are distributed by labour categories in such a way that with the acquisition of this category, the employee, even in the event that he changes his job, retains it and can only increase it.
- o The category can't be reduced in the same company.
- o The category is achieved based on training and experience and personal characteristics.



Employee competences reside in their ability to apply knowledge and experience in solving problems and dealing with specific situations within the framework of their function.

Remuneration based on technical or generic competences:

It is a question of remunerating the person according to his suitability for the activity and the degree of development of his/her competences.

The employee must be able to respond adequately to unknown situations, within the framework of a number of functions.



Employee competences reside in their ability to apply knowledge and experience in solving problems and dealing with specific situations within the framework of their function.



Competency management is a new approach based on employees behaviour. Employees' competences reside in their ability to apply knowledge and experience in solving problems and dealing with specific situations within the framework of their function.

It can contemplate **two types of competences**:

- o **Technical competencies:** Distinctive features shown by an exceptional employee in his/her job, such as specific knowledge, skills or aptitudes.
- o **Generic competencies:** Observable and habitual behaviours that make it possible for the person to be successful.

Employee competences reside in their ability to apply knowledge and experience in solving problems and dealing with specific situations within the framework of their function.



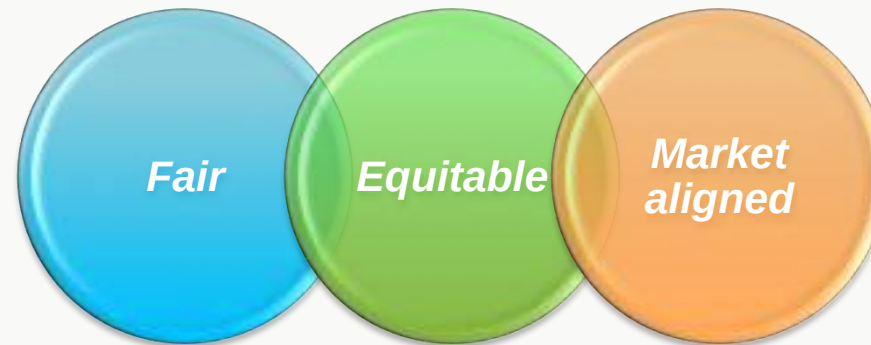
Remuneration based on the responsibility of each job position:

Midway between category-based and competences-based pay, it is a job evaluation that is based on the tasks and responsibilities required at the workplace, so that the employee, if he changes positions, does not carry with him the remuneration he had, but receives the corresponding one to the new job.

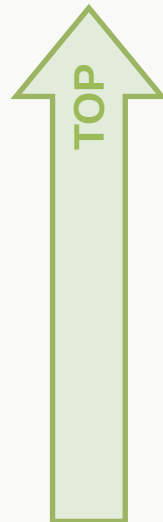


Any wage policy should include the following assumptions:

- o **Be fair:** according to the contributions of the worker to the company
- o **Be equitable:** as a result of a coherent attitude of the company towards the benefits provided by people.
- o **Be in line with the market:** as a result of the company's performance in a given environment.



Remuneration based on obtaining the participation in the company:



This tool is generally restricted to the group of managers closest to the top of the organisation.

It is used to retain employees and link the compensation to some results or projects of the company in the medium or long term.



Social benefits: are salaries that are awarded to employees for being part of the company and/or for the position they occupy.



Social benefits

Are salaries that are awarded to employees for being part of the company and/or for the position they occupy:

- They are collective rewards that provide security to employees and their families.
- Part of the salary but not related to the results of the work. From a legal origin, agreed or voluntary, are addressed to the whole group that is delimited in the benefits.
- It has a cost for the company either in social security contributions (shared with the worker) or with only the company's fee. They can be quantified per employee per year.





- o Also referred to as indirect benefits, employee benefits (supplementary) because the remuneration is given to employees in the form of payment in kind rather than in cash.
- o The set of **social benefits** complements the base salary and wage incentives. The sum of the monetary compensation (fixed + incentives) and the benefits and social services is called **total retribution**.





- o **Social benefits** protect employees from risks that could jeopardize their economic security, complementing Social Security or improving the quality of life. (E.g. Loan for the purchase of housing or help in the orthodontics for children).
- o The question of knowing if **social benefits** help keeping good employees is a moot point. There are those who believe that it only helps to keep less productive employees, since the benefits are for everyone because of "belonging to the company" and regardless of their contribution to the results, and those who say they are the basis of retention of good employees.



The need for the evaluation of staff performance is based on the verification of two objective facts...



Performance evaluation

1. The recognition that performance is virtually impossible to measure from an individual perspective. In practice, performance is only the result of the efforts of many people and it is usually impossible to separate individual contributions as a result of the synergy of different efforts.
2. It seems more useful to allocate organisational efforts to the evaluation and measurement of what the staff does and how, rather than focusing on the results obtained, which can hardly be attributed to a single individual, especially if we consider the high incidence of external factors and variables derived from the different formulas of work organisation and the establishment of priorities by the management team.



Did you know that it is possible to improve by increasing the professional competences of the staff?



Performance evaluation and good practices

- o The incorporation of quality systems, as well as the greater influence of mental contents in the work, to the detriment of the manual and mechanical efforts that characterised the traditional forms of production, obliges to consider the establishment of references of good practices at work.
- o **Performance evaluation** allows the incorporation of criteria of good professional practices, as well as the consideration of those factors that precisely facilitate the establishment of synergies of effort, roles, knowledge and professional competencies.
- o **Performance evaluation** and management is therefore an essential element of human resource management in modern enterprise and a *sine qua non* for the establishment of effective continuous improvement systems.



We can define objectives for performance evaluation depending if you are an organisation or a manager/evaluator.



Objectives of performance evaluation:

For the organisation:

- Identify management styles and facilitate consistency among them.
- Evaluate the different contributions of people more objectively.
- Encourage people to achieve better results and increase self-efficiency.
- Assess the degree of adequacy of the individuals to the assigned activities.
- Establish criteria to allow decision-making on staff (retribution, horizontal and vertical mobility, team building, etc.).





Objectives of performance evaluation:

For managers or evaluators:

- o Establish cooperative relationships with the staff.
- o Link the activity of the evaluated staff with the objectives of the organisation.
- o Provide feedback to those evaluated so that they incorporate criteria to improve their performance.
- o Recognise in a specific way the efforts of the evaluated ones.



There are also objectives of performance evaluation for those who are evaluated.



For those evaluated:

- o Establish concrete links with immediate superiors.
- o Have information about how a work is perceived.
- o Specifically identify the application criteria applied to it.
- o Identify contents and references that allow socio-professional growth.



There are also objectives of performance evaluation for those who are evaluated.



Characteristics of the performance evaluation systems:

- The procedure must be continuous. It can't be punctual and/or unexpected: when it starts, it must occur periodically and predictably.
- The procedure must be systematic.
- The aspects to be evaluated and the procedures for doing so must be documented and known by both the evaluators and the evaluated.



**It affects everyone in the organisation.
This is not a process that applies only to
delineated staff but to all the staff of the
company.**



Characteristics of the performance evaluation systems:

- The criteria used to make judgments about work performance tend to be expressed in a way that can be contrasted with real situations. They must also be considered in a constructive way so as to identify the strengths and weaknesses of the actions being evaluated.
- It has a historical dimension since it evaluates the progress that the evaluated has experienced from the past.



**It affects everyone in the organisation.
This is not a process that applies only to
delineated staff but to all the staff of the
company.**



- It has a prospective dimension since it is proposed to identify the possibilities of professional development of the people evaluated, detecting areas to be improved and the potential for development.
- It does not have a control or controlling purpose, but is rather aimed at supporting the person evaluated to improve their work performance.



Ready?

4. What are the required skills?



After having seen the main theories behind the human resources and the functions to be handled, we will now see what are the main management skills needed by the HR responsible person to handle his function.



Human Resources Management skills

The objective of HR management skills are:

- o Raise awareness on the need for organisational change.
- o Provide the necessary attitude to take on the changes.
- o Provide the necessary skills to introduce change processes into the organisation.
- o Teach the techniques to face and overcome the rejection of change by collaborators.





- Observe how problems are analysed, decisions are made and the normal progress of plans is ensured.
- Apply knowledge of problem solving from new concepts to real work situations.
- Communicate better to work more effectively with the team and overcome resistance to change.



The HR Director should practice the policy of "open doors" as he needs information to make decisions.



Communication

It is the means of connection that people have to transmit or exchange messages. In the organisation, it serves to:

- Satisfy the desire to inform others.
- Get a specific answer or behaviour by a particular person or group.
- Understand the reality of those who work with us.

The HR Director should look at communication as the basis of his management style, through which, he/she is fostering upward/downward and horizontal vertical communication.



Remember that some important elements of communications are non-verbal such as body language, gestures, look, facial emotions, ...and even silence!



Leadership

What is leadership?

Leadership = (K + E + SS) x A

- K = Knowledge
- E = Experience
- SS = Social Skills
- A = Attitude



«Leading is helping others to know how they have to work in order to achieve the strategic goals» Frank and Porter (1997)



There are some characteristics that can define a good leader, for example...



Leadership

- Assertiveness
- Ability to set goals and objectives
- Ability to view
- Sense of responsibility
- Ability to communicate
- Charisma
- Orientation toward innovation
- A leader believes in his team and trusts his team/workers
- A leader grows and makes his people grow



I AM A
LEADER



I'm sure you prefer being a leader to a "boss", so please avoid these 10 signs!



Avoid the 10 sins of the "Boss":

- The "boss" does not lead or lead too much.
- The "boss" commands but does not lead.
- The "boss" believes that he knows everything and that he has to solve everything.
- The "boss" hears but does not listen.
- The "boss" loses his own control.
- The "boss" does not dismiss harmful employees or managers.
- For the "boss" the first thing is not the customers.
- The "boss" is afraid.
- The "boss" is unfair.



Motivation is the key for success!



Definition of motivation:

It comes from the Latin terms **motus** (moved) and **motio** (movement).

- Positive or negative emotion that occurs to someone when there is a stimulus or incentive that satisfies a need and causes him to develop a determined behaviour.
- They impel a person to perform certain actions and persist in them until the fulfilment of their objectives.
- It is linked to the willingness and the interest.
- Motivation is the will to make an effort and reach certain goals.



Motivation is the key for success!



Why do we try to motivate?

- Basic level: to achieve results, achieve objectives; fulfill obligation having the company in mind.
- Higher level: to achieve integration, commitment, identification with the company, satisfaction and professional development having in mind the company and the person.



The motivator is considered intrinsic when the person sets his interest in the work, always demonstrating self-improvement in the attainment of his purposes, aspirations and goals.



Intrinsic motivators

- It is defined by the fact of performing an activity for the pleasure and satisfaction that one experiences while learning, exploring or trying to understand something new:
  - Interest in the task performed.
  - Variety of tasks performed.
  - Importance and significance of work for your life.
  - Personal values that your work gives you.
  - Autonomy in the accomplishment of the task and freedom to make decisions
  - Opportunities to use knowledge, skills and abilities.



There are intrinsic and extrinsic motivators. Which are the strongest?



Extrinsic motivators

Motivator is considered extrinsic when the worker tries to do his work not so much because he likes it but for the advantages it offers:

- o Money
- o Labour stability: most valued
- o Promotion and promotion opportunities
- o Working conditions: material and human resources
- o Possibilities of participation in the work
- o Working environment: work in group, relationship with the leader



There are intrinsic and extrinsic motivators. Which are the strongest?



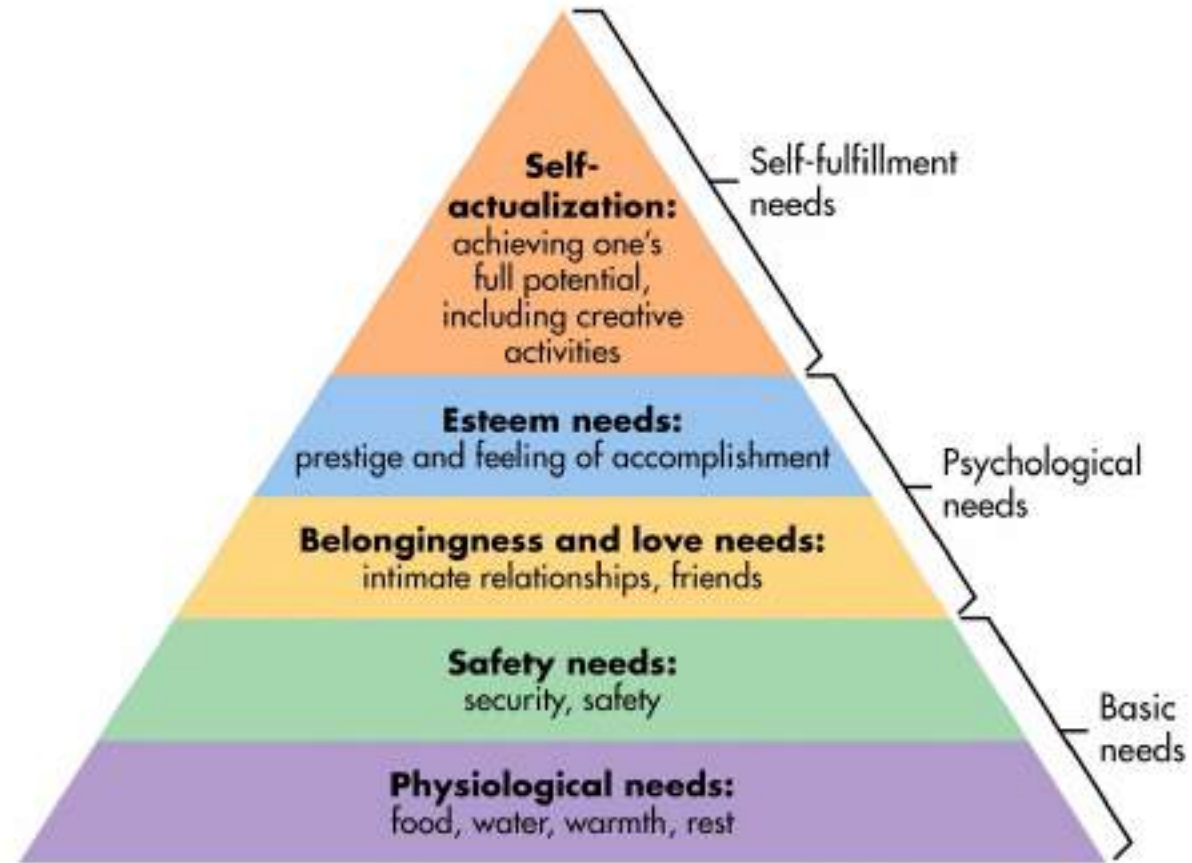
Maslow's theory:

Motivation is a function of five basic psychological needs:

- o Physiological
- o Safety
- o Belong and Love
- o Esteem and Recognition
- o Self-development and Sell-actualization



Maslow's theory states that motivation is a function of five basic psychological needs:



Source: <https://www.simplypsychology.org/maslow.html>



Working in a team has some benefits: less stress, shared responsibility, it's more rewarding, rewards and acknowledgement are shared, and commitment with organisation is reinforced.

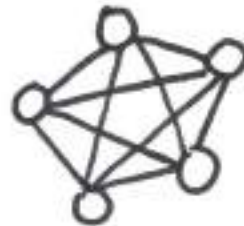


WORK GROUP vs. WORK TEAM

Work Group: an ensemble of people where each one pursues a result over a given task or objective.

Work Team: a more reduced ensemble of people with complementary skills, committed to a purpose, a set of performance goals and a common scope, for which they are co-responsible.

Team



work group



Working in a team has some benefits: less stress, shared responsibility, it's more rewarding, rewards and acknowledgement are shared, and commitment with organisation is reinforced.



Features of a Work Team:

- o **Complementarity:** Each member masters a part of the project
- o **Coordination:** Teams act in an organised way
- o **Communication:** Team members need to coordinate activities
- o **Trust:** Each member trusts his or her colleagues, putting common success, and not own success, first.
- o **Cohesion:** Each member commits to bring in the best of themselves.

Stay tuned for Chapter 4

