THE IMPORTANCE OF MOTIVATION THEORIES IN DELIVERING THE PROMISED SERVICES TO CUSTOMERS

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ABSTRACT
Motivation represents an important factor in the achievement of revenues of a company and that is why the management should pay great attention to this subject. For many managers it is quite a challenge to find the best solution to motivate employees because human beings are different and are guided by different reasons in life.
The paper focuses on the presentation of the most important types of motivation, to motivation theories and takes into consideration their importance in the delivery process of the promised services. The work presents theories like Maslow's hierarchy of needs, X and Y Theory of McGregor, Z theory of Ouchi and it approaches aspects concerning the delivery of services. The objective of the paper is to help managers from the services area when deciding what theory to choose in order to motivate employees.

KEYWORDS: *motivation, needs, services*

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1. INTRODUCTION

Throughout the last years the world has been influenced by the economic crisis which has lead to the bankruptcy of many companies and because of which people have been laid off. The service sector has known an important development by becoming the main factor contributing to the GDP of almost all countries around the globe. This thing means that the successful delivery of the promised service implies not only the increase in revenues but also the increase of the labor force, many individuals work now in the service sector.

We also have to take into account the fact that employees are those who interact with customers and customer satisfaction must be the primary goal for any company that wants to continue its activity.

The main objective of the paper is to present some of the most important theories regarding motivation; theories that are widely spread and that can be a solution for managers from the service area.

The use of various motivation techniques can lead to:
-   Employee satisfaction,
-   Increase of labor productivity,
-   Increase of revenues
-   Customer satisfaction.

The management of a company needs to pay great attention to employees because dissatisfied employees influence negatively the activity resulting in the decrease of productivity and, on the long run, in the increase of costs. "The biggest challenge that managers from developed countries

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have is that of increasing productivity of the employees' labor based on knowledge and of those from the services sector". (Druker, 1998)

The problem taken into consideration in this paper refers to the fact that managers tend to give small importance to motivation theories and that is why we have tried to resume some of the most important theories so that they will be used as support by managers from the service field.

2. MAIN TYPES OF MOTIVATIONS IN THE BUSINESS AREA

Motivation plays an essential role for the management of a company because it is the key factor that leads to the fulfillment of the company's long-term objectives. Generally, motivated employees perform their jobs with pleasure and manage to be efficient in helping the company increase its revenues.

"The concept of motivation has different meanings, among which we retain two:

■ from the economic point of view, motivation represents the assembly of factors which determine the behavior of an economic agent;

■ from the psychological point of view, the motivation represents the action of the forces, aware or unaware, that determine the individual's behavior."(Lefter et al., 2008)

Researchers from the field of motivation have different opinions on how motivation can be grouped. Some of them state that "the main types of motivations are: (Lefter et al., 2008)

- Economic and professional motivations (the economic man");
- Social motivations ("social man");
- Self-actualization needs (" the man who obtains achievement")
- Complex motivations (" psychological man")
- Motivations concerning mobilization, involvement ("the man who takes part in everything")

When discussing about the economic and professional motivations we must state that these ones regard the remuneration obtained by an employee, the amount received as they concern the financial part. Due to the fact that prices tend to be high nowadays and because people have the opportunity to spend their money on different things, most of them can be motivated by the amount received for their work.

"The growing interest for an efficient wage policy comes from the obvious conviction of economists and other specialists from the human resources domain that the remuneration is not only a consequence, but also a premise of an efficient economic and social activity". (Manolescu, 2003)

Social motivations regard the relationships created between employees. We have already mentioned that each individual is different so working as a team can be a huge challenge for a manager. Generally, people who work in a friendly and worm environment tend to be more efficient.

"An unfavorable professional climate results directly in the labor productivity through the norms that are not achieved through inappropriate quality and quantity". (Pitariu, 2000)

In what concerns the motivations regarding the self-actualization needs, these refer to the person's motivation to know and achieve its highest potential. A self-actualized individual is spontaneous, independent and concerned with solving the problems of the others.

Regarding the complex motivations, it must be stated that these motivations regard the fact that a person passes through many changes in life and during these changes the person can have different needs. The employee's needs differ from time to time and from situation to situation. The experience and the business environment change the identity of a person.

The motivations regarding mobilization, involvement refer to the fact that the employee is involved in the decision making process of the company because the managers share the responsibilities with him.

In what concerns motivational patters, the following have been identified: (Davis & Newstrom,1985)

- "Achievement: a drive to overcome challenges, advance, and grow

- Affiliation: a drive to relate to people effectively
- Competence: a drive to do high-quality work
- Power: a drive to influence people and situations"

3. MOTIVATION THEORIES

Along the years, there have been developed many important theories concerning resources management, especially in the motivation domain. Many researchers have tried to explain the phenomenon and to offer the management of a company help in making employees become productive.

"Over the behavior of the individual action two main groups of forces: (Rosca &Cîrnu, 1999)
- Positive ones, that attract it towards a certain action and that manifest under the form of whish, need of doing something, of taking action in a certain manner;
- Negative, which take away the individual from a certain action, expressed through the form of reluctance, fear, aversion, repulsion towards a certain behavior"

Motivation theories offer the support for making employees work with desire and this can only lead to the satisfaction of company's customers. Customers are not the only ones who have needs, employees also have different needs and, that is why, some of the most important theories in the domain regard human needs.

3.1 Maslow's hierarchy of needs
One of the most known theory concerns Abraham Maslow's hierarchy of human needs. A theory widely used by all the specialists from the field of human resources management, a theory presented for the first time in 1954 in the book "Motivation and personality".

Maslow's hierarchy comprises the following needs:

■ psychological needs: regard the basic needs that each person can have on a daily basis, needs like hunger, thirst;

■ safety needs: concern the needs that offer the individual protection in the working environment; these needs can refer to legal protection, continuance at the work place, different insurances in case something bad would happen;

■ belongingness: represent the needs that give individual confidence in the relationships with other colleagues, these needs can refer to feelings like friendships, trust, they involve working as a team and becoming a part of a big family;

■ esteem: regard the development at a superior level, meaning needs like fame, appreciation, trust;

■ self- actualization: offer employees the possibility to achieve a higher position at their work place.

"The satisfaction of esteem needs determines feelings of self confidence, value power, capacity and appropriateness, of being useful and necessary to the world". (Maslow, 2007)

Managers must take into account the fact that individuals are different and their needs are not the same. Recognizing this issue is important because managers can start identifying which are the exact needs of an employee and try to use these needs in order to motivate them.

It is difficult and time consuming to try to indentify all the needs that represent an employee but due to the fact that each individual needs special attention the manager must try to find the proper combination so that all employees are satisfied.

Maslow's hierarchy of needs states that people can be motivated starting with the psychological needs and ending with the self- actualization needs and that one of the needs can be enough to motivate a person at a certain time.

Certain research have highlighted that there is " a tight correlation between pride at the organizational level and general satisfaction of employees from that organization resulting in 3 main sources of pride, which reflect different parts of a single attribute, excellence.(Sirota et al., 2010)

3.2 Douglas McGregor's Theories X and Y

Douglas McGregor identified in his book, The human side of enterprise, an approach according to which employees can be motivated by authority and control or by integrating them within the company's development. The two assumptions of motivating employees were called X Theory and Y Theory.

X Theory states that employees have to be threatened in order to fulfill their task. The assumptions based on which X Theory was formulated include:
• employees do not like to work;
• employees have to be controlled while doing their work;
• employees avoid responsibilities.

Y Theory is based on the self-actualized needs which include:
• "The physical and intellectual effort of employees is justified during the labor process;
• A person can direct and control by himself the activity, in order to realize the objectives for which it is responsible;
• The responsibility for realizing the objectives exists by taking into consideration the rewards associated with it in this sense. The most important rewards, the need for self-actualization, the self-satisfaction, can be obtained in a direct way only through an effort directed towards the achievement of objectives (management by objectives);
• The average individual will be capable, in certain given conditions, to accept and to assume even a series of accountabilities". (Lefter et al., 2008)

As we can notice, managers have a very important role in the **Y Theory** because they have to make sure that all the objectives are accomplished by creating a friendly environment where employees find satisfaction in fulfilling the tasks given to them. This theory offers the support for the creation of a relationship between the company and employees, many times employees that understand the organizational culture tend to be more efficient than the other ones.

3.3 William Ouchi's Z Theory

When discussing about the mobilization, implication theories we must take into account William Ouchi's theory called the **"Z theory".**

It has been stated that this theory regards the Japanese management and that it tries to give importance to the fact that relationships are the key to success, and by this we mean not only the relationship created with other colleagues but also relationship between employees and their managers. This theory also gives importance to the commitment towards the organization and its objectives. All employees should act as a family.

The attitude of managers arising from this theory shows that employees have a significant control over their work which makes them responsible for the results of their work.

4. THE ROLE OF MOTIVATION THEORIES IN THE DELIVERY OF THE PROMISED SERVICES

Companies performing in the service business environment face other challenges than those from the goods environment. When a client wants to buy a good is not hard because the client has the chance to see that good, to touch it, to smell it, depending on the good wanted.

In the service sector the buying process is different because services are characterized by intangibility so customers do not have the chance to actually see the services wanted. That is why, most of the times, customers rely on the promises made by employees and not receiving what they want causes a huge disappointment.

Companies create relationships with customers through employees and these ones should treat customers as they deserve in order to create a long term relationship that will only bring benefits to the company. Customers see in an employee the company because the interaction will take place between them and that is the image that the customer will always have in its mind.

It is said that attracting a new customer involves spending more money than trying to retain a customer that already buys the services. Loyal customers tend to buy from the company's offer several times and they have a connection with the company finding it difficult to switch the company.

"A complex combination of strategies is needed to ensure that service employees are willing and able to deliver quality services and that they stay motivated to perform in customer- oriented, service-minded ways"(Zeithaml et al., 2009)

Another factor that must be taken into consideration regards the fact that services are produced and consumed simultaneously. As we can notice the role of the employee increases because if customers are not satisfied with the service received they will blame the employee and change the company."People- frontline employees and those supporting them from behind the scenes- are critical to the success of any service organization". (Zeithaml et al., 2009).

The delivery of the promised services requires that the customer receives exactly what he has ordered. Customers build their expectations on what they have been promised and even if it may happen that they do not receive exactly what they have ordered, the relationship between the employee and them can reduce the disappointment created.

Managers must find the perfect combination of motivation factors so that employees will be satisfied and do their work efficiently as in the end customer satisfaction to increase.

Starting from Maslow's hierarchy of needs, we can state that the wage of an employee represents the lower level of the pyramid because, in the business field, the wage represents a vital factor. In the case of a company, the safety needs of the employee refer to combating the threats towards the safety of the job and the payment. The belongingness needs are satisfied by making the employee part of the group formed within the company. The esteem and self-actualization needs are satisfied by providing the trust and appreciation needed in order to obtain a higher position.

In what concerns McGregor's Theories X and Y, it is considered that X theory states that employees are motivated by factors that relate to personal safety while Y theory considers that they are motivated by their self-achievement desire. "Satisfied employees make for satisfied customers (and satisfied customers can, in turn, reinforce employees' sense of satisfaction in their jobs). (Zeithaml et al., 2009)

Delivering services is not an easy job because it involves many emotions and daily contact with customers. That is why it is important that employees have skills in communication so that problems will not arise because of misunderstanding issues.

"A serious problem occurs when companies fail to manage service marketing communications - the vows made by salespeople, advertising, and service personnel- and service falls short of what is promised"(Zeithaml et al., 2009). That is why, even if services are delivered, the customer may not be satisfied because it is not what employees have promised them.

According to Ouchi's Z Theory, the sustainable development of a company can be achieved if there is a relationship based on trust between managers and employees. As we have stated, employees need proper motivation factors so that they will deliver what customers want. Their confidence that they have a long-term commitment with the company motivates them in fulfilling in the best way their job."Both service climate and human resources management experiences that employees have within their organization are reflected in how customers experience the service". (Zeithaml et al., 2009).

CONCLUSIONS

The important development of the services area has shown that many people work now in this field and selling a service is a more complex task than selling a product. Products can be seen, touched and stored while services are intangible and they are produced and consumed simultaneously.

Because of the characteristics presented employees tend to have the most important role in the delivery of the promised services. Customers see employees as the organization itself and only a

motivated employee will manage to bring them satisfaction. Customers expect what has been promised and when this thing does not happen they blame the employees.

Although the theories presented above are old they are very efficient in the business environment and managers choose them when establishing strategies. Each theory has its own implications and that is why each manager should choose one according to what fits the employees best.

Taking all of these into consideration, we must state that in order for a company to increase its profitability it must consider employees as one of its most important assets and try to reward them so that their work will increase productivity. Satisfied employees will certainly deliver the promised services.

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