

CONSIDERATIONS ABOUT THE REWARDS IN MODERN MANAGEMENT

Constantin Teleşpan, Prof., PhD, Romanian-German University of Sibiu

Abstract : The complexity of the environment and employee's personality makes it necessary to design a reward system that provide various opportunities for leaders to thank every employee, because the things you cherish an individual may not have any impact on the other. In addition, the reward system must be linked to the personality of the organization.

Current leaders need to prepare and review the reward systems in order to update them and adjust them to your needs and pbiectivele bold organizations today.

Keywords: behavior, rewards, recognition, incentive, management.

1. Introduction

Normally, we behave so as to be rewarded for what we do. When the payoff comes, or are not in our minds to create a discomfort emphasized.

The first lesson you learn is directly linked to the reward you get for complaining about that. When an infant cries, he is given to eat and change diapers. Later we learn that if you complain, we are taking in her arms. When we grow older we are told if we cry, we are taking in her arms. When we grow older we are told if we are attending Santa Claus will bring us a new toy and so on. Normally, we behave so as to be rewarded for what we do. When the payoff comes, or are not in our minds to create a discomfort emphasized.

2. Ways to influence behaviour

Indeed, throughout life we were rewarded because we had an appropriate behavior and I was then penalised when our behaviors were considered inappropriate as defined by our or others. In general, the man, accepting the subordination of the existing social order, and for any social action expecting a reward. The question that arises is the agreement between expectation and its behavior perceived by others.

Three factors influence the degree of stimulation of the desired behavior. They are:

- nature bounty;
- time elapsed between the moment when the desired behavior occurs and when the rewards are granted;
- the extent to which the desired behavior meets or exceeds the standard of performance.

These factors are considered, direct and positive tangibili.

There are other ways to cause people to behave in the desired manner:

- negative stimulation;
- stimulation of the humanist (recognition).

Negative stimulation takes numerous forms, resulting in physical and psychological sufferings to people who do not behave in the desired manner. I felt that everyone's skin when the kids are, when I wanted to leave but had to finish the whole plate, or to receive a slap for that I did not order the room, or you no longer have permission to look at the TV because we

have not done your homework. A manager applies a negative stimulation when given his comrades punishment that violates the rules and deviating from the desired behaviour, or when you communicate a subordinate that its performance would be below expectations.

Often employees will submit themselves to a mental suffering. Each of us got out at a sitting, thinking: "why do I say it? How are stupid? " The employees really good and wrong they will be more worried than they would make their managers.

Boost Humanities, often called recognition, occurs when people get satisfaction because they recognize that they have had a satisfactory behaviour or when they are give positive example for their peers. Although the recognition is an intangible reward, its positive impact on behavior is usually very powerful and should never be neglected. If, however, this recognition is not backed by the makers, with time, tangibili it depreciates and falls into disuse.

Whenever possible, you must combine direct stimulation with the humanities.

Often managers are thinking about rewards and recognition as two different activities. In reality, recognition is only one element of the system of reward, it is necessary to stimulate the desired behavior patterns.

Don Roux, marketing consultant, referring to the reward and recognition said: "incentive programs motivates people to perform a task or achieve a goal, offering rewards. Desirable performance are rewarded and rewarded behavior tends to recur ".

Only the reward of individuals is not sufficient. In terms of modern leadership has encouraged team spirit and team performance. If we only reward individuals might get to a celebrity who are not interested than to do things that put them in a good light. As a result, reward system should include both individual and rewards group.

The complexity of the environment and employee's personality makes it necessary to design a reward system that provide various opportunities for leaders to thank every employee, because the things you cherish an individual may not have any impact on the other. In addition, the reward system must be linked to the personality of the organization.

Current leaders need to prepare and review the reward systems in order to update them and to adjust to the needs and objectives of today's organisations are bold.

Recognition is something that each one of us wants and strives to obtain it. Researchers have shown that people include recognition among the things you appreciate most.

George Blomgren, President of an Association of psychologists said, "Recognition allows people to see the winner. There is a universal need for recognition and most of the people are thirsty for it. "

Particularly interesting for the issue questioned, are elements of the organisation rewarded. Experts consider a reward system has eight major objectives:

- to ensure the recognition of employees who have a special contribution and which encourages others to refine;
- to highlight an organization's appreciation towards superior performance;
- to ensure maximum benefits from the reward process through an effective system of communication to bring out individuals for appointment;

- to provide more ways to reward employees for their efforts and to stimulate creativity in terms of rewarding leadership;
- to convince management that diversity enhances the effect of rewarding process;
- improve morale through proper use of rewards;
- to stimulate patterns of behavior that the leadership wants employees to follow them further;
- ensuring that employees receive recognition and recognized from their colleagues.

As a rule, through the reward should understand the meaning of the claim so far, like something for a special service or as compensation for the effort.

Rewards can be divided into the following categories:

- compensation-financial compensation for services rendered;
- prize-a gift made for performance or quality;
- recognition-appreciation for behaviour considered desirable.

Studies have shown that when managers rewards employees for appropriate behavior, they work better and give customers better service. Normally the desired behavior creates a rewarding satisfaction and results in an emulation of unsuspected energy generators inside.

3. Aspects of the reward system

Reward system should be designed taking into account the following considerations:

- the Organization's culture;
- the desired behavioural patterns;
- employees ' priorities;
- synchronization behavior relationships, reward;
- ease of use.

Reward system must be compatible with the mentality and personality of the organization. Very appreciated things in an organization may be inappropriate in another. Leadership will determine the desired behaviors of existing or new behaviours. It is universally known that encourage changes in behaviour is more difficult than maintaining patterns that are part of your organization's culture. For this reason, close attention should be paid to reward system to encourage employees to adopt new patterns of behavior.

In order to achieve the desired results, employees shall collect the reward as being desirable. If the reward is having a high degree of utility it will be appreciated. On the contrary, if the utility is low then it may have effect notwithstanding.

We consider important the need to consult employees when setting reward systems so that the rewards to mean something to them.

There must be a temporal relationship between the production of very desirable behavior and reward. To stimulate the desired behavior is to reward our employees as soon as possible. Some specialists believe that the most motivated would be to reward our employees even when performing the action.

Life has shown that managers often defer the granting of reward in the hope that they will be able to offer you a better reward players. With adverse acts and excessive bureaucracy that delays the reward process. A phenomenon often is just the fact that some managers to

reward employees just because they have done their duty. It is a dangerous thing that could give rise to many negative effects linked to cohesion and team spirit.

Each gives a different meaning to the word "thank you". Reward process must take account of these different needs. Some people want money, others want to be praised, others will be well seen by upper management, while others want to gain the admiration of colleagues. It takes creativity on the part of designers reward systems. National Science Foundation of the United States pointed out that: "the solution to have employees that are both satisfied and productive is the motivation; This means the stimulation and maintenance of desire to work effectively-to have workers who are productive not because they are forced, but because they are dedicated to the ... Of all the factors that contribute to employee satisfaction, the principal seems to be that the performance should be recognized and rewarded-terms which refer to something for the individual financially or psychologically. "

Many managers use the same motivational factors for all employees. Times, I never said that people attach different degrees of the same things and have different needs. As a rule, the reward system must be designed so as to meet the following classifications according to the hierarchy of needs Maslow:

- money;
- terms of reference;
- safety;
- respect.

We can carry out an analysis of the advantages and drawbacks of the six means of reward. One thing is certain: they must be present with all in different proportions, so as to reach a threshold considered to be thankful of every employee. To be as efficient reward system must combine different means of rewarding, taking advantage of the positive effects of each and they faced disadvantages.

Most specialists in the field of improvement and personnel consultants do not give enough importance to financial compensation in the process of changing behavior. Frederick Herzberg said that: "money is not a stimulating element, unless the employees live below subsistence level, so they have to work longer to eat more. The money you can make man to work for, but I can not motivate ".

L. Porter and e. Lawler show that money do more than provide food and shelter. They give the individual a sense of self worth, because the man for financial compensation as a direct measure of appreciation enjoyed by the organization.

Financial conversation can be divided in two: the need to satisfy the necessities of food, family shelter and medical services (what Herzberg calls "subsistence requirements") and the rest, which rewards family, assuring them a status, pleasure, pride and power. We cannot deny the importance of money in meeting basic needs, but the money to reward individual effort can be just as important. Money can inspire respect, trust, power in sin. This does not mean that money can compensate for the personal flaws, but the lack of them can often prevent the individual to capitalize on the full potential. Employees often heard the expression: "money did not bring happiness. But their numbers ". Attention, as managers, must we pay cash rewards of group.

Whenever possible, the members of the team must be allowed to choose their own rewards. A complex reward system must allow for differentiation within the team.

Group, team rewards are a way to objectively form a team spirit within the team. They are important incentives that encourage cooperation with team members and, at the same time, creates a sense of interdependence between them.

Specialists are universally agree that praise is more effective than criticism for changing unwanted behavior patterns. Generally, people will feel they are doing a good job and they are helpful. Leaders have an obligation to find the opportunity to say every day I thank every employee, especially those who are required to meet the unpleasant tasks. Experience shows that managers who ensure a continuous feedback, positive, their employees are those who have the good fortune of having the best employees. These are the departments that they always do the job at the time, apparently without too much effort, and when the Organization has a problem, these compartments are those who do step forward and offers to help. Absenteeism is reduced and productivity and morale are high.

Leo Buscaglia said, "too often underestimate the power of a touch, a smile, a kind word, a sincere compliment, of the smallest gesture of attention; all of them have the power to change the course of a lifetime."

When we develop a reward system should keep in mind the following considerations:

- to conceive so as to stimulate the desired behaviors always;
- to provide rewards for outstanding customer service and exceptional performance;
- to know all the reasons why we offer the rewards;
- to create a scoring system that can be used to recognize teams and individuals who have minor and major contributions;
- to conceive the system so that 50 of the employees to receive annually at least a minor reward;
- to conceive the system so that managers are able to use your creativity and the knowledge that your employees have when choosing the reward;
- to provide a mechanism for immediate reward. The reward can be considered the last tool of the leadership not because it is the least important, but because it supports all other elements. He crowns the pyramid of leadership. Without a proper reward system employees only have the impression that they are doing the right thing, as such a process provides the feedback that confirms that the positive changes they made to satisfy the expectations of the organization.

4. Conclusions

Current leaders act to instill pride of employees to work in an organization. When you are proud of your organization where he works people are working overtime to keep its good name. One of the main advantages it holds over Western countries Japan is the pride and dedication of employees toward their organizations.

Bibliography

James Harrington, - *Total Management*, Teora Publishing, 2002, p. 387, 389, 390;

P., Drucker, - *Realities of the world of tomorrow*, Bucharest, Teora Publishing, 1989, p.: 33, 35, 64-65, 151;

Herzberg, Frederick (1959), *The Motivation to Work*, New York: John Wiley and Sons, [ISBN 978-1-56000-634-3](#)

L. Porter și E. Lawler, *Industrial Relations: A Journal of Economy and Society* Volume 7, Issue 1, Pages 1–91