

Means and Methods of Quality Management

Lecture

Personnel Motivation and Consumer Satisfaction

Lecture Plan

- Motivation definition
- Motivation theories
- Types classification of consumer satisfaction
- Loyalty definition of inner and external consumers companies services
- Relation definition of satisfaction and loyalty
- Forming scheme of service quality evaluation

To succeed in business, companies
need innovative management tools,
focused on setting goals and defining
personal responsibility
employees



The **man** is **not** a **machine**, it can not "turn on" or "off" when it is required for the company.

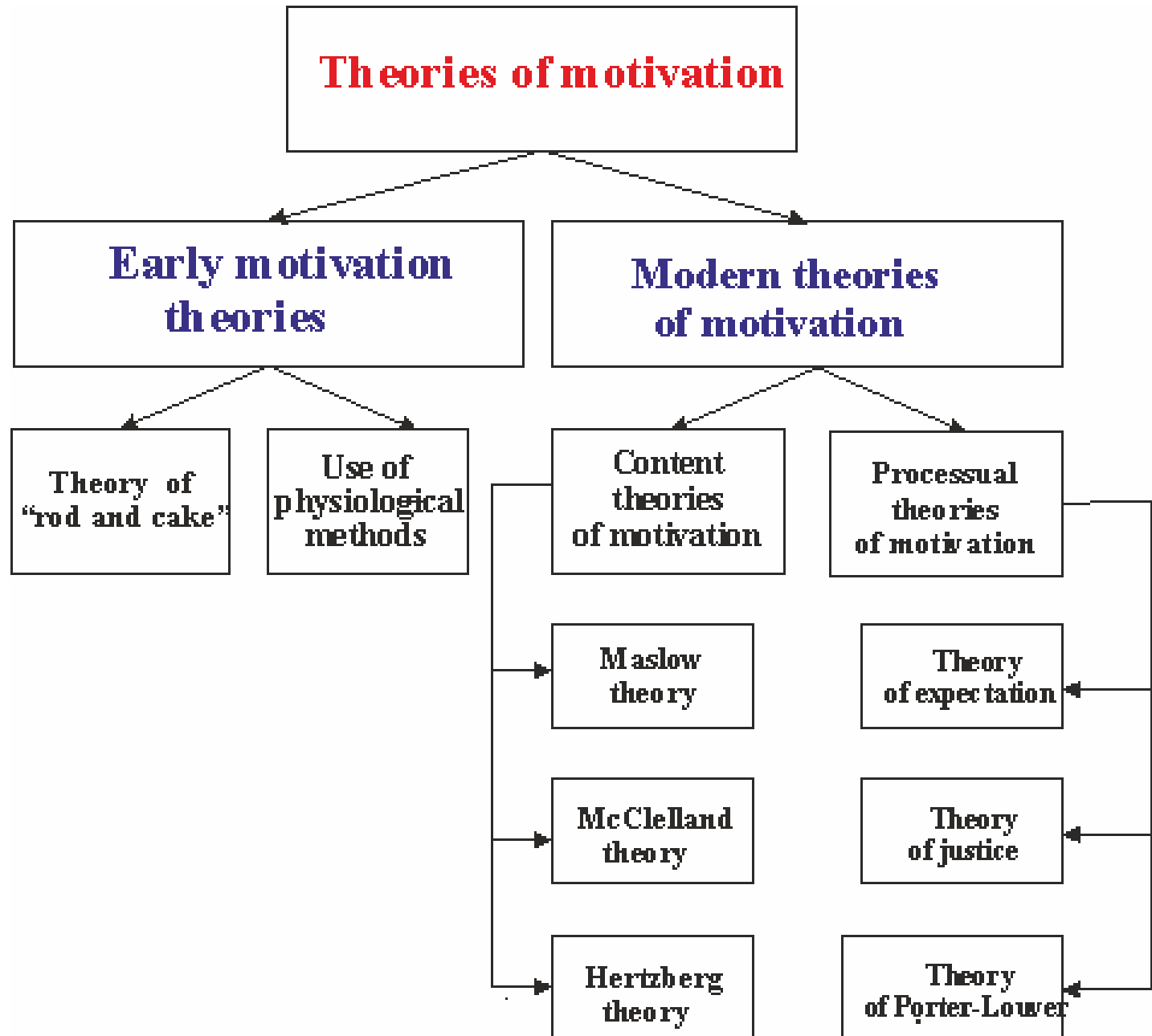
Having the desire, mood, location, based on a certain system of values, norms and rules of behavior, the **man personifies** the **work** performed, makes it somewhat unique.

However, this does not mean that a **man can not be effectively controlled**, the main thing - **to understand the motives** which impel them to act effectively.

In exploring the question of how to motivate people to achieve goals do not always coincide with his personal goals, a number of motivational theories.



Motivation Theories



Motivation
is the process of
encouraging
ourselves and others
to work, to achieve
personal goals and
objectives



Early Theories of Motivation

The first ideas for motivating subordinates appeared many years ago.

From a modern point of view, they are quite primitive, but at the time of creation and for several centuries thereafter successfully applied in practice.

This proves once again that, in the field of management, by definition, there is no "good" or "bad" theories, to evaluate each of them can only be applied to the specific situation in which the enterprise is located.

Theory of the Rod and Cake



Theory of the “Rod and Cake”

First of all known theories of motivation is of exceptional economic base theory of reward and punishment, in accordance with which to achieve the efficient operation of the slave, it is enough to offer him some financial reward, but if he does not perform its duties, it must be punished.

This approach is widely practiced from ancient times until the end of the XIX century.

Use of Physiological Methods



Use of Physiological Methods

New ways of solving the problem of motivation subordinate managers found in the area of psychology.

An important role was played by established Austrian psychologist and psychiatrist **Sigmund Freud** (1856-1939) theory of the unconscious, according to which people do not always act rationally.

Modern Theories of Motivation

Before one can characterize the modern theory of motivation, it is necessary to understand the fundamental nature of these concepts of "need" and "reward."

Need tested by the person is the feeling of the lack something.

Physiologists agree that all needs may be divided into two major groups:

- a) primary - physiological in nature typically inherent, humans differences are low (hunger, thirst, etc.);
- б) secondary - are psychological in nature, usually understood as the accumulation of life experience and significantly different for different people (self-expression, affection, respect, success, power, etc.).

Reward is the fact that the
***human being accepted as a
wealth for himself.***

This is the best stimuli.

Modern Theories of Stimulation

1. Intensional
2. Procedural

Modern Motivation Technologies

Intensional motivation theories

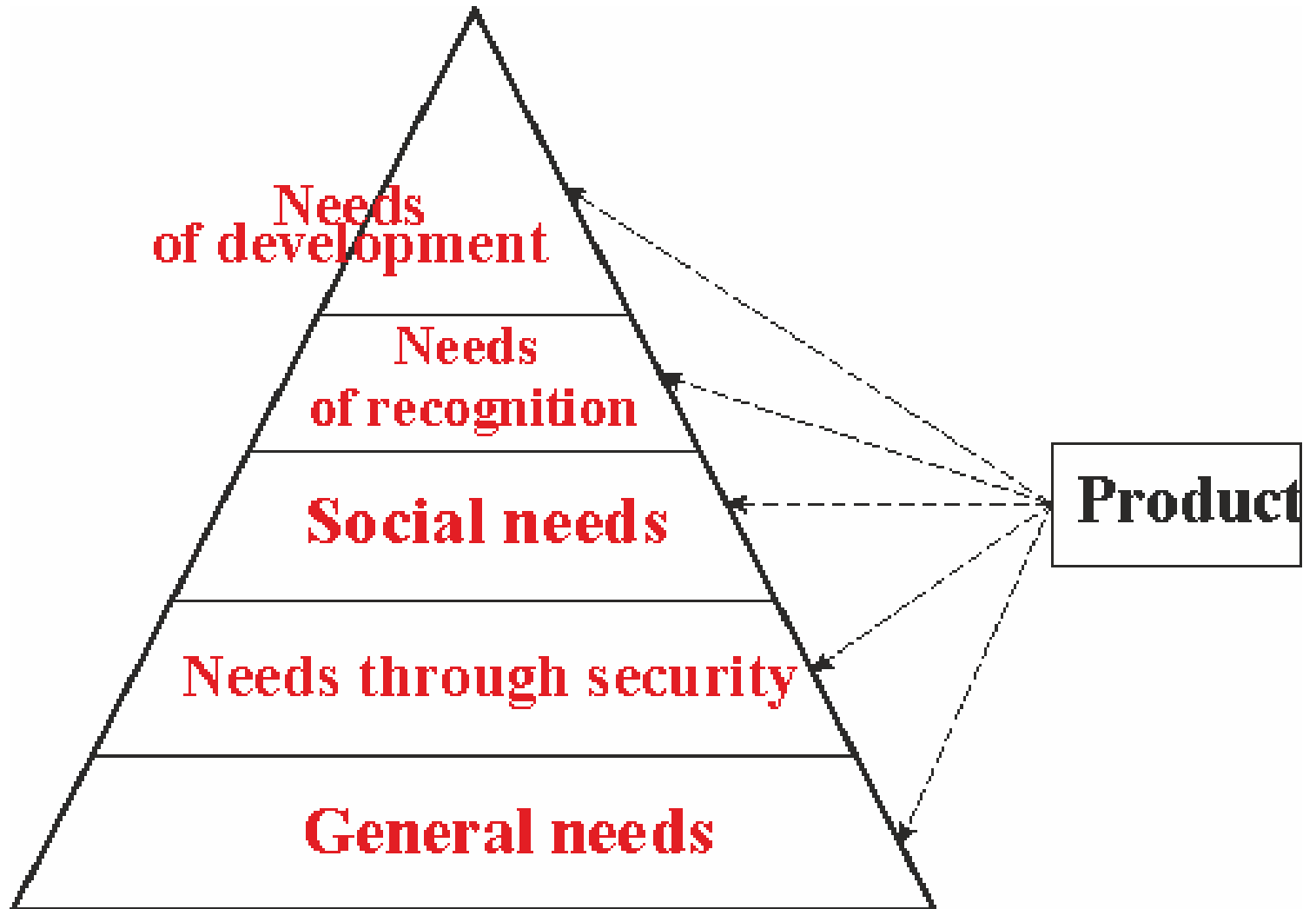
Aimed at the question decision of needs, motivated individuals or issue, based on what goals it prefers to act (the theory of the hierarchy of needs A.Maslow, two factor motivation-hygienic F.Herzberg, model labor content influence on motivation supply Hackman and Oldkhem).

Procedural motivation theories

These theories determine variable and components of human being behavior, describe their relation for achieving necessary result (expectancy theory, Extended motivation model Xekgauzen, Expended theory of Skinner).

Motivation theory of Maslow – needs connected with the properties of human being personality
The theory suggested by English scientist **Abraham Maslow**, the 50 –th , XX century.

Pyramid A. Maslow



Theory of needs David Mac-Clelland

Groups of needs:

- 1) need within power;
- 2) need within success;
- 3) need for the sacrament to any cause

The man in the process of personal growth moves from one group to another.

Result Law: The degree of satisfaction, obtained in achieving the goal, influence the man's behavior of similar situations in the future.

Mac Cleland based on his research pointed out *three groups* of managers :

1. Institutional – possess high level of self-control. The need within power more than their affiliation
 2. Managers who possess the need within the power more, than prevailed over the need within the affiliation, and they are opened and socially active in providing managerial activities.
 3. Managers who possess the need within the affiliation more, than affiliation within the power. They are socially active, but for the company goals achievement are less effective.
- According to Mac Cleland, the authors of the first two types efficiently manage the subdivisions thanks to their need within the power.

Tow Factor Model Gutsberg

The first factor is a numerical factor : policy company, management, job conditions, salary, control degree for job, interpersonal relationship.

The second factor is a motivation factor: success, promotion, recognition, respect, possibility to take decisions individually, risk, possibility of creative work.

Justice Theory J. S. Adams

Justice Theory J.S.Adams regards employee motivation from the point of view situation assessment and his imagination about justice, relations between him and company.

Three Possible Variants of Final Assessment of Such Comparisons:

- underpayment;
- fairly payment;
- overpayment.

People, who were paid fairly, according to their opinion, have the feel of satisfaction, considering their attitude to the job and their labor efforts got deserving assessment.

Is it necessary constant personnel motivation?

In 2004 г. Harvard Business Review published research results, conducted with the aim of determining profitable employees and searching of optimal motivation results.

5% employees are appeared to work well for the average company.

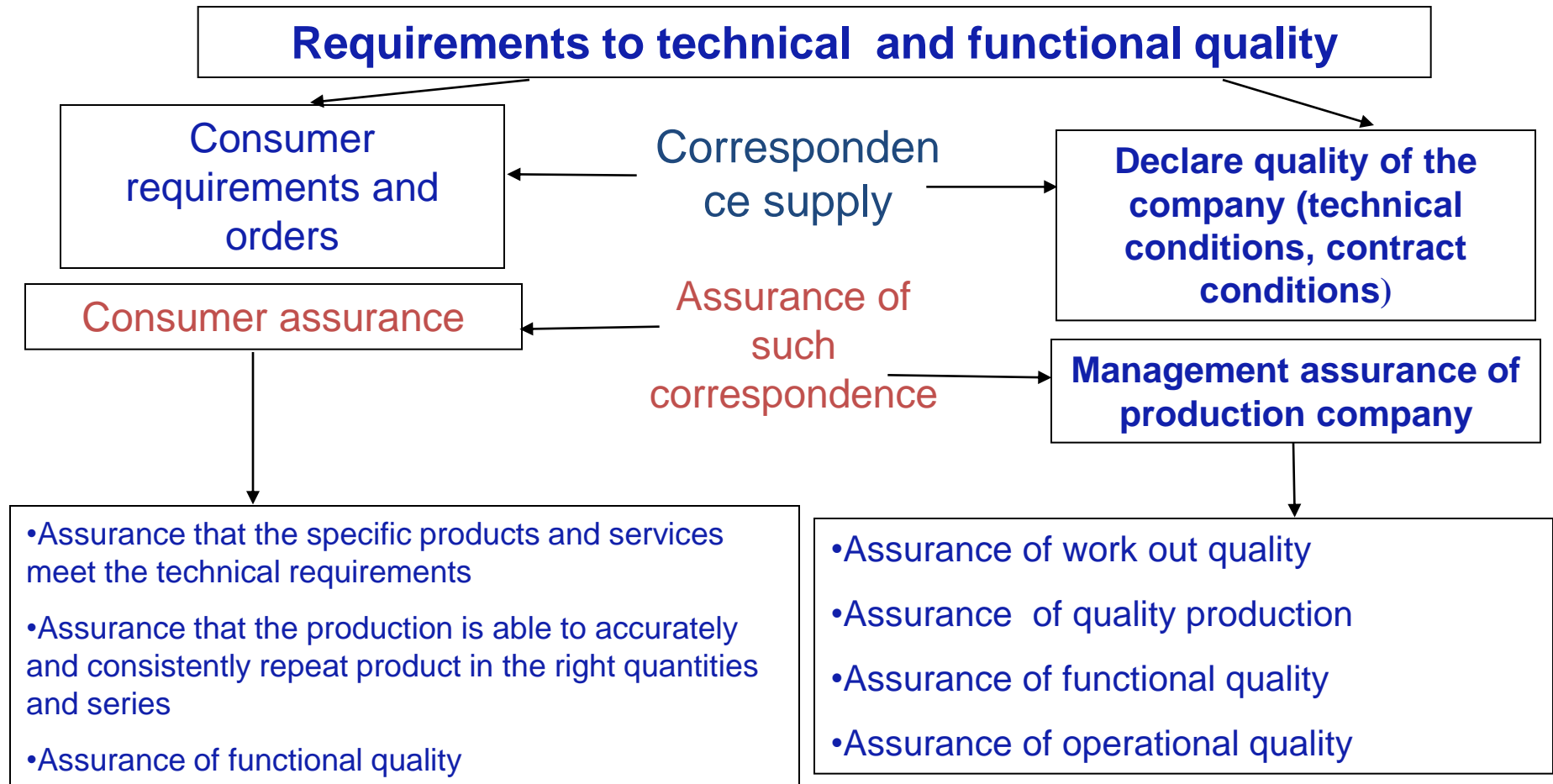
(5 – 7)% employees always work bad.

The correct statement of goals and objectives with the compulsory implementation and control of their performance is necessary for the rest employees **(87-90) %** .

Types Motivation for Personnel

- Money motivation;
- Motivation for promotion;
- Education or studying;
- Competitions, honours board;
- Gifts ,benifits package, vacations.

Issues Guarantee Quality in Conditions of the Consumer Market



Satisfaction Definition

Satisfaction is a consumer reaction for accepted perceived discrepancy between the initial expectation of the product and its real characteristics. It became more understandable after the product use by the consumer.

Satisfaction Definition

Two types of satisfaction:

1. as a process
2. as a result

Satisfaction as a result: assessment, showing that the product's impression was, at least, not lower of the expected.

Satisfaction as result :

- cognitive perception of the problem of adequate or inadequate benefits from the product, obtained from the product the costs that it had incurred.
- emotional response to the complex impressions obtained from the product or service from the store, as well as the actions of vendors, the method of purchase state of the market;
- purchase result and goods use, expressed through comparison of benefits and expenditures for the purchase in accordance to expected consequences.

Loyalty Definition

Loyalty implies the positive attitude of everything, concerns company's activity, products and services, produced, sold or provided by the company, for company personnel, company image, trademarks , logotype etc. Approving attitude or tendency to choose (product, company) is expressed through the consumer company's actions.

Loyalty consumer is:

- regularly made repeat purchases;
- buy a wide scope of company production;
- attract other consumers;
- doesn't react for the competitive consumer's offers.

The Loyalty Scheme of the Upbringing

- Search of non formal leaders
- Staff structuring
- Definition of borders and subordination inside the departments
- Definition of the age range
- Definition of key employees
- Development loyalty program and definition of responsible parties
- Work by shift
- Work between shifts
- Team formation
- Formation and support the charisma of the first officials
- Control

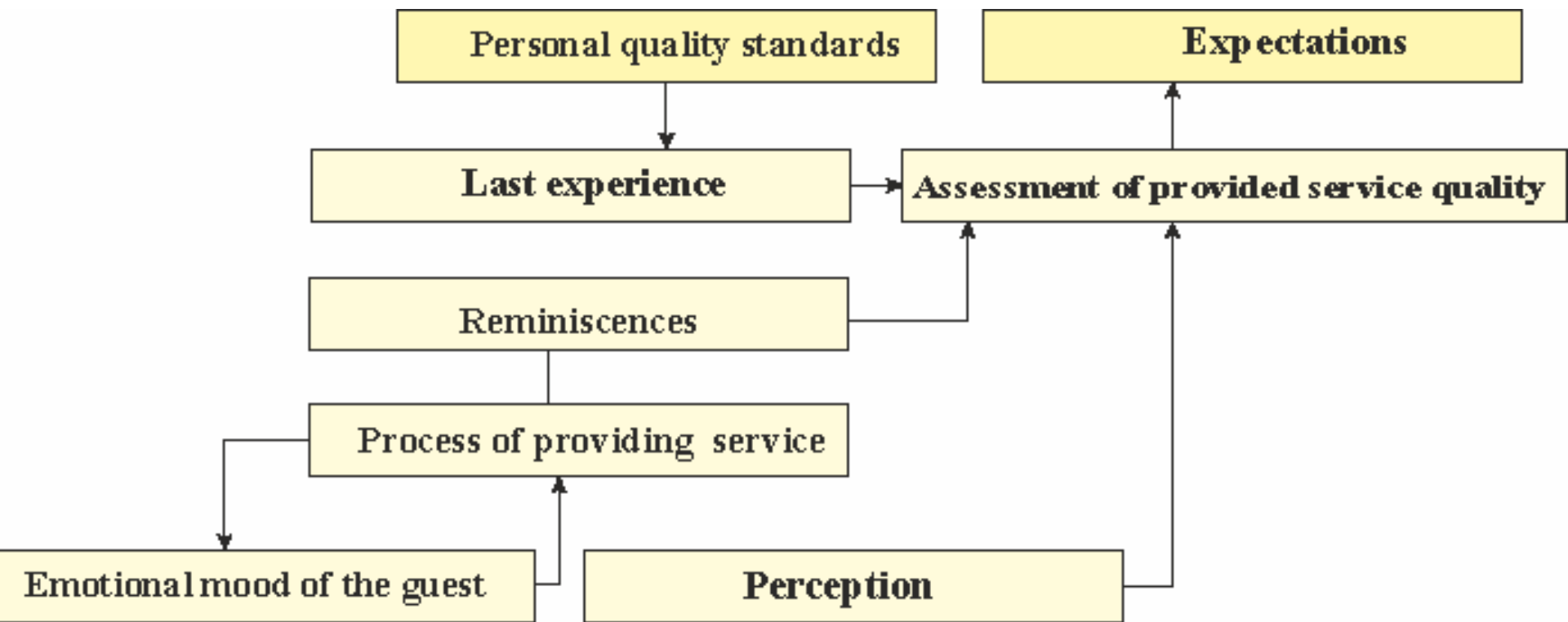
Definition Interrelation «satisfaction» and «loyalty»

Loyal consumer is always satisfied consumer, but satisfied consumer is not always loyal.

Consumer satisfaction is the first step on the road to capturing its loyalty.

Evidently, loyalty is based on the satisfaction consumer. Therefore, one of the important issue is, what way to measure the satisfaction degree of the consumers by the service and in what dependencies is loyalty.

Scheme of Forming Assessment Service Quality



Thank you
for your attention!