



PRACTICAL ASPECTS OF MOTIVATION OF NEW EMPLOYEES

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ABSTRACT

The article highlighted the main problems in the recruitment and selection of new employees, leading to discouragement in job candidates. Removal is based on the author's experience as a member of various commissions for the selection of candidates, and meetings and discussions with specialists in recruitment and selection of the leading consulting companies in Bulgaria. Special attention is paid to the possibilities to overcome these problems. Various options have been proposed as solutions.

Key words: motivation, motivational attitudes, motivators, job applicants, work environment.

INTRODUCTION

In the academic literature, activity of recruitment, selection and appointment has been widely advocated as a key component of the management of human resources. There is developed its nature, goals, approaches, mechanisms, etc. In Bulgarian companies with specific reporting of scientific knowledge and best foreign practices, this activity was developed relatively good in terms of its formal documented security. Commissions recruitment and selection using multiple methods (interviews, tests, case studies, assignments, etc.) which manage to screen out candidates with the necessary knowledge and skills to cope in the workplace. Essential, however, unless the necessary competencies for new employees to cope with the job is its motivation.

The main purpose of this article is to found in the process of recruitment, selection and appointment, who are motivated and who disincentives that determine the "behavior" later in the work of the newly hired employee.

1. Motivational attitudes at the "Job Application"

This stage covers the period of conditional moment a prospective employee has decided to apply it to a selected company until his appointment to the job.

Reasons may be many, I will arrange those that I think are essential:

❖ The motivation comes from the desire to find any work. You are not important position prestige of the company or the type and number of material benefits that it offers. Very often people look only breadwinner at work. This is the only motivator for them and they will swallow many of the disadvantages of working conditions in the work environment.

❖ Motivation is directed to start work at a particular position. These candidates are seeking professional development. They are specialists in their field and want to gain achievements initiated there.

❖ Third motivator for employment may be work of a specific company. Many people would like to work in a business organization, it is because it boasts a prestigious name and sustained success.

❖ Other motivators for employment can be higher salary and benefits for which it is known that a particular company offers may depend on the location of work, the working time and other factors that are related to the needs in daily life applicants.

When the job applicant is asked for an interview, he wishes to present himself and be assigned to the required position. Most candidates were well aware that the ability of

today's job market is very limited. Therefore it should be highly motivated. His ambition to get a job is measured and expressed as a preparation to investigate this company (what is its activity, which has had success, what does the position applied for), to select a clothing diligently, to address the gestures during a meeting with a prospective future employer or a colleague to think about what to say and what are the knowledge and skills, which will stand out from the interviewers. It is these important components and provide a clear picture of the man on the other side of the desk, whether the applicant is motivated to get the job.

It is important to mention that a strong impact on the motivation of the applicant from the beginning have company employees conducting job interview. They can choose different types of interviews - one that stressed the candidate and one that highlighted the positivity. In stressful interview the candidate is placed in a highly uncomfortable situation to see how they react in a tense situation, and to assess its stability, while the second type - the contact interview, the main goal is to dialogue. I think the second method of interviewing is much more motivating effect on the applicant. I would say even then that was the beginning of the essential business of the prospective employee motivation. He will accept this initial impression, as a symbol of concern for the preferences of employees and respect for them in this company.

When making your choice, the Committee on recruitment, selection and appointment should be guided by the rule to clarify the motivational attitudes of the candidates so far, what he looks for his work in this company. Precisely such an adjustment to the needs of a prospective employee would save much cost and frustration of managers of the organization. What do I mean? Consider the following situation - hired an employee whose motivation comes from the desire for vertical growth. If there is no vacancy to offer its employee in the next year or two, the employee will be discouraged from work after long service and will look for a new one. The same reasoning is used if the applicant is interested in creativity in their work or the

freedom of expression, the company must be aware of how this would be possible in the department in which he will be appointed. Ever before to be hired one employee, the professionals involved in the appointment of staff must provide its subsequent motivation.

2. Motivational attitudes at the "first days."

Everyone knows the exhilaration of being told that he was the man chosen for the position so long wished and expected. But on the first working day motivation suddenly gave way to panic, "Oops! Can he do the job? Will you accept me colleagues? Does the job I would love as much as you imagined? Whether the company is good enough? "

Starting a new job is stressful for everyone. Along with joy, often experiencing worries, uncertainties, doubts as to himself, and to what the future will provide us. Usually the first day is emotionally exhausting for the new employee. It is important to mention that the first impressions that he created during this period are more convincing and lasting affect on his motivational attitudes.

"The adaptation period the employee to a new place is one of the most difficult. He should do well to successfully solve his first tasks and projects to adapt to his immediate supervisor, under whose obedience is: to his needs, style and character. It may face as well as the tasks of adaptation in the community and to the general disciplinary requirements. "¹- these are the emotions that rotate in the confused mind of" newcomer ".

First I want to say that the future motivating newcomer is particularly important to know why he was chosen and what is its value in the eyes of the employer. It should also clarify to him the purpose of the company, what are their biggest projects. Each employee should have a look at the most important values and beliefs of the company know how to realize his work. This creates a feeling of mutual trust and a sense of job satisfaction from the beginning. Upon induction, the new employee receives for study his job descriptions. From my own experience I would say that very often in the

¹ Collective, "Effective Motivation" - ed. SoftPres Ltd., 2007

course of work the employee is required to perform additional tasks other than those listed in the job description. This discrepancy appears to be "double-edged sword." On one hand, addition to its obligations can be seen as a symbol of trust to this employee and receiving new responsibilities it may be a sure sign of future promotion. But systematic excess of obligations extended period of time without a corresponding increase will lead to dissatisfaction and demotivation. Eventually everyone recruits expected that between work and reward and recognition will stand an equal sign.

Other side, which faces the newly appointed at recruitment was his relationship with **the people close to him in the office**, as the most important figure playing a key role in emerging motivation and demotivation in the new employee during the first days of work is his mentor, from which it may obtain information and recommendations on the implementation of the tasks. At first, this mentor will be his main interlocutor. Attitude that he shows in his work to managers and of the reasons that kept him in a position at this company will be a mirror of how the new employee will take appropriate department and will accept the tasks and responsibilities. Furthermore, it is important that the treatment of the newcomer. If the coach ignores it and did not give the necessary and expected help, this will lead to the first conflicts in the workplace. Effective activation of both guarantees the successful induction of new employees. I can not mention the repeated case in which the newcomer is not assigned a mentor or generally speaking person to answer questions and help him. When a new employee is left to survive in the new environment very quickly kill germ motivation for him.

It also has and expectations associated with the provision of the most important and necessary tools for the job. **There is nothing more demotivating situation than to get to the new company and see that there is no place to work.** This immediately raises doubts in people that either his appointment was not necessary, or the company is not serious organized. Once a desk and a chair can not

provide on time, what about to work effectively and pay on time?

I think that to stimulate motivation staff member would be appropriate from the beginning leader or manager to put him some task. It should be simple and easily executable, but also require the use of newly acquired knowledge and information already provided to him by his mentor partner. In this way after the execution of the task, the man began to acquire confidence that you got the job at the new location.

3. Motivational attitudes from "first days" to "complete adaptation in the working environment".

When applying for a job, often during the interview you need to answer the question: "How much time you will need to adapt and get used to the job?". Most candidates in this case say they will do for the shortest possible time. The reality is of course different. Time that other people will stop calling you a "new" while talking with each other depends on many circumstances - the nature of work, work experience, even the newly appointed sociability. Sometimes full adaptation can occur only after six or seven months. For this period, the motivational attitudes of recruits pass through the prism of many factors exercise a strong influence on them.

Factors influencing the motivation of new employees do not differ radically from those which was established are already available. But important detail with which managers must take into account is the impact of the previous work of the employee and the comparisons he makes with this. Depending on the reasons why the employee left their former position at which he worked, managers should orient their interactions on their motivation, depending on needs. For example, if an employee has left his previous job due to unmet need for recognition, his new manager should focus on the praise for the job which is done well.

To deepening my analysis there will examine the basic needs and personal motivators discussed in recovering of sight to the new personnel during the period of adaptation. I would like to clarify that these are needs that I

believe are fundamental in the study of motivational attitudes of new employees and their change. Very easy, they can be found in the fundamental theories like the theory of needs of Maslow and Herzberg two-factor theory.

3.1. Need to maintain the life activity and health.

Unfortunately, there are few companies that are trying to fully satisfy such needs of their employees, either newly or already established. Factors that influence the care of these needs can be summarized as follows.

For the new employee basic initial stimulus to work in a company are salaries and material benefits that are promised in his achieved certain results. These will satisfy its needs to maintain life activities and health. I must admit that payroll is one of the main incentives for entering a position. But I think this is the only motivator in the short term. To be motivated long term, the employee must be provided with intangible other incentives.

Another motivating factor influencing new employee is the provision of transport, be it a company car or public transportation card. If the employee lives away from their future work, it will negatively affect both the financial condition of the servant and will contribute to further fatigue caused by long daily journeys.

The need for health particularly would be affected if the first days of signing on the employee is unable to use his lunch break or clearly shows that the system remain after hours is an established trend in this company. Important for managers who care about the motivation of its employees to express your negative evaluation when staff ignored lunch. In summary, I can say that in order to cope with meeting as many vital support needs of their new employees and to save many troubles arising from the frustration of these needs, managers must still in the employment of workers clarify their primary need.

3.2. Need for security and stability.

In modern companies need stability refers to a secure and permanent employment, safe working conditions, social security. Satisfying

this need is a biological incentive for staff behavior.

The first reason for the uncertainty on the part of recruits is related to general practice by employers to provide contract that is entered for the probationary period. This creates a strong sense of insecurity newly. Moreover, the newly hired employee has yet to prove their skills and competences to ensure the preservation of his work.

Another factor accompanying feeling of uncertainty is related to compliance with the agreed amount for salaries and to determine exactly clear bonus and remuneration system. If the first month of newly retained not receive the agreed payment in full, or if it is delayed, it would help the emergence of discouraging attitudes.

Each new employees with the attitude that they be paid and all necessary insurance. A common practice is the employer to provide its staff the minimum wage, which for a mature and knows what the employee needs to develop a high sense of insecurity.

As for working conditions is important for any new employees to obtain the needed resources for the job. Precisely working conditions favored the high productivity jobs. Them Herzberg called hygiene factors. According to his theory, these are factors that can not efficiently motivate employees of a business organization, even if it lasts newcomers, but when under normal and acceptable level, they become confident demotivator.

3.3. Need of respect and gratitude.

This is a need which is naturally embedded in the human. Gratitude and respect are some of the strongest motivators. Most people think this way: "The main thing is to respect me. If you do not feel respect for themselves and recognition for their achievements, I do not work for any kind of money"². In motivational attitudes of new employees is one of the main motivators. It is important to note that the respect is built right from the appointment of the employee. Since the early days he tries to

² Collective, "Effective Motivation" - ed. SoftPres Ltd., 2007

satisfy their need in two directions - respectful of the leadership and respect from colleagues. In the first field employee will earn respect through their competence and diligence and in parallel it has to receive a positive evaluation and appreciation for the job which is well done that will motivate him further. The second new direction should endeavor to strengthen their skills and experience in a collective environment so that it becomes a source of professional support and advice. Achieved respect in both directions would provide a secure and long-term motivation of the new employee in the future.

3.4. Need of teamwork.

Having entered into a new working environment the new employee feels like a piece of what is happening around him processes. Each of the other employees already specified tasks and know where to turn in order to bring their performance to the end.

Need for cooperation either with new colleagues or management is particularly important for the motivation of the new employee. If he gets into a permanent collegial environment and be able to work with its members to the overall (corporate) objective, it will lead to a hard and intense desire and enhance the performance of that employee.

Satisfaction with co-executed teamwork will be the result of the success of newly become a part of our team. When this happens, it will start to look at work that needs to be done in another way. Based on my own experience, I would say that the level of motivation of the newcomers when they come in a collective environment dramatically increases. The question "How do you do this?" Is converted to group asking "How do you do the job?". Self becomes "We" and it is essential for the future of the business organization.

3.5. Need to communicate.

When starting work each employee becomes part of a formal group in the organization. For motivating communicative person would work in a common room with employees who, like him, want and love to communicate. Moreover, each company there are informal groups formed. New job can mean new friends, new interests, new contacts. When entering into a new environment (in this case a

particular business organization) man is a strong desire to find their place in it where they can share their interests. But besides a place to share and communicate, work can mean serious isolation in the event that newly have difficulty with social adaptation, which can cause formation of discouragement from the very beginning.

I can not say that there is the other extreme - people who prefer to introspect, sequestration and concentration, they are motivated by the work environment with limited contact and continuous attempts to social cohesion by others would cause negative attitudes among them.

Therefore, it should be clarified as to strongly expressed the need for more communication when placing the employee at work, given that it strongly depends on the character of the individual. An important prerequisite for this is how the leadership knows the informal structure of your department or company as a whole.

3.6. Need for career development.

Of particular importance is more in the interview to clarify whether the new job offers for new employees develop their skills and abilities. Career development is highly effective motivator for new employees.

Even newly appointed employee does not have the knowledge and skills, but there is desire and drive to do well, because he knows he has the opportunity to rise in his field, he will acquire the knowledge and skills quickly and willingly, and will be very more motivated to perform their duties, achieve their full potential. This will bring both new material benefits and successfully meet the needs of its development and self improvement.

3.7. Need for a realistic assessment of progress.

When entering the office, the officer is doing his tasks and carry out their duties, depending on work experience in a similar position to date. In the first few weeks of the new employee can often underestimate their knowledge and skills, he constantly asks questions to its surroundings, it creates an impression on him that he will be evaluated

negatively by their colleagues and by management.

These worries are often unjustified source of discouragement in newly appointed, so it is very important to actually be appreciated by the management efforts, the employee makes to follow set goals and perform tasks. The new staff will usually clear and objective view of the overall performance to date. That is why an effective motivator would be the evaluation as objective and fair reporting of the employee.

If I had to pick the most effective motivator to help in the long run to stimulate the desire to work, I would say that this is a compliment. Managers should clearly know that moment express praise for the achievements of their new employee, they motivate him to an extent that would tripled his efforts at work. The salary, working conditions and other material possessions are all things that please the physical needs of the employee. But praise and reporting excellent work are free techniques for promoting safe and satisfying psychological needs of staff. They will build the new employee confidence in his work, which will speed up the process of adaptation.

3.8. Need of freedom at work.

If newly appointed employee is one of those people with an independent character that fall within the golden mean between leader and subordinate, and keep the freedom in your work, then management must necessarily comply with it unless you want to create a negative response.

This type of people normally skilled in the field in which they practice and are competent enough to not depend on guidance constantly. It is necessary those controls to be minimal, because if the immediate supervisor of the position to be strict and directives the newly appointed would not stay long at the corresponding position.

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