Motivational style for the project team

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Abstract

One of the greatest challenges facing projects in the world is the manpower management. In all the projects whether small or large, man is considered one of the important factors in the advancement of the project goal. Making most of them interested in and satisfied with their duties to meet the goals of the project enjoys special importance, since when man is satisfied with his job, he unconsciously performs his duty with greater care and consequently will be happy. In order to achieve more and better efficiency, the motivational factors are identified and then we embark on the enhancement of the efficiency to satisfy these needs. By studying the content theories of motivation and the specifications of the project in this paper, the motivational factors are determined for the project staff. The most important presupposition of the existing motivational theories formed in the bed of organizations and communities, is the presence of a rather stable group like an organization. Therefore, for a project whose most important specification is being temporal, the above-mentioned theories are not applicable and the project fails to have a fixed group of personnel. Therefore, the personnel is not permanently present over the whole period of the project. Therefore, with regard to this fact, the content theories of motivational factors are specially studied for the personnel of a project and at the end, the motivational factors for the personnel of a project are introduced and an appropriate processing theory which is more suitable for the employed managers is presented.

Keywords: Motivational project, Success, Goal setting

Introduction

Motivation is one of the most important issues in management. All the management specialists consider motivation as a complex process with a multi-dimensional nature. Therefore, its understanding and application requirethe awareness of the relatedknowledge and the art of its application. Unfortunately, the manner of motivating the project staff has not yet been investigated scientifically. These questions and many others are all related to the issue of motivation, and the response to them is summed up in motivation and the staff motivations. Therefore, by having a good command of the manner of motivating the staff and their motivations, the project managers can:

- easily take action to realize the goals of the project by the staff
- be successful in performing other duties
- greatly increase the performance level of the staff to guarantee the high quality of the project output
- prevent the waste of human resources, especially for the projects or the key personnel
- increase the participations of the personnel in all areas
- increase self-control to reduce observation
- increase self-confidence and satisfaction in the role of the staff in the project
- increase the probability for the completion of the project within the scheduled time limit
- react faster and more efficient against risks and crisis of the project

The above issues in addition to many others can be mentioned as the advantages of increasing the motivation of the project staff which ultimately, along with other managerial needs of a project, can

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lead to an efficient and effective management of the project.

Discussion

First the definition of the project and the concept of motivation are expressed:

Project

First, it is investigated to know what type of activities is called a project:

A project is a temporary effort to produce a unique product or provide a unique service. It is temporary, i.e. each project has a definite beginning and an end; it is unique, i.e. the product or the service is somehow different from other products or services such as the development of a new product or service (International Project Management Association, 2008). The PRINCE Standard has provided two definitions for a project; the first refers to the goals of the project and the second to the specifications of the project. From the view of the goals, this standard defines the project as a managerial environment established for the purpose of the delivery of one or several commercial products according to a specific commercial situation and in another context it considers it as a temporary organization that should provide a unique and predetermined result within a predetermined time with specified resources with regard to the specifications of the organization(The Office of Government Commerce).On the basis of the definition of the ICB standard, a project is defined as a performance limited by time and cost to attain the defined deliveries (the limit defined to meet the project issues) on the basis of the quality standards and the requirements (International Project Management Association, 2004). It is worth mentioning that all these standards have taken the time limit, cost (resources), and temporality alongside the production of a specific and unique product into consideration. Therefore, it can be mentioned that the temporality of a project is the most distinctive specification of projects.

Motivation

Motivation is a term denoting a goal or psychological cause of an action (Schater, Daniel, 2011). Motivation can be defined as follows:

Motivation is the provision of a set of conditions to make an individual active from inside (Mark A. Tietjen, Robert M. Myers, 1998)

Motivation is a complex psychological process

guiding the behavior of an individual toward a goal or a destination (ibid, p. 226).

Motivation is the inner states of an organism guiding the individual behavior toward a specific goal (Nigel Bassett-Jones, Geoffrey C. Lloyd, 2005).

In short, it can be said that motivation is a set of forces causing people to behave differently. Motivation starts with a need. People search the ways to satisfy their needs and then behave in accordance with them. The performance resulting from this behavior will bring about a set of rewards and punishments. A satisfactory result can satisfy the basic needs in different ways.

In this paper, the partnership motivation is intended. The partnership motivation points to the desire and internal tendency of an individual to take part and continuously get involved in the activities of the organization (Liu, Wilson, 2010).

The general model of motivation

Shortages and deprivations (needs, drives, interests, and expectations) lead to imbalance or stress in man. The generated imbalance in man is a stimulus and producer of energy that man tries to employ it to attain balance which is called motivation. This behavior of man is goal-oriented and the obtained results correct the internal states and this cycle continues so that man attains the internal balance (Nigel Bassett-Jones, Geoffrey C. Lloyd, 2000).

Classification of motivation theories

The motivation theories are brought up in two general frameworks of content and process theories:

Content theories

This set of theories is after the identification of factors that generate motivation in man, in other words this set of theories is after the factors that are responsible for the role of catalyzers and activation of human behavior. The needs, interests, and expectations are taken into consideration as stimulating factors in these theories. These theories do not pay attention to the process of behavior activation. The Maslow's hierarchy, Mac Keland theory, Alderfer theory, and Herzberg's two-factor theory are included in this group. The content theories:
- theory of Maslow's needs hierarchy
- Alderfer theories of existence, relatedness, and growth
- Herzberg's two-factor theory of motivator-hygiene
- Theory of McClelland satisfied needs

Process theories

These theories do not pay so much attention to the factors effective in motivation, but they pay attention to the manner of the performance of motivation. All the process patterns try to identify the major variables such as needs, expectations, rewards, and reinforcing variables effective in the selection of the level of activity for the performance of the job. In addition to these process patterns they figure out to find the manner of the interaction of these variables with dependent variables such as job satisfaction of the staff. The process theory of:

- Adams equity theory
- Expectation theory
- Attribution theory
- Reinforcement theory

Integration of the content theories:

In continuation the presented theories can be integrated in three groups as in Table 1.

By examining Table 1, it can be said that the lowest level of human needs are the basic needs that man like other creatures needs to survive. This group of the needs is mostly satisfied by money, but with regard to the nature of the projects which are temporary activities and the membership of people in them is valid for a specific time interval, therefore the satisfaction of this need does not completely take place for the staff of a project.

Table 1. Integration of the content theory and the needs.

Theory / Need	Maslow's theory	Alderfer's theory	McClelland's theory	Herzberg's theory
Basic needs physical needs	Physiological needs Safety needs	Existence needs	Need for power	Hygiene factors
Social and collective needs	Affiliation and friendship needs	Dependency needs	Need for dependency	High level of hygiene factors and low level of motivational factors
High level needs and self-satisfaction	Needs for honor Needs for actualization	Growth needs	Need for success	Motivational factors

The second group of the needs includes the social needs and the dependence that man needs in his social interactions. This need is realized in the form of organizational affiliations, sense of cooperation, and friendly communications in organizations within an informal framework. This group of needs is also the mediator between the high and the low groups of the needs. Again, with regard to the nature of the project activities whose groups are temporary, the possibility of sustainable relation with other members of the group becomes difficult and naturally, the satisfaction of this need for the staff of a project does not take place completely.

The high level needs refer to the needs of self-actualization and self-satisfaction. At this level man is self-satisfied and is delighted with the results of his performance which is more attainable through the project team, because it is a feeling that is gained when the needs are satisfied at the higher level. In addition to heartily and internal confirmation, this feeling also needs confirmation from outside. Therefore, with regard to the quick feedback of the results through the project, the satisfaction of the needs at the high level is greatly realized. Also, compared to organizations with routine tasks, these groups of needs are more capable of being satisfied in projects, because the projects start and end within a limited time period with evident results and the individual has another chance to attain another success when the next project is started. With regard to the diversity of the projects, the personnel have a diversity of jobs to do. Also, with regard to the fact that the high level needs enjoy psychological rather than material aspects, therefore the managers of the project intend to concentrate more on the internal motivational aspects (internal motivations refer to motivations resulting from internal tendencies and enjoyment with no regard to the external motivations like external stress or tendency for reward (Wigfield, A., Guthrie, J. T., Tonks, S., and Perencevich, K. C., 2004) rather than on money and external motivations like the need for ego-discovery and culmination.

Therefore, managers should avoid employing those who consider the job as a necessity, i.e. to work just to earn a living and for money; they should

employ those who work to satisfy their spiritual and immaterial needs. Therefore, employ those who desire high level of success in the project.

One of the significant attributes of these people is to attain their desired goals. Therefore, it is very important that their sense of commitment is high toward the goals of the project. The more the sense of commitment of the staff to the goals of the project, the more confident the managers will be about the goals of the project. Therefore, it is required that the goals for the personnel of the project team be highlighted by directing the goals according to the motivational process theory. In this direction, Locke and Latham propose four conditions for the determination of the goal (Locke, E. A., and Latham, G. P. , 1990):

First, the goals should be specified;

second, the goals should be challenging;

third, the goals should be attainable;

and the last, people should be committed to the goals.

In fact, the theory of goal-setting states that the goals which are challenging and specific, but attainable can increase motivation in most cases (Swezey, Robert W.; Meltzer, Zach L.; Salas, Jimmy M, 1994). On the other hand, Atkinson believes that the tendency to progress or success is the outcome of the success motivation, the success probability, and the incentive value of success. Additionally, the factor of the fear of failure can also be effective in the prediction of behavior (Maddi, 1989).

Therefore, by increasing these three factors in the projects, the motivation of the personnel can be enhanced and also the employment of very conservative people in the project is avoided.

It is important to know that the power of "success motivation" factor depends on two things: the power of need and the belief of an individual in the fact that the performance satisfies the need (Sommerfeldt, 2010).

Therefore, people should have great need desire for success and be confident that their needs are satisfied by attaining the goals of the project. It should be noted that need satisfaction is internal and with regard to the incentive value, it is different from the need satisfaction which is an external motivational factor. For example, helping a poor man does not have the motivational value like becoming famous, but to a greater extent, it satisfies the meaningful need of the individual life which is an internal factor.

McClelland believes that as the activities related to success are created on the basis of the past suc-

cesses, pride experience, and positive behavior, the effective negative behavior is also derived from the past unsuccessful experiences and shame experiences (Harriz, 1993).

Then, the employment of the pessimists or individuals with negative experiences at the management levels of the project should be avoided.

Conclusion

As it was stated, the first and the second levels of the needs with regard to the attributes of the project are not so much motivating for the employees of a project. But, the high level needs in a project can be satisfied properly for the people who need success and self-actualization. With regard to the fact that the satisfaction of these needs is greatly dependent on attaining the goal and those goals should also be in conformity with the success needs of the project employees, it is therefore required to attain this conformity by the use of the goal-setting process. With regard to the motivational factors described in the text, it is suggested that the intensity of the motivating force of the goals be increased as much as possible by the following formula:

The motivational power of the goal= [the power of the need for success (self-actualization) the rate of the need satisfaction (internal) chance of success] + success encouragement value (external).Care should be taken not to employ individuals whose first and second levels of needs are very high. Also, do not employ those who are very conservative and those with past negative experiences as well as those who are pessimist in the project.

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