

MOTIVATION OF PERSONNEL – ESSENTIAL PART OF LEADERSHIP IN THE MILITARY ORGANIZATION

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Abstract: *in order to achieve the predicted results, a successfully leader must start paying a special attention in motivating his people. This can be somehow difficult or even scary for some leaders because this thing means showing your emotions, public speaking, making yourself vulnerable. In spite of these difficulties, a leader must learn as many ways as possible to appreciate the effort and the value of the subordinate contribution in reaching desired results. This represents the essential part of motivation for high performance.*

Keywords: *leadership, motivation, recognizing others.*

1. INTRODUCTION

Leadership means influencing subordinates (individuals) - by providing purpose, direction and motivation, leading them to fulfill a mission (tasks) and improving the military organization[1].

Influencing is to make people do what you want them to do. It is the way or the method to reach two goals: leadership and improvement. Influencing means more than passing orders. The personal example is equally important both from the point of view of the actions taken but also from the point of view of the words you speak. Every action taken or word spoken by you in different circumstances will be an example, whether it will turn out to be a good or bad one. This is the most used way of using words and personal example for communicating purpose, direction, and motivation.

The key word here, to which reference will be made below, is the motivation. As a definition[2], it represents all the motives (conscious or not) that cause someone to perform a certain action or aim for certain purposes. In other words, it is the reason for action, something that gives the purpose and direction of a certain behavior, the greatest desire for something, the engine that makes things move in the desired direction.

2. MOTIVATION OF PERSONNEL

The motivation was, is and will still be one of the fundamental problems of psychology. In the same way, it is at the heart of the concerns of the practice of influencing people, whether it is leadership, education or psychological influence.

The issue of motivation starts from the empirical finding that any human behavior is directed from within, indifferent if it is action or thought, in other words, that the basis of human need is a set of moves that support the realization of human behavior.

The theoretical and practical preoccupation with motivation is supported by a constantly confirmed conclusion in practice: in any activity, a weak motivation of man leads to the use of 20-30% of his capacities, while a strong motivation leads to the use of 80-90 % of these capacities. Not properly motivating an individual involved in an activity is like using a low-skilled person for a job that requires complex skills by nature.

But what does it motivate? Money, power, fear, honor, status, success, revenge, prestige, hunger, pride, etc. These are just some of those elements that fuel motivation. If we relate to the source of the source that generates these elements, there are two forms of motivation: intrinsic and extrinsic.

Intrinsic motivation - denotes the motivative scheme that arises as a result of internal tension, pressure inside the individual, in the form of physiological or psychological deficiency (excess). (Ex: A person working on a project because he/she is interested in the subject, or attends theater and cinema shows because he/she enjoys it).

Extrinsic motivation - Defines the motivational scheme that arises as a result of a positive or negative pressure exerted on the individual from outside. (Ex: Promotion to a position considered to be advantageous from the point of view of income only from the point of being better paid, drafting a project to get a pass mark, practicing a sport to lose weight).

The key to motivation is that leaders need to connect the team's mission to individual long-term goals. The most effective leaders will try to motivate subordinates by reaching a consensus, by calling to common values, to subordinate sense of what is good and what needs to be done. The table below presents several ways, specific to the military environment, to use the factors presented in the motivation.

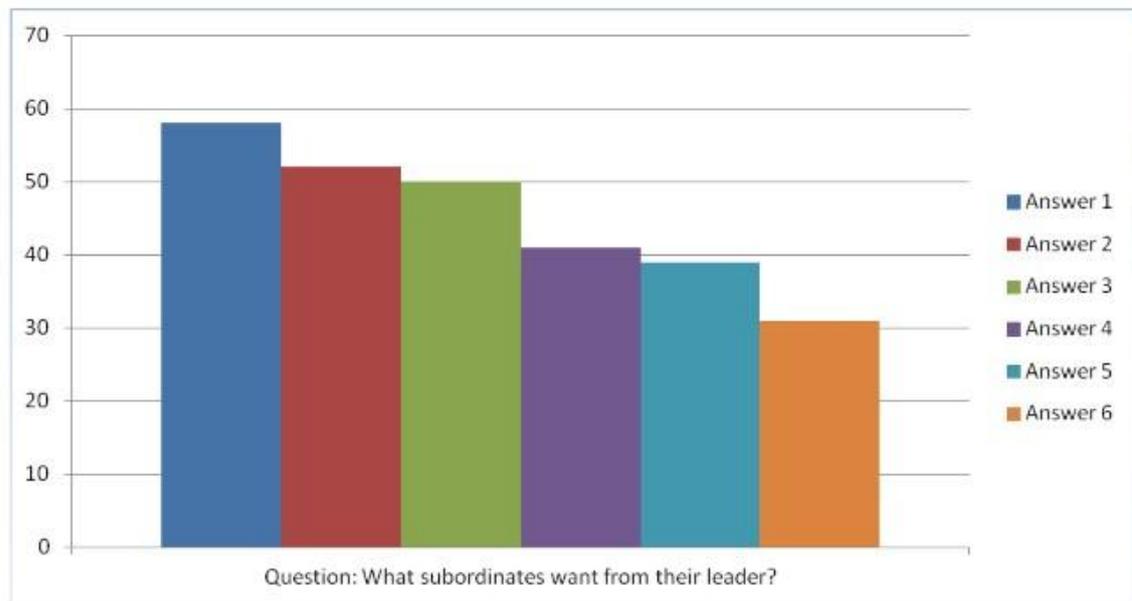
Table 1. Examples of ways to use the motivational factors

INTRINSIC FACTORS	EXTRINSIC FACTORS
<ul style="list-style-type: none"> • building a team spirit • allowing subordinates to make a difference or choose • support granted to the subordinate to achieve the personal goal 	<ul style="list-style-type: none"> • awarding decorations • public congratulations or thanks • awarding distinctions and military insignia • promotion • thankful letters, merit certificate • the granting of defense and security weapons with engraved words, under the law • prizes in money or objects • appointment to occupy an important function

Let's look at things a little from the point of view of the subordinates. What do they want from their leaders? Following studies, we found the following views on what this question implies:

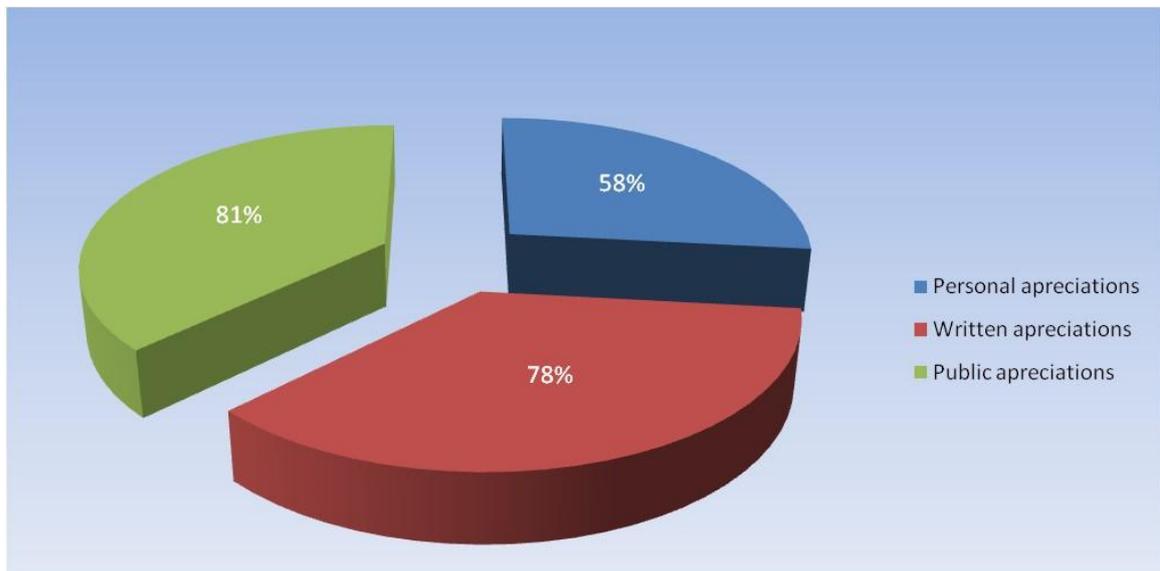
- Answer 1: to use his time in a wiser way;
- Answer 2: to have a well-run company;
- Answer 3: to use their talents judiciously;
- Answer 4: to transmit only well-defined tasks;
- Answer 5: to help me improve my career;
- Answer 6: to thank me.

Table 2. Subordinate opinion on their leader



Another study on the periodicity of recognition of work accomplishments, with a target of 1,500 respondents, pointed out that very rarely, if not at all, they received appreciations in relation to the work carried out and the results obtained. A graphical representation of this survey is shown in Table 3.

Table 3. Nature of appreciation



58% of them appreciated that very rarely, if not at all, they received appreciations regarding the work done, 78% of the respondents received very rare or no written assessments and 81% said that very rarely, or not at all, have been publicly appreciated.

One of the conclusions that emerged from the analysis of the results gathered from the application of this study was that one of the reasons why some subordinates leave the workplace is the lack of recognition of the merits and the work done.

Developing a successful leadership is based on motivation, an aspect that proves to be taken into consideration as an essential skill, but which is also very difficult to master. In order to put into practice such leadership, seven essential things[3] are needed:

1. Establish clear standards
2. Establish a high level of expectations
3. Tracking the work of the subordinates
4. Personalized recognition of merits.
5. The story behind success.
6. Celebrating achievements.
7. Personal example.

The great leaders have always shown success in communicating what is really important. A set of common and easy to understand standards is vital to address in order to provide good motivation. This set of standards must be focused on achieving excellence and inspiration for staff.

It is necessary to include three aspects, and the first of these, in the path to credibility, is of value. Personal values are those for which a leader has to fight and organizational values are the ones he must impose. They must convey to subordinates the need for congruence between personal values and organizational values. If leaders want to be inspirational and aim at the total commitment of subordinates to the mission of the military organization, then they must make a concerted effort to understand the subordinates of their own values and how they are among the organizational ones.

The second aspect is clearly establishing the purpose. The goal is to provide a reason for action, channel the energy of members, and help to block disruptive factors. The existence of organizational goals is certainly better than their lack. One of the lessons for leaders is that they have to make sure their subordinates know that what they do is important and that they know what they use.

The third is feedback. The lack of feedback has been shown to have no result or effect on motivation[4]. Positive and personalized feedback is the most effective type of feedback (Ex: I saw what you did, I appreciate your work, that's why I think it's important, or here's how it makes me feel).

Leaders often get what they expected to get. High expectations are those that lead to high performance, and successful leaders should have such expectations, both from subordinates and from themselves. Leaders must first model their own expectations and then communicate them to their subordinates. Studies have shown that people are at first disturbed, even in difficulty, when directed to evolve to the maximum.

In the meantime, however, they, stimulated by the leaders' encouragement, develop confidence in their own forces and will rise to the desired expectations. Leadership participation thus confines itself to focusing on building a positive climate and recognizing the role they play in developing subordinate self-confidence.

The way in which leaders are interested in what subordinates are doing, the care for them is the way in which attention is given and the feelings to the beneficiaries mentioned above are transmitted. To follow the work of the subordinates can be done in two aspects with different finality: negative or positive.

When a leader constantly follows his subordinates to discover mistakes in what he is doing, he will create a distorted picture of reality, productivity will decrease over time, and his credibility will be reduced to zero. In a positive context, pursuing good aspects of subordinate work has more benefits.

Morality will first grow, contribute to the development of self-confidence, and create an environment conducive to double-minded communication where leaders will learn about issues and issues that concern subordinates.

To do this, however, leaders must focus their attention first and foremost on subordinates and their needs, to the detriment of personal attention.

Leaders must work in close proximity to subordinates. This is the way to create conditions for the development of working relationships based on sincerity and trust.

In order to be valued at maximum rates, merit recognition must be customized. Leaders must learn by their own means what are the subordinates' preferences. In order to achieve this, a wealth of resources, from the most varied, such as family, friends, colleagues, should be used. Account must also be taken of the fact that recognition of merit does not necessarily have to become a famous thing due to the consideration that some individuals prefer a more discreet profile.

One of the basic forms of communication is the story. This is the one that can have a stronger impact than the simple presentation of single facts or images. The story is the traditional method of conveying important lessons from one generation to another or from one culture to another. Stories are the ones that attach a human figure to success, those that create the models to follow, and make standards stand for life. Efficient story is an art that leaders need to learn and which they must develop to perfection.

The sixth essential thing to practice a successful leadership is to celebrate achievements. For an organization to be successful, it is necessary to develop a culture in this respect. The social events taking place on these occasions will be helpful in developing friendship and social relationships and will help in creating lasting ties that all subordinates will benefit from. It is proved that the leaders who organize this kind of activity will achieve a well-being of the subordinates, together with an increase in performance.

Great leaders will always be an example for subordinates. Leadership is the most exposed to criticism as a leader is always subject to attention. This aspect turns into a decisive factor when you want to convey credibility. Credibility is transformed, when it is shown by leaders, in strengthening team spirit, increasing the attachment of subordinates to the values of the organization by adapting and transforming personal values.

A mini-guide of the way a leader can motivate his subordinates, as presented by Hart and Waisman in *The Leadership Training Activity Book*, is presented as the end of this material[5].

1. Create an environment that is open, encouraging, fun;
2. Involve your employees in tasks that fit their experience and interests;
3. Respect their busy lives. Find out what they can manage to fit in, be flexible;
4. Give them work to do in small chunks and tasks that they can complete in a timely fashion;
5. Provide employees with clear instructions, a manual, and other pertinent information;
6. Involve subordinates in decision making;
7. Provide timely and specific feedback;
8. Give them your personal thanks, and do it often;
9. Plan recognition and rewards that fit the individual;
10. Celebrate their accomplishments.

3. CONCLUSIONS

Based on the above arguments, in my opinion, leaders have to devote a significant amount of time to rethinking how to approach leading actions in the exercise of their duties through the development of essential skills for good and quality achievement of motivation of subordinates.

The desired goal, namely the accomplishment of the mission and the improvement of the military organization, is a desideratum that takes precedence over any other impediments that may interfere with the exercise of quality leadership.

For this, it is essential to build a favorable organizational climate by constructing a well-formed group in which team spirit and working together and identifying the demands of the workplace, the specific job requirements, so that the fluctuation of the resource human to reduce or even disappear. In other words, the leader must show confidence, respect and care for subordinates, and by displaying such behavior he will only be able to gather around him motivated people.

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