Section 11. Economics and management

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The information motivation in strategic management

Abstract: The article raised important issues of modern science of public administration on the use of government representatives of information motivation in strategic management.

Keywords: motivation, information motivation, governance, strategic planning, strategic management, management solutions.

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Информационная мотивация в стратегическом управлении

Аннотация: В статье подняты важные вопросы современной науки государственного управления по использованию информационной мотивации в стратегическом управлении.

Ключевые слова: мотивация, информационная мотивация, государственное управление, стратегическое планирование, стратегическое управление, управленческие решения.

The question of motivation in strategic management appears at every stage of the realization of the strategy. Stimulation of the participants of the strategic process in a number of cases increases the productivity of the staff and accelerates the achievement of the goal. But it is necessary to use the most suitable motivation for each condition. Moreover, in some cases we should use innovative approaches to motivation.

The information supply and information access of the citizens plays a great role in state management. The citizens of a democratic state must choose which information to use and how to understand it themselves.

Absence or artificial restriction of such access usually results in the emergence of false, distorted information, which can cause great harm to the company and to certain projects which are being realized by it.

In management motivation is a process of stimulating the staff for effective activity aimed at the achievement of the goals of the company. We need motivation for effective fulfilment of the decisions and planned tasks.

More often we define two types of motivation — material and immaterial.

Material type of motivation is mostly widespread. This is foremost one of the methods to encourage the participants of the strategic process, which includes such kinds of rewards as salary increase, additional payments and bonuses, certain cash gifts, social or insurance package for the employees, which are given by the company as some sort of encouragement besides the salary.

It is important to mention that despite the ability to satisfy certain priority needs by material encouragement there are other values, immaterial, which are rather important for moral satisfaction of a person and have different significance and importance for different people.

Such immaterial encouragements are given by developed companies, which appreciate every unit of their stuff and make comfortable conditions for work and moral satisfaction. This is foremost the opportunity for intellectual and moral enrichment, for rest, for being in a creative and friendly team, in comfortable conditions of work. But it is important to understand that we must use individual and desired means of motivation for every employee.

As Bondarenko O.M says, the results of material motivation are achieved more quickly, but very often without additional, in this case immaterial motivation stimulus the desired effect will not be long, that is up to 6 months. Then a materially motivated person gets used to the improved situation and forgets about the given material encouragement and returns to the usual rhythm of work without making any additional efforts.

A social psychologist from Massachusetts technological institute Douglas Macgregor in 1960's offered two polar theories concerning the motivation of the personality and management problem, that is theory X and theory Y. Theory X assumes that people are unmotivated from the very beginning and don't like to work and this problem urges their directors to authoritarian style of management which anticipates active interference and control in order to reach the goals of the company. On the other side theory Y claims that people, coworkers, colleagues want to work, they are self-motivated, creative and that's why they refer to work with greater responsibility and don't need any control.

The same information can either stabilize or destabilize the situation depending on the recipient of this information, the context, the degree of tension in the information space.

In the strategic state management, the spreading of false information or distorted information results in a series of complications, on the one hand the object of the strategic management — the society, and on the other hand the subjects — the participants of the strategy realization process are influenced. There are some rumors, false conclusions, which play a very important role in the formation of the connections between

3 Theory X and theory Y Understanding Team Member Motivations Retrieved from https://www.mindtools.com/pages/article/newLDR_74.htm
the state institutions and the public. Sometimes the rumors seem to be more convincing than facts introduced in mass media or declared by the state. Rumors spread more often when there is an information vacuum, that's why we should avoid concealments or information delay because the speculations which grow into rumors become the basis of public opinion concerning a particular issue and the state won't have to form the basic public opinions but it will have to replace those ones which were formed by the rumors.

It is very important to notice that the change of emotional states of all the participants of the strategy realization which was caused by the destructive information influences can lead to negative tendency concerning the systematic realization of the strategy, because a certain state which disorients active participants and makes their motivation lower appears and makes doubts concerning the achievement of the final goal producing information tension.

The information tension is a state of the information space which characterizes by the presence of multi-vector and differently filled information flows, which fill the main channels of spreading the information, disorient the recipients, make them feel uncomfortable, uncertain and anxious.

By using the main methods of the motivation increase and by understanding the specifics of the usage of the channels spreading information we can not only correct the information of the strategical process participants but also regulate the motivation without allowing the information tension.

The strategic motivation is a process of internal complex stimulation of the target audience for the fulfillment of the effective activity directed at the company development, the increase of the level of its brand awareness and the market price of the stocks. In other words, the strategic motivation is the instrument of the chosen strategy realization and the development of the company.

There must be at least two groups in the strategic management of the motivated in the strategy realization. The first are the subjects of the strategic process, those are the strategic management group participants and active members of their network. The second are the objects of the strategic process as representatives of the strategy realization object. This is the public, the representatives of a particular branch or organization at which the strategic management is aimed and so on.

Let's see why it is necessary to form such groups in terms of the strategy realization. The first group is foremost an active team which develops and provides tactical activities in terms of the chosen strategy. It looks like a single strategic body and its activities influence the results of the activities and the level of the strategy realization. The motivation of the strategic process participants is understandable and justified, but as it was mentioned, greater effectiveness does the immaterial motivation when the activities of the process participants don't come to getting the material welfare and don't grow into races for a reward or an award. The moment of payment for work and certain material encouragement is clear because this is foremost their job.

The second group consists of passive participants of the strategic realization process, for example the inhabitants of a certain region, the development strategy of which is being realized, the representatives of a certain branch (for example chemical), which is being developed according to a certain strategy and so on. But a logical question comes out in this case: what is the motivation of the second group? How can this group influence the realization of the strategy?

The answer is in coming back to the primary stage of the strategic plan development and also to the strategy realization stage, to the collection of the initial information and the operational, situational information. The activity as a feedback plays a great role in the process of preparing and realization of the strategy, that's why we should pay attention to the motivation of the second group concerning the operative and trustworthy informing of the strategy planning group. Besides, the representatives of the second group become active people and representatives in the process of the strategy realization, having not only the function of informing the strategic planning group, but act as so called leaders of public opinion, spreading certain information acknowledgement among other representatives of the second group. They correct the understanding of the strategic decisions, do some explanation work, and also act as active co-organizers and the executives of some strategic events or actions in terms of the given strategy. Motivation for the representatives of the second group must have some elements of primary needs satisfaction, life comfort increase, the development of the sphere of their work, their own development, information abundance.

The involvement in large shifts in the society is the most effective kind of immaterial motivation because in this case we talk not about the primary needs satisfaction but about higher motives such as self-realization as a mover or a part of the society development system, public acknowledgement, popularity and so on.

For every person the immaterial motivation differs according to its context. It can be professional and individual motivation. To the professional motivation we can refer the relationships with colleagues and management, being interested in work, the achievements of the set-up goals, the perspective development of work, the absence of psychological pressure at work, smoothing the conflicts and critical situations; the compliance with united corporate standards. To the individual motivation we can refer the ability of personal promising development, time sufficiency for being with the family, social importance of the work done and personal involvement in it.

The pyramid of Maslow which reflects the usage of primitive needs for satisfaction of primary and information needs. Due to Maslow's theory a person wants to realize himself by means of usage and implementation of all his present knowledge, tries to gain respect at work and career growth. Climbing up the pyramid of A. Maslow we discover the needs for membership and involvement (social needs). A person wants to be a member of the team, participate in common events. It widens the service sector and makes new sub-sectors appear in it. The need for information about the safety of living is also one of the dominant motivations according to Maslow's pyramid.

But for defining dominant motives for productive activity of a person a conception of motivation density is introduced. The motivation density is an indicator of the ratio of the importance of the given motivation and the total of all present motivation importance, which encourage this person to participate in this or other kind of activity at a certain stage.

As a result of social research a certain number of motivations belonging to a separate group has been established. Each of the individuals defines the importance rating of each motivation for himself according to a certain scale.

In order to define the motivation density, we need to define each individual's significance coefficient of each motivation.

For example, a certain individual has three dominant types of immaterial motivation: taking part in a socially important project, ability to solve a certain problem and respect of the colleagues. Very often the information motivation is mentioned among immaterial kinds of motivation.

Information motivation is first of all is in satisfaction of the emotional needs of an individual, because emotions appear because of lack of information or excess of the one, which is used for satisfaction of needs. So in the information theory of Simonov a positive emotion is caused by the growth of the probability indicator of the achievement of the set-up goal by means of information income concerning methods and possibilities of satisfaction of a certain need. Reducing of the probability indicator in comparison with the previous prediction very often leads to a negative emotion. A person, realizing a very high probability of satisfaction of a certain need, gets a positive emotion and on the contrary, feeling a low possibility of satisfaction of the need gets a negative emotion. At the same time a person orients his or her behavior
at signals of highly possible events. Due to this his or her behavior in most cases can be adequate and leads to reaching of the goals. Under conditions of absolute certainty, the goal can be reached even without help of emotions.

In such a way in the information plan often negative emotion or discomfort appear in the absence of accurate understanding of the part of work in the project, therefore giving of the accurate formulation of the purpose of the project, competent statement of problems, timely informing about corrective amendments to the plan and maintenance of information support concerning success of the project can act as motivation.

Informing as the main condition of information motivation plays a considerable role in management and development of organization or project as a whole. On the one hand informing carries out the problems on maintenance of experts the necessary information for acceptance administrative decision, that considerably facilitates achievement of objects in view, on the other hand there is an exchange of experience and multilateral consideration or treatments of the same situation that creates the certain bases for a choice of the optimal decision. One more of informing problems is creation, development and maintenance of the necessary relation to the organization or the project from aforementioned second group, increase of trust and levelling of attempts of distribution of misinformation to the subjects interested in negative development.

It is necessary to notice, that informing process has bilateral character, namely informing of subjects of strategic process and informing of objects of the same process. If to consider an information stream directed on the subject, that is representatives of the organization -realizer of strategy, informing can get already non-material form of motivation when the information becomes a resource, an active, value, promotes including material development.

Conclusions. The information motivation is a component of strategic motivation which provides the process of stimulation connected with pleasure of information requirements of object, namely in reception, the analysis, information distribution, and also leveling of possibilities of information vacuum, a manipulation and concealment of the information about socially important events. That is in this case the information moves as value, the goods, a resource. In the list it is possible to carry the help information, the scientific information, the strategic information, the analytical information and so forth.

The information motivation is a component of strategic management, provides a condition of information abundance, satisfaction of information-emotional requirements of participants of strategic process and provides conditions of realization of strategy on the coordinated plan and within the limits of the provided resources.

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