

INNOVATIVE MOTIVATIONAL STRATEGIES – THE NEW TOOL FOR SUCCESS OF BUSINESS IN GLOBAL COMPETITIVE WORLD

Sunanda Sharma*

ABSTRACT

Today in global environment, there is need of use innovative motivational strategies to compete cut throat competition in business. Innovative strategy in motivation is the most important technique to achieve the predetermined goals of the business because motivation is directly linked with human resource behavior. Motivation means persuade someone to do something. It builds confidence and zeal among people and to create an urge in them to be worked. It deals with personnel and important element of the directing function of the management. Motivation becomes essential where an organized group of people working towards achievement of common goals. New innovative ways and different type of motivation is required for different type of situations. Circumstances or situations in all the organizations are not same therefore; same theories or ways cannot be adopted for different situations. In uncertain and complex situations, it is essential to use strategies in motivation for accomplishing predetermined goals. Strategic motivation is to be considered as an important instrument of change for the batter. The solution of complex problems will be possible only with the help of strategic motivation, which exploit the new opportunities in its favor. The innovative motivational strategies help the firm in facing new challenges and getting success in competitive world in global scenario.

Key words: *Motivational Strategy, Innovation, Global Competition, Complexity.*

*Assistant Professor in Commerce Department, J.C.D.A.V College, Hoshiarpur(Punjab)

INTRODUCTION

Today in global environment, there is need of use innovative motivational strategies to compete cut throat competition in business. Innovative strategy in motivation is the most important technique to achieve the predetermined goals of the business because motivation is directly linked with human resource behavior. Innovation in motivational strategies is the most important technique to achieve the predetermined goals of the business because it is directly linked with human resource behavior. Motivation is the tool which builds confidence and zeal among people and to create an urge in them to be worked. It deals with personnel and important element of the directing function of the management. Motivation becomes essential where an organized group of people working towards achievement of common goals. New innovative ways and different type of strategies are required for different type of situations. Motivation deals with human behavior which is variable and not static. Its application is quite tough task. Therefore to be a successful leader, a manager must possess the qualities of foresight, drive initiative, capability to adapt new culture and ways, self-confidence and personal integrity to motivate the personnel.

Twenty-first century companies are in great need of innovative motivational strategies. They need human resource who knows how to put new ideas to work effectively and responsibly in every corner of their organizations. They need people who will define what's next in our markets and societies. Innovative strategies create a culture of risk, change, and critical and creative thinking. Under motivational strategies, leaders/managers cultivate a culture of critical, creative and innovative thinking that takes on challenges. Innovation is all about identifying/creating something new. NEW could be a product, market, model, method, etc. Motivation is to induce others to do something according to requirements. It persuades subordinates to work towards common goals. Motivation is needed in business organization to compete with competitors at global level. Motivation helps others in choosing and achieving specified goals to the maximum satisfaction of both the leader and follower. Management functions include planning, organizing, staffing, directing and controlling. In order to direct his subordinates a manager must motivate, communicate, supervise, guide and lead them in innovative ways. Today, due to increasing competition and accelerated products and service development cycles, innovation factor is now taking the driver seat and playing crucial role in any corporate success.

So now, main concern of any company's management strategy is to encourage innovation through different channel of their company and especially from **R&D**. The best way that companies have found is to establish polices that support innovative process. Innovation involves preparing people and organization to face new challenges of the fast changing conditions. Any business enterprise has to make continuous progress and innovation is perhaps the only means of achieving the ideal. Innovation implies better and more satisfaction to the consumers. The management must try to create new products, new polices, new ideas, new structure keeping in mind the needs of the future. Furthermore, the function of innovation involves preparing the people an organization to face new challenges; otherwise the organization will not compete the competitors. **According to Peter F. Drucker, "Management is creative rather than adaptive task."** It means management allows the managers to do something new. New inventions make organization able to adapt new challenges and new techniques.

Motivational accessibility and potential in everyone changes from day to day, from situation to situation. Get the alignment and values right, and motivational methods work better. Motivational methods of any sort will not work if people and organization are not aligned. People are motivated towards something they can relate to and something they can believe in. Times have changed. People want more. You should view the following motivational methods and ideas as structures, activities and building blocks, to be used when you have a solid foundation in place. The foundation is an organized alignment of people's needs and values with the aims and purpose of the organization. Motivation in a business concern may be successful by doing following efforts:

- Team Work
- Personal involvement of workers

Team work:

Skillful managers form work will induce high levels of performance. This is reported to be an effective means of motivation because individuals appear to be more concerned with living up to the expectations of fellow workers rather than the expectations of their bosses. Complexities arise when a group conforms to a level of achievement rather than a high performance level, or when a particular work setting makes it difficult to structure group activities.

Personal involvement:

Workers who are allowed to set their own performance level will usually try to meet their own expectations. It is important to have the worker make a verbal commitment regarding their anticipated achievement levels. Also, individuals and groups are most likely to attain goals when they make a public commitment to do so. This may be due to the fact that such commitments are promises and most people view themselves as persons who keep their word.

.CREATIVITY, INNOVATION AND MOTIVATION

Creativity can be defined as problem identification and idea generation whilst innovation can be defined as idea selection, development and commercialization. Creativity and innovation will be the most important factors in establishing and maintaining a competitive advantage. Logic and linear thinking will remain important, but are no longer sufficient to succeed in a global economy. Many experts and futurists believe that organizations need to place greater emphasis on right-brain functions such as artistic, big picture thinking and the ability to conceptualize. Creativity and innovation is a core competency for leaders and managers. We need to teach people how to perceive the world in new ways, to find hidden patterns, to make connections between seemingly unrelated phenomena, to ask important questions and to generate solutions.

There are distinct processes that enhance problem identification and idea generation and, similarly, distinct processes that enhance idea selection, development and commercialization. Whilst there is no sure fire route to commercial success, these processes improve the probability that good ideas will be generated and selected and that investment in developing and commercializing those ideas will not be wasted. Generating fresh solutions to problems, and the ability to create new products, processes or services for a changing market and new world are part of the intellectual capital that gives a company its competitive edge. Innovation involves:

- a) Discover new technologies and processes for product development.
- b) Uncover new applications and markets for existing technologies.
- c) Identify leading experts and competitors in unfamiliar markets.
- d) Find potential partners or suppliers.
- e) Understand potential risks and benefits of new approaches or entering new markets.

Leadership and management are closely related with each other. Managing can be more effective if those who manage are also the leaders, because leadership can substantially influence the results. Since part of manager's job involves getting the things done through the efforts others,

he will be more successful if he is also skilled, educated, experienced and embedded with technical knowledge. In present scenario if the leader use innovative ways in leadership only then he can compete in global environment. A leader is that person, who has distinct qualities. Extraordinary qualities of a person make him perfect leader. If a person does not use innovation and new techniques in leadership he can't be called expert leader and he will not achieve perfection in his work.

Creativity and initiative are crucial capabilities for modern organizational effectiveness. Leaders motivate subordinates or workers to perform creative work. Successful organizations have staff that initiate, create, innovate, and find new ways to do things better, without being told. Using mind and body together in a completely new way encourages pro-active thought and lateral thinking, which opens people's minds, and develops creative and initiative capabilities. Motivation induces workers to do something creative and acceptable which further leads to achievement of predetermined business goals.

INNOVATIVE MOTIVATION MAKES PERSONNEL EFFICIENT.

Motivation is an important factor which encourages persons to give their best performance and help in reaching enterprise goals. Motivation is a key element in personnel management. According to likert, **“It is the core of management which shows that every human being gives him a sense of worth in face to face groups which are most important to him. A supervisor should strive to treat individual with dignity and recognition of their personal worth.”** Motivation is psychological phenomenon which generates within an individual. It is an inner feeling which energizes a person to work more. A person moves to fulfill his unsatisfied needs by conditions his energies. When a manager wants to get more work from his subordinates then he will have to motivate them for improving their performance. They will either be offered incentive for more work, or may be in space of rewards, better reports, recognition etc. Traditionally, in general there are two ways of motivation i.e. positive and negative are adopted. Positive motivation is based on rewards and negative motivation is based on force or fear. But in present scenario leaders adopts innovative ways in motivation because traditional ways do not generates better results. Therefore leaders create an environment within which innovation can flourish:

- a) Distribute brave pills to followers so that they can prove themselves by doing new things.

- b) Be aware of the effect of their words on their people.
- c) Value diversity and encourage challenges.
- d) Leaders should not punish people for having a go. They should encourage their followers for new ways.
- e) Leaders should walk the talk with healthy behaviors.
- f) Top management should support to innovation and cultivate champions.
- a) Organization should Grow, nurture & support entrepreneurs. Champions need Jack Welsh's 4"E"s & a "P". Energy, Energize, Edge, Execution and Passion.
- b) Leaders should not expect people to run with what they have not created.
- c) They should establish Creative Environments that contain 3 elements:
 - A clear shared understanding of their identity & purpose.
 - Effective relationships between people.
 - Knowledge that is shared.

Leaders must learn how to create an organizational climate where others apply innovative thinking to solve problems and develop new products and services. It is about growing a culture of innovation, not just hiring a few creative outliers.

IMPORTANCE OF INNOVATIVE MOTIVATIONAL STRATEGIES IN GLOBAL BUSINESS WORLD

In global world, innovation plays important role for the growth of business. Innovation is about creating something new out of nothing. In the modern world of globalization, innovation is of prime importance to any company for performing well. After globalization, there is cut throat competition in whole business world. To beat the competition one business organization has to use innovative ways in leadership. Management should create a healthy environment for employees to think about something new and be innovative. In today's competitive and constantly changing global economy, leading companies are becoming increasingly aware that real growth in the future will come from innovation and motivational strategies rather than from mergers and acquisitions and even less from 'business as usual'. At present, fast paced business environment, creativity and innovation is a prerequisite for success, and perhaps even for survival. That is why creativity and innovation are now moving to the top of the agenda for organizations around the world. Creativity encourages innovation and innovation plays a vital

role in the development of new business concepts, processes and products. Success can be achieved in business concern by identifying growth segments within an overall market, enhancing quality and stressing operating efficiencies and using innovative motivational techniques to persuade workers to do more and according to requirements.

It is necessary that emphasis on innovation should be given by the people at top of the management and process ought to be smooth to get it reinforced throughout the corporation. Besides that, management should not only encourage new product development but also need to ensure that innovation is taking shape with the motivational strategies.

ROLE OF LEADERS IN APPLICATION OF INNOVATION IN MOTIVATIONAL STRATEGIES

Leaders plays important role in formulating the Human Resource strategies and using innovation in motivation and then applying these in strategies. Leaders implement innovation in the organization. Basically there are two approaches for leaders, Innovative leadership and Leadership for innovation.

- a) An innovative approach to leadership states that a leader must bring new thinking and different actions to lead, manage and go about his work. How can a leader think differently about his role and the challenges, and his organization face? How can he quick in the absence of information or predictability?
- b) Leadership for innovation approach states that, leaders must learn how to create an organizational climate where others apply innovative thinking to solve problems and develop new products and services. It is about growing a culture of innovation, not just hiring a few creative outliers. How can he help others to think differently and work in new ways to face challenges?

Top management must Set the context, guide the process in a participative and fair way, Clearly communicate reasons, expectations and educate employees, defend creative teams from distractions and pressure, appreciate distinctiveness in people and their thinking, welcome change and ask itself what it does to promote the innovation process and how to get rid of these obstacles. However, the role of management is to ensure that innovation is not destructive to the overall health of the company. A culture of innovation has to be cultivated by management through confidence building - giving confidence to an innovative failure - a warm hand that says try harder, and applauding innovation that excels.

Innovation can be facilitated by creating environments that give people space to think and share and providing structures that enable ideas to be captured and explored. Management should play the role of facilitators. If the management facilitates the following things their firms would become more innovative.

- a) Encourage the team to come forward with innovative solutions. Management should consider the suggestions carefully.
- b) Encourage the production /R&D / Sales / Marketing team to visit the customer's workplace to understand how he feels about their product and see whether there is a hidden need that was not otherwise serviced by the firm.
- c) Make people think of out of the box solutions. Many times logical thinking hinders creative thinking.
- d) Facilitate support of outside agencies to help in designing the product rather than doing everything from scratch by organization or think of collaborative work with different agencies. It would be cheaper, quicker, and less hassle oriented, and the cost of such developments is easily measurable, which subsequently helps in appropriate costing followed by pricing.
- e) Encourage team spirit and boost the team to achieve the company goal. This is the biggest challenge for top management. Select team members with the right frame of mind and ignite the spark in them. The leader has to create a positive atmosphere starting with listening to the team to supporting the team till the end sincerely.

Each and every innovative effort must be acknowledged and appreciated by the leadership and the reaction should be supportive. The top management needs to go into each initiative in depth and even if the suggestion as it is cannot be accepted for implementation, it might be improved upon after further discussions. If not possible to do so, the rejection must be conveyed in a manner not to hit and thwart continued efforts by the concerned initiator. The message that management appreciates all such endeavors should flow across the organization.

CONCLUSION

Today in global environment, there is need of use innovations in motivation and formulation of strategies to compete cut throat competition in business. Innovation in motivation is the most

important technique to achieve the predetermined goals of the business because it is directly linked with human resource behavior.

Innovation concept as well as its acceptance varies from one country to another. In developing countries they don't pay attention to innovation especially in the management process because of their managers' incompetence - manager's focus on the daily process and don't pay attention to the results of the innovation that will promote existence as well as improvement in the future. Difference can be seen in local, international and multinational companies. The multinational companies are the sole entities that give serious interest to innovation and encourage that concept between their employees. But in modern context, innovative ways should be used to beat the global competition. Leaders of an organization should use new techniques in leadership for achieving better results. He should not stick to old rule of thumb. In order to survive, organizations must improve, and must innovate. With rapid changes in technology, and global competition, the success of many organizations has become progressively more dependent on their ability to bring innovative products to market. Ultimately, however, innovation depends on the generation of creative, new ideas.

Management faces a very tricky balancing act. On the one hand, they should stimulate creativity and innovation, by creating an environment for experimenting that allows failure. On the other hand, management needs to have a process in place to stimulate productive ideas and weed out the 'bad ideas'. To be successful in this balancing act, management should be strongly involved, without calling all the shots. A collaborative approach should be used to make decisions and to move ideas from one stage to the next, connecting employees from different corners of the organization, as well as connecting to customers. In order to save existence in global business world a business organization must use innovative ways in motivation as well as motivational strategies for the development of business.

REFERENCES

1. Aragon, S.R & Hatcher, T., (2001), Ethics and integrity in HRD: Case studies in research and practice. Advances in Developing Human Resources.
2. Bridger R.S, (2003) "Introduction to Economics",.
3. Donald F. Harvey,(1988), "Strategic management and business policy", second edition, Merrill Publication, p.5

4. Fred R Devid, (1995), "strategic management", Third edition, Prentice Hall.
5. Gary Dessler, (1999)," Human Resource Management", seventh edition, New Delhi.
6. G.N. McLean,(2001)"Ethical dilemmas in conducting international Research.
7. Hartman, L. p, B and Stevenson, (1999) "Exploring the ethics and economics of global labor standards: A challenge to integrated social contact Theory", Business Ethics Quarterly, vol. 13(2003), pg 193-220.
8. Kapoor Sangham and Rosy joshi, (2009) "Business Environment", Kalyani Publisher, Ludhiana.
9. Memoria C.B, (1980) "Personnel Management",third edition, Himalaya Publishing House, Bombay.
10. Peter wright, (1996) "strategic management-concept and cases", New Jercey, Prentice Hal.
11. Pearce and Robinson,(2003) "Strategic management-Strategies formulation and implementation", New Jercey, Prentice Hall.
12. Pattnayak, Biwajit, (2004) "Human Resource Management" Prentice Hall of India, Pvt, ltd, New Delhi.
13. Robert L. Mathis and John H,(2000)," Human Resource Management", South Western Publication co.
14. Routlege, 1999, 'Strategic Human Resource management', The International Journal of Human Resource management, vol. 10, issue 6, U.K.
15. Rosy Joshi and Gupta Shashi. K., (2005)"Human resource Management and Organization Behavior", Kalyani Publisher,New Delhi.
16. Swanson, R. A, (1995)," Human Resource Performance is the key".
17. Sharma R.K and Gupta Shashi. K., (2009)"Functional management", fourth revised edition, Kalyani Publisher, New Delhi.
18. Simonin, B. L. (1999). Transfer of marketing know-how in international strategic alliances: An empirical investigation of the role and antecedents of knowledge ambiguity. Journal of International Business Studies, 30 (3), 463-490.

19. Snell, S. A., Snow, C. C. & Hambrick, D. C. (1998). Designing and supporting transnational teams: The human resource agenda. *Human Resource Management*, 37, 147-158.
20. Snow, C., & Snell, S. (1992). Staffing as strategy. In N. Schmitt and W. Borman (Eds.), *Personnel Selection*. (Vol. 4), San Francisco: Jossey-Bass.
21. Sontakki, C.N,(2008),“Strategic Management” Kalyani Publisher, Ludhiana,
22. Sontakki, C.N,(2009) “Marketing Management” Kalyani Publisher, Ludhiana,
23. Steffy, B. & Maurer, S. (1988). Conceptualizing and measuring the economic effectiveness of human resource activities. *Academy of Management Review*, 13, 271-286.