



LOGIC MODEL AS A TOOL TO IMPROVE THE EMPLOYEE MOTIVATION***

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ABSTRACT

A business can achieve its goals through loyal and motivated employees with high performance. Human resources management has a crucial role in sustaining employee motivation which is directly related to performance. 360 degree performance appraisal system, when it is applied correctly, is an advantageous technique in order to determine the performance. Logic model is a visual and systematic tool which is used to define and determine the relationships between the resources needed to apply a program, the planned activities and the goals that are aimed to achieve. It is thought that by using logic model as a management tool, it will be possible to design road maps in order to solve problems resulted from human resources management and from one of its functions, which is performance appraisal. In this study, it is attempted to design two logic models in functional and operational level by determining two scenarios, in order to solve the problem of employees' lack of motivation.

Key words: 360 degree performance appraisal system, logic model, motivation

ÇALIŞAN MOTİVASYONUNU GELİŞTİRMEYE YÖNELİK BİR ARAÇ OLARAK LOJİK MODEL

ÖZET

İşletmelerin hedeflerine ulaşabilmesi yüksek performans ve motivasyona sahip, örgüte bağlı çalışanlara bağlıdır. İnsan kaynakları yönetimi performans ile doğrudan ilişkili olan çalışan motivasyonunu sağlamada çok önemli bir rol oynamaktadır. 360 derece performans değerlendirme sistemi, doğru uygulandığında, performansı belirlemede yararlı bir tekniktir. Lojik model ise bir program uygulamak için ihtiyaç duyulan kaynakları, yapılması planlanan faaliyetleri ve ulaşılmak istenen amaçları ve bunların arasındaki ilişkileri belirlemede kullanılan sistematik ve görsel bir araçtır. Lojik modeli bir yönetim aracı olarak kullanarak, insan kaynakları yönetimi ve onun bir fonksiyonu olan performans değerlendirmesinden kaynaklanan sorunları çözmek amacıyla yol haritalarının oluşturulabileceği düşünülmektedir. Bu çalışmada çalışanların motivasyon düşüklüğü problemini çözmek amacıyla iki senaryo oluşturularak, işlevsel ve operasyonel düzeylerde iki lojik model oluşturulmaya çalışılmıştır.

Anahtar kelimeler: 360 derece performans değerlendirme sistemi, lojik model, motivasyon

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***This article presented at the meeting entitled "International Conference on Innovative Strategies for Global Competitiveness", 8 to 10 December 2011, in India.

1. INTRODUCTION

For companies, to sustain the success and the competitiveness in the business area is becoming more challenging. Businesses have to respond these new areas' needs and changes. Human resources, being the most important asset of a company, can be an advantage in order to deal the challenge. Effective human resources strategies providing employees with high motivation and performance would result with company's overall productivity.

Researches show that motivation is a strong indicator in employee and company success. As Gagné and Deci (2005) have stated, work climates that promote satisfaction will enhance motivation which, will in turn yield the important work outcomes, effective performance, positive work-related attitudes and organizational citizenship behaviors. It is beneficiary to support organizational commitment, in order to build a work climate promoting high motivation. Affective organizational commitment which is related to company performance is defined as a psychological state that refers to the employee's emotional attachment to, identification with and involvement in the organization (Stites and Michael, 211, s.55). Organizational commitment can also be defined as the belief in and acceptance of organizational goals and values, a willingness to exert effort on behalf of the organization and a desire to maintain organizational membership (Johnson, Korsgaard and Sapienza, 2002, s.1143). In work climates where the employees are not invited to join organizational issues and to take decisions, employees may feel that they are undervalued and unappreciated. As Osborne (2002) stated participative climate helps employees believe that they can make a difference and that they are important in the organization.

Managers and management researchers have long believe that organizational goals are unattainable without the enduring commitment of members of the organizations. Motivation is a human psychological characteristic that contributes to a person's degree of commitment and that improves workers' performance and satisfaction (Tella, Ayeni and Popoola, 2007, s.3-4). Thus employees participating in organizational decisions will tend to be more motivated and willing to work harder. As Kirkman and Shapiro stated (2001) job satisfaction and organizational commitment are important because they have, in turn, been associated with other positive organizational outcomes. So it is assumed that a business can perform well with satisfied and motivated employees.

2. METHODOLOGY

In this study it is attempted to design two road maps with the help of logic model, in order to solve the problem of employees' lack of motivation. Logic model concept is defined as a picture showing how an organization or a project does its works and as a visual and systematic tool which is used to define and determine the relationships between the resources needed to apply a program, the planned activities and the goals that are aimed to achieve (W.K. Kellogg Foundation, 2004, s.1). A series of "if-then" relationships connect the components of the logic model: if resources are available to the program, then program activities can be implemented; if program activities are implemented successfully, then certain outputs and outcomes can be expected (Innovation Network Inc, 2006, s.4). A logic model also indicates the external factors that can affect the program and the assumptions about the program.

In order to compose the logic model and the road map, firstly the current situation and then the other components of the model should be determined. In order to improve the current situation, it is necessary to determine the desired goals, in other words, the outcomes in short, medium and long term. After that, the first outputs of the program, the activities needed to be done and the necessary inputs could be defined.

For this purpose, two logic models in functional and operational levels are designed regarding two scenarios determined about low motivation. In the functional level logic model, it is tried to design a guide for a company which is willing to enhance organizational commitment in order to develop motivation. In the operational level logic model, the road map of building 360 degree performance appraisal system is designed, for a company which is willing to increase the motivation by that performance appraisal method which is promoting commitment.

2.1 Logic Model in Functional Level

Assuming that motivation plays a role of function for effective human resources management, and that the logic model would be about the solution to the problem of the lack of motivation caused by the lack of organizational commitment; it is thought that the logic model would be in functional level. The logic model is designed for a company scenario where the lack of organizational commitment causes a decrease in motivation of workers. Thus the current situation could be determined as the lack of organizational commitment, the lack of organizational involvement and the decrease in motivation.

With the help of the logic model, it is predicted that the road map in solving the problem of lack of motivation by allowing organizational commitment, could be designed. The organization main aim is to develop its overall organizational success. Thus the long term outcomes of the logic model are expected to be

- a) high motivation,
- b) organizational loyalty and
- c) increase in total performance.

Long term outcomes are those that result from the achievement of short and intermediate term outcomes, and often take a longer time to achieve (Innovation Network Inc, 2006, s.15). So while reaching those main goals, there will be various short and medium term outcomes. As Johnson, Korsgaard and Sapienza (2002) have stated a greater sense of loyalty and commitment to the organization comes with organizational identification. Thus organizational identification providing organizational commitment is closely related to organizational performance. Feelings of commitment are driven by the voluntary sacrifices that people make in pursuit of a goal (Flynn and Schaumberg, 2011, s.1) so with organizational commitment, employees would be motivated to perform better. Also Gagné and Deci (2005) have stated that work climates that promote satisfaction, will enhance employees' motivation. Thereby it can be assumed that the midterm outcomes of the logic model are the organizational;

- a) identification,
- b) commitment,
- c) job satisfaction,
- d) increase in motivation and thereby
- e) improvement in employee satisfaction.

The short term outcomes of the model are determined by identifying the earlier steps of the midterm outcomes. As Osborne (2002) has emphasized its importance, it is seen that a

participative work climate where individuals are involved in decisions, builds motivation which will provide moral development among employees. In such a work climate, the communication and relationships among employees are thought to be strong. It is widely recognized that the employee-worker relationship has a major impact on employees' attitudes and behaviors at work and that employees view their valuation by the supervisor as indicative of their valuation by the organization (Marique and Stinglhamber, 2011, p.107, Eisenberger et al., 2010, s.1086). Thus the short term outcomes are determined as;

- a) increase in involvement,
- b) moral development,
- c) participative work climate and
- d) developed worker-worker and worker-manager relationships.

The outputs of the model are the first products of the program which are the facts providing involvement, commitment and motivation are the outputs. It is thought that by implementing strategies in order to improve motivation, firstly a) increase in communication, b) motivation in developing new projects, c) increase in information sharing, d) desire among employees and e) democratic participation would occur.

After that the goals that are aimed to reach are determined, it is necessary to precise the activities needed to access those goals. As Tella, Ayeni and Popoola (2007) have stated, creating commitment includes communication, education, training programs. In order to increase involvement, it is important to enhance self managing work teams who manage themselves, assign job, schedule work and take decisions. So empowerment, independency, reducing authority and increasing personal control are advantageous in this process. It is also important to train managers. It is seen that a social exchange relationship with the managers, conveys the improvement of employees' positive mood at work (Eisenberger et al., 2010, s.1087). In order to increase the communication and relationships at workplace, it is thought that staff meetings and company organizations can be helpful. Thus the activities of the logic models are; preparing procedures for

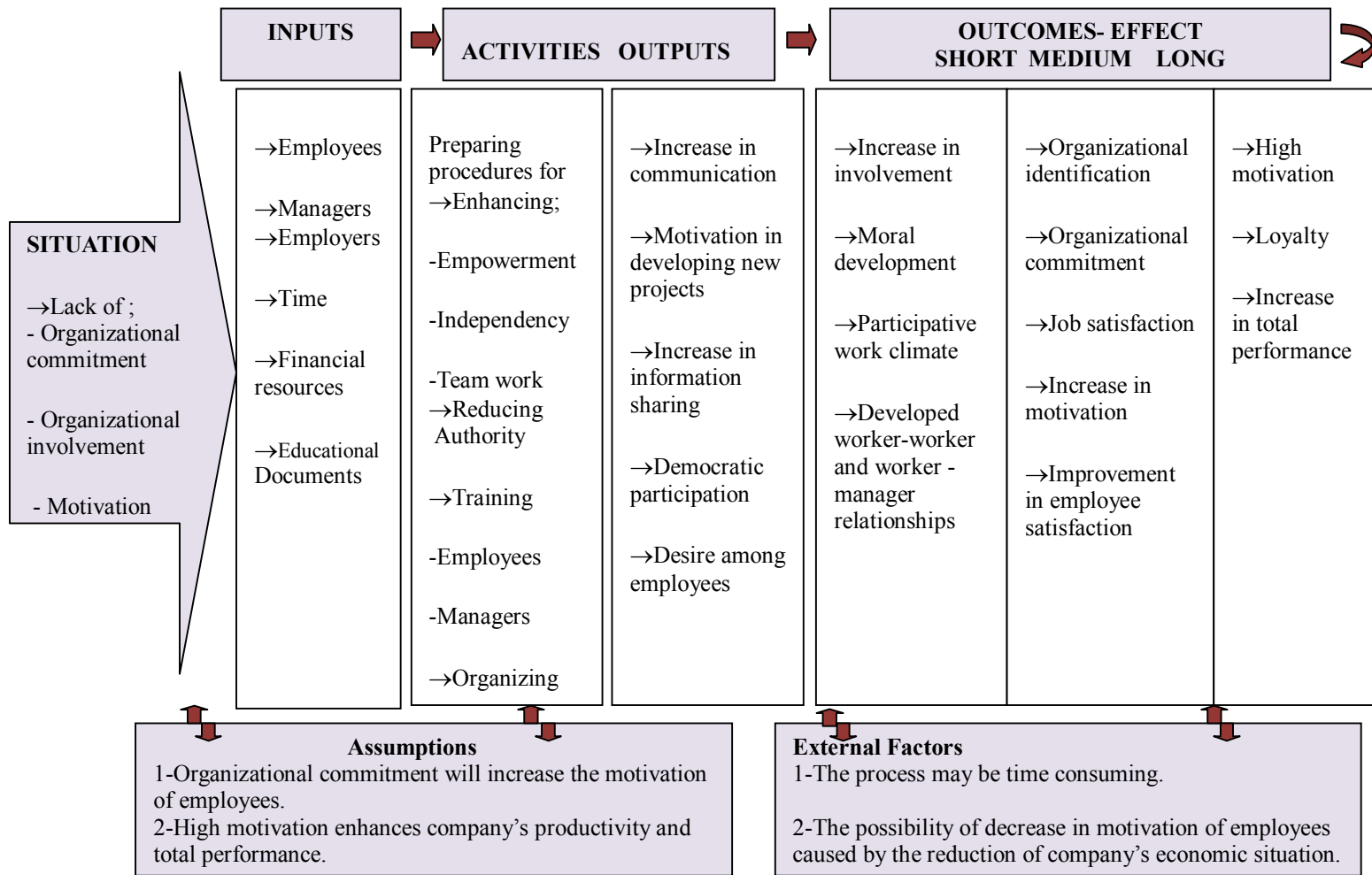
- a) enhancing empowerment, independency and team work,
- b) reducing authority
- c) training the staff and the managers, and
- d) organizing company activities.

The inputs are the resources that the company will use for the program. The main resources needed to perform the activities are the employees, the managers, the employers. Since this process requires time, financial resources and educational documents those are also regarded as inputs.

By determining the assumptions and the external factors of the logic model, the road map about improving motivation by organization commitment would be designed. Before applying the program, it has been assumed that organizational commitment would increase the motivation of employees and that the high motivation provides enhancing the company's productivity and total performance. The factors that may negatively affect the process are determined as that the process is a time consuming one and that a reduction of company's economic situation may cause a decrease in motivation of employees.

After determination of the elements of the logic model is visualized as shown in Figure: 1, thus guide in applying the program is completed.

Figure: 1 Logic Model in Functional Level



2.2 Logic Model in Operational Level

The second logic model is designed regarding the scenario in which the company wants to develop its employees' motivation by using an effective performance appraisal system. Since using this appraisal method is an application of the company's strategies, the logic model is thought to be in operational level. 360 degree performance appraisal system where the performance data are collected from various sources seems to be compatible with the company's new strategy of improving involvement and commitment in the organization. 360 degree performance appraisal method is a process where the evaluation of employee's performance is conducted through the information gathered from employee's managers, supervisor, inferiors, team and project mates, customers and the employee him/herself; then a feedback about the performance is given to the employee. With the help of the logic model, it is predicted that the road map in solving the problem of lack of motivation by using 360 degree performance appraisal system, could be designed. The current situation in the organization is the lack of motivation, poor communication and poor total performance.

The organization's main goal is to improve the motivation. As Clark (1998) have stated, solving performance problems and realizing opportunities often requires an increase and focusing of motivation. The motivation and performance appraisal concepts are closely related; thereby the effects (long term outcomes) of the logic model are determined with the assumption

stating that 360 degree performance appraisal system will increase employee motivation. It is seen that motivation usually involves the manipulation of values that motivate individuals to work for organizational ends (Michaelson, 2005, p.235).

So it is thought that the long term outcomes are a) employees with high performance, b) increase in motivation, c) improvement in basic performance criteria and d) actualizing the long term aims of the organization. 360 degree performance appraisal is an interactive process which provides employee to involve the appraisal. As Gagné and Deci (2005) have stated autonomous motivation is associated with more effective performance. Also Luecke (2010) have expressed that the participation of the employee in the appraisal process, leads to a feeling that the process is associated with him/her which increases the organizational commitment. So the outcomes that are expected to occur in medium term are defined as

- a) increase in individual participation,
- b) increase in organizational commitment
- c) effective team work, consequently
- d) synergy and
- e) effective performance appraisal system.

The appraisal system is enabling the participators to be aware of their expectancies by giving feedback which leads to enhance the communication, involvement and satisfaction. Decenzo and Robbins (2002) have stated that the appraisal method provides empowering the employees and improving leadership. Thereby the short term outcomes are determined as

- a) the awareness about workers' expectations,
- b) development in leadership and increase in;
- c) employee satisfaction,
- d) communication and
- e) involvement.

The outputs of the model are determined as

- a) detailed information about workers gathered from various sources,
- b) objective performance data,
- c) interactive appraisal process and
- d) increase in communication through feedback.

As Pak (2009) have expressed, in order to build 360 degree performance appraisal system, it is needed to have an organization reinforcing transparent feedback, and clear performance criteria adopted by employees who support the system. So it is seen that preparation for building the system and training the participators play an important role. It is thought that in this type of appraisal system, the feedback is an important indicator of motivation level of the employees and is needed to be controlled. Thereby the activities of logic model are defined as;

- a) preparations for the performance appraisal system,
- b) training the practitioners,
- c) meetings for commitment,
- d) realizing the appraisal,
- e) giving and getting feedback, and
- f) controlling the process.

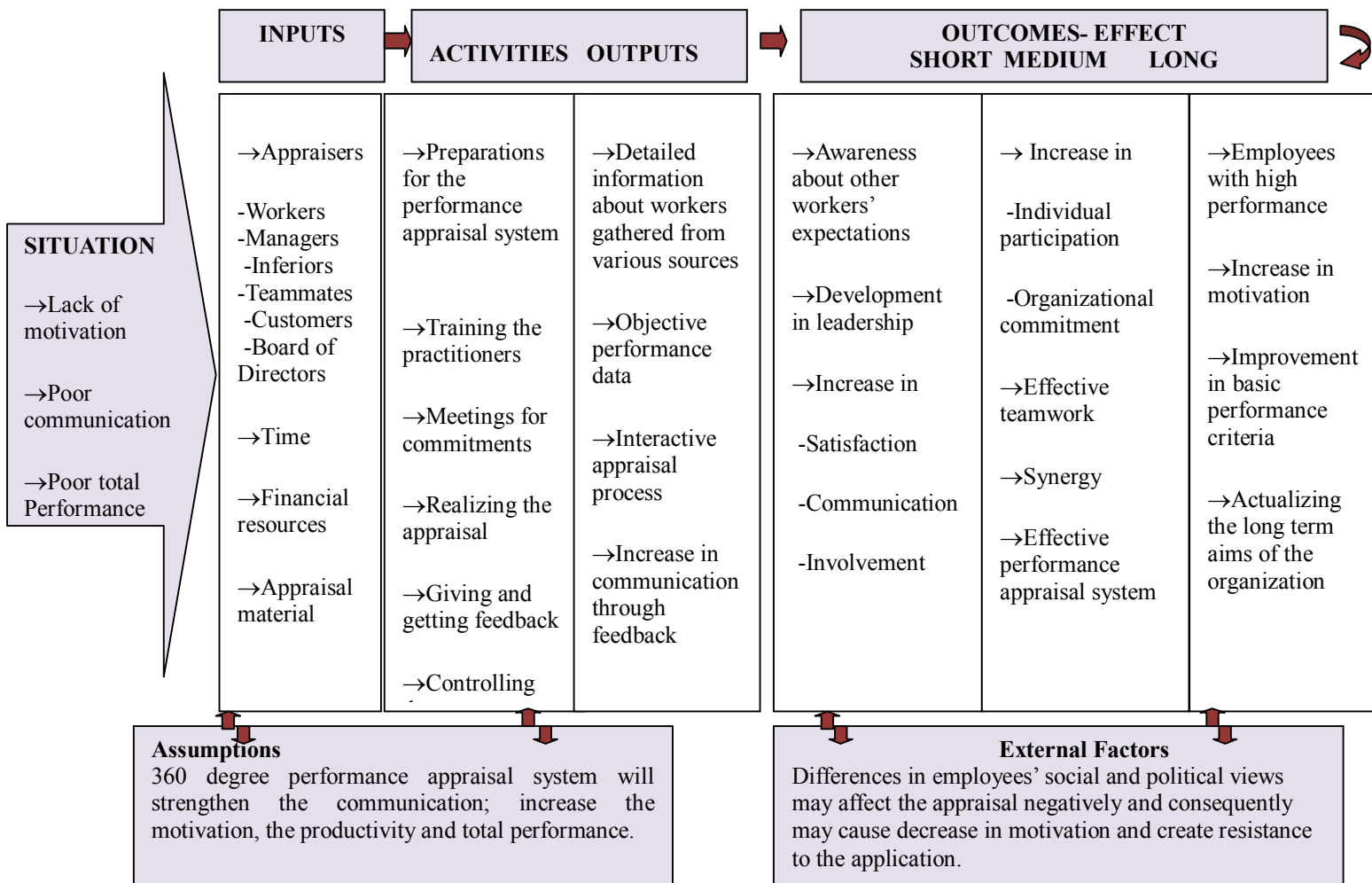
The inputs of the model are defined as the resources that will be necessary in this process. Thus, a) appraisers (workers, managers, inferiors, team mates, customers and the board of

directors approving the process), b) time, c) financial resources and d) appraisal material are the inputs of the program.

The logic model is completed by determining the assumptions and external factors. The assumption about the program is that 360 degree performance appraisal system will strengthen the communication, increase the motivation, the productivity and total performance. The possibility of differences in employees' social and political views may affect the appraisal negatively and consequently may cause decrease in motivation and create resistance to the application, is thought to be an external factor.

By determining all the elements, the logic model in operational level is as shown in Figure: 2.

Figure: 2 Logic Model in Operational Level



This study provides a contribution integrating the concepts of logic model, motivation and 360 degree performance appraisal. Employee motivation is a crucial indicator in a business' productivity. Organizational commitment and involvement are important facts in order to sustain employee motivation. And 360 degree performance appraisal method is thought to be an appraisal technique which improves the motivation.

It is predicted that two logic models designed in this study, could serve a guide for companies which are willing to enhance the organizational involvement and commitment; and which are attempting to practice 360 degree performance appraisal in order to increase their employees' motivation.

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