Reward management a factor effective in the revival of old contextures

Sommayeh Shirin Jani [1, *], Sadeq Kahvazi [2], Ahmad Esteghlal [3], Alireza Poursalman [4]

[1]Department of Architecture, Ahvaz Branch, Islamic Azad University, Ahvaz, Iran
[2]Department of Architecture, Payam Noor University, Tehran, Iran
[3]Department of Art and Architectural, Yazd Branch, Islamic Azad University, Yazd, Iran
[4]Department of Art and Architectural, Yazd Branch, Islamic Azad University, Yazd, Iran and PHD student of AGRHEC (American Global Research and Higher Education complex Subdivision: American Higher education University(AWHU)

Abstract: Today, in urban planning theories around the world, citizen participation plays an important role especially in improvement and modernization process of urban old contextures. But to date, and with the aids and rewards intended as incentives for modernization plans, we witness no desirable citizens' participation in these projects. Given the importance of the issue, modernization theory of whale! seeks to study the importance of reward management, as one of the motivational factors in the process of citizen participation in urban planning and in this way by explaining the reward management theory and the new look of Blanchard to this important issue in the book "Whales!", the role of reward management in the modernization of old contextures and need for step by step instruction of citizen participation are discussed. The results of this study emphasize that reward management in participation performance of inhabitants of the old contextures is highly effective and in fact, reward is the base for residents' motivational behavior. The effective reward management will ultimately enhance the motivational levels; while the inefficient reward management causes lack of interest among residents of old contextures. The double-edged sword should be managed in a systematic and scientific manner.

Key words: Renovation (modernization) of old contextures; Participation; Reward management; Whale reward theory

1. Introduction

Undoubtedly, promoting the residents participation is one of the fundamental objectives to achieve the strategies and approaches of old contextures renovation.

Factors such as motivation (citizen wants to do that), ability (is able to do that) and the environment (possesses materials and tools to do that) are involved in increasing and the lack of any of these factors will hurt the participation performance of citizens especially the residents of old contextures. (Moorehead and Griffin, 2010)

The motivation is one of the key tenets that corporate performance of people will not be formed without it. It is worth noting that the adoption of appropriate incentives and rewards to promote the citizens' motivation is based on identification of the incentives and needs of residents. In this regard, city managers usually motive people through rewards as much as possible among the old contexture residents to participate in the modernization.

In the following, it is tried to analyze the issue of reward management as a major and effective factor in the promotion of participation behavior of residents of old contextures after explaining the concepts of motivation and reward, and with a glance on the whale theory.

2. The concept of motivation

As mentioned earlier, motivation is one of the principal that people performance is not formed without it. The truth is given in the Word of Ali (AS) as: will [motivation] is the basis for action "(Amadi, H-1040).

Many definitions of motivation are presented that we suffice two of them here: "Motivation is the force that stimulates person to start up, and direct and continue to his behavior and activity." "Motivation is the forces that cause people to behave in a certain way"(Griffin, 2010).

At a glance, motivation can be known as a condition that inclines people to achieve and sustain a certain behavior, and specifies the reason of activities, the source of motivation is nothing but need; the need that makes them restless and makes them to try to satisfy it. Some experts also suggest that need is the root and start of the process of motivation.

There are two main elements in the motivation that one is internal and the other external. The external element is the person need that makes his to try to satisfy it and the latter is the goal that in fact

* Corresponding Author.

is the response to a person inner need and his incentive [reward].

3. What is reward?

Reward is the valuable positive outcomes of work for the people. (Schermerhorn1993) Reward is providing a welcome message for a desired behavior of the individual to increase the probability of repeating. (Hellriegel et al., 1995)

Reward is of such importance in discussions relating to management that is known as "reward power" as one of the power sources of manager. The purpose of using reward is to use various internal and external rewards to control the people performance. In other words, the manager uses the power of reward to motivate and guide the residents' behavior [old contexture].Although all the city managers has the power to reward, but success for effective access and effective use of reward requires its management.

4. Obligatory reasons for reward

Most experts agree that the driving force for urban activities is promotion of productivity and participation and one of the effective mechanisms involved in motivation is desirable reward system. Because the reward system has a crucial role on the individual and group behavior. Therefore, if we ignore reward for the expected desirable behaviors, how we expect residents of old contextures to behave in a way that is consistent with the modernization participatory process.

God Almighty in most man making commands in the Quran immediately offers a reward following any proper action that asks His servants. So that in whole Quran, the word reward and its derivatives have been repeated 108 times this proves the importance of reward in shaping human behavior in terms of Islam.

5. Reward management

The term "reward management" indicates that benefits that are granted as reward to residents can be managed. So, the reward management can be defined as: "the process of creating and implementing strategies, policies and systems that help organizations to achieve its goals [modernization of urban old contexture] through increasing motivation and commitment of people". (Armstrong, 2002; Landi and Cooling, 2000)

Reward management must be based on this principle that Th ultimate source of value creation in the old contexture is the residents. This means that the reward process should creatively meet the needs of the residents.

George Homans, one of the thinkers of the theory of exchange in case of success, says: "for all actions that people do, it is often such that if every act of a person is rewarded, the act is likely to be repeated by the same person."(Tavassoli, 2001)

According to this theorem, if citizens in a participatory act receive their benefits and rewards, the probability that the action (participatory act) is repeated is greater and the shorter the interval between the behavior and the reward, the probability to repeat the behavior will be greater.

Melvin Seaman on reward management role and the participation of citizens in the modern world believes that the bureaucracy structure of modern society has created and maintained a situation in which, on the one hand, humans cannot control the consequences of their action sand on the other hand, the method of controlling and management of community and social reward system is such that the person cannot connect his behavior and reward derived from the community and in such circumstances, the feelings of passivity and alienation will be predominated on the individual and makes him act passively and non-participatory. (Mohseni Tabrizi, 1996)

In general it can be said, reward management has two important features in the motivational behavior of the residents of old contextures. The first feature is, undoubtedly, the reward management material element that can meet the needs of residents in lower levels such as physical and health factors or safety and psychological needs. The second characteristic is the immaterial element of the reward management which includes the appreciation and promotion of social status. This characteristic has huge potential that meets higher motivational factors such as self-esteem and self-actualization and is a step in the promotion of citizen participation in the modernization of old contextures.

6. Explanation of theory of whale reward

Here, a clever example of Blanchard based on his famous book about the reward management is noted as a new theory in management.

Obviously you watch the giant whales and dolphins on TV or might see them in person that how they pass the rings. The procedure is that we cannot expect a heavy whale to do such and such, for example, jumping out of the ring or on the rope and then get rewarded, but trainers have found an interesting solution to this problem.

At the beginning, they install a rope in a pool that is near the pool bottom. Naturally whale moves from above and below it, trainers wait in special and protected cages so the whale can pass the rope. Animal crossing over the rope, its favorite food is immediately given as a reward, when it happens a few times, the whale concludes that when it passes the rope, it is rewarded, so it does it over again, and however, meanwhile the coaches are not idle and constantly heighten the rope higher and higher and of course the reward system is still continuing.

Little by little, the rope comes to the surface and now the whale has to come out of the water to cross

the rope and as the rope goes higher and higher, it jumps out more and more, until a giant body for a seemingly small reward is ready to jump over the water level.

Then they omit the rope and just continue the reward and this huge whale jumps out of the water like a small dolphin and goes back into the water and creates an appealing greatness of a jump and land for the audience (From the book Whale done!).

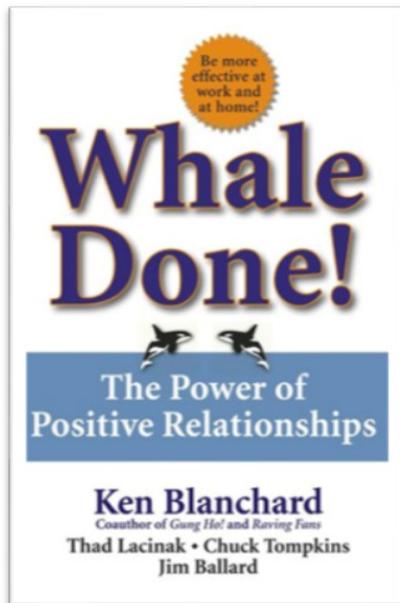The sample is an instructive experience of the role of reward management in realizing the very hard works.

Fig. 1: Whales done! Book cover
Source: www.kenblanchard.com

7. Introduction of Ken Blanchard

Ken Blanchard has born in 1939 AD. About the professional life of Blanchard, it should be said that he is a graduate in philosophy from Cornell University and has received his PhD. degree in Management and Administration. In the early 1980s, he was a professor of leadership and organizational behavior in the University of Massachusetts. In different areas of leadership, motivation, and change management, he has done a lot of research. So far, his book called Management of organizational behavior: the use of organizational resources has been reprinted several times and has become a classic book. He along with his colleague, Spencer Johnson, wrote the book One Minute Management. His other works include putting the One Minute Manager to Work and Whales done! In which they examined the reward management and its importance has been mentioned. (Www.kenblanchard.com)

Fig. 2: A picture of Ken Blanchard creator of the theory of whales (Source: www.kenblanchard.com)

8. Whale renovation! (Reward management in regeneration of old contextures)

According to what expressed, the difficult and seemingly impossible affairs can be made possible by reward management. This is also true forth renovation of old contextures, as one of the most difficult processes facing the modern cities.

Today it is no secret that the modernization of old contextures, without the participation of the residents of the textures is something impossible and of course the participation of citizens is also difficult and it should be considered that this will not be achieved unless with proper reward management, as motivational factor in realization of the citizen participation.

Whale renovation! is a phrase, however, that confirms the fact that participation although difficult can be achievable with the reward management (in the form and manner). However, in this way, step by step instruction of participation in renovation which is done with the help of effective reward management and executers guarantees the participatory renovation process in the urban old contextures.

9. Reward and restoration and renovation process of the old contextures

The link between reward and renovation process is a matter which ignore results in interference in this process and of course, considering it could ensure its realization by the following items.

9.1. Reward, the source of the effectiveness of renovation

The effectiveness of renovation is only obtained from the high participation of residents. Reward is a proven and certain means that motivates people and excels their performance. Renovation without reward system cannot be effective.

168

9.2. Reward, intermediate between the renovation organization and residents

If there is a way to bond and build trust between the organization and the residents, this method is reward. So, reward successful management is important for both organization and residents. Reward has the potential to play an intermediary role.

9.3. Reward, a way for multiple motivational successes

Reward strategy paves the way for opportunity for residents to meet their motivational needs pleasantly. The organization with a systematic link of residents' performance with supplying motivational needs can change their ability and talent into practice.

Therefore reward strategy not only helps people to meet their living costs, but also riches the experience of renovation and provide their motivational pleasance at all levels.

9.4. Reward, a motivational factor

Reward is a dynamic tool that not only creates opportunities for the renovation motivational needs, but also increases the motivation rate, that is when it is truly rewarded, the motives of residents of old contextures will be doubled.

9.5. Reward, performance guideline

Reward guides the organizations and residents of old contextures to the best performance. Reward encourages residents to have healthy competition and cooperation to achieve the best performance in the renovation.

9.6. Reward, separation source

In renovation of the old contextures, a small fraction of the inhabitants of these contexts are a member of renovation activists, and most of them are in placed in group of average people. Therefore, through appropriate rewards, the average performance of them can be increased and the residents indifferent to renovation will be deprived.

The separation in the reward not only helps the multiple managements of people, but also helps the average people who are always out of the field to join the modernization activists.

9.7. Reward, residents' participation source

Studies in the field of empowerment, collaboration and participation of residents in old contextures have shown that some residents show excellent performance that has completely devoted them to the context.

Participation would be achieved when the residents have the opportunity to participate. Reward is a powerful resource that can be used for such fields by effectiveness.

Appropriate and equitable reward system encourages residents to have an emotional connection with the organization and seek renovation of their residence in keeping with the programs of modernization organization.

Reward is the factor of people participation in old contextures.

9.8. Reward, innovation source

Non-financial rewards can increase the internal stimulators of residents of old contexts.

Zeal to achieve excellence paves the way for innovation. Reward systems have internal power to inject the drivers of prosperity to the people. Therefore, right and proper non-financial rewards give the inhabitants a sense of maturity and they will become a source of innovation.
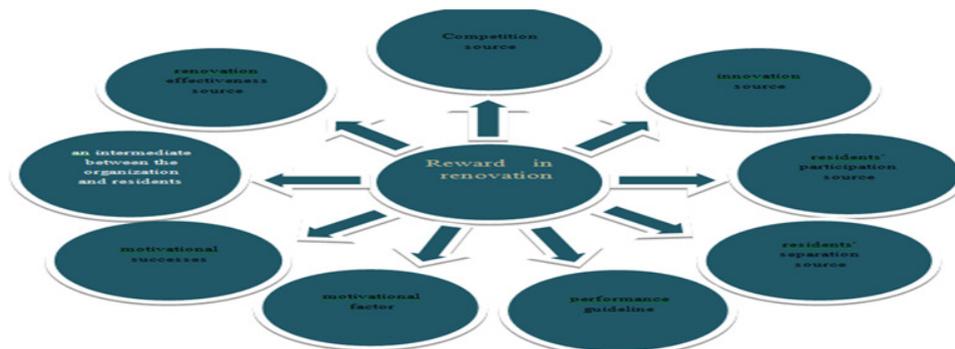

Fig. 3: Chart of the interaction of old contexts regeneration and reward management
Source: authors

9.9. Reward, source of competition

Any organization, including renovation organization of old contexts that can strengthen the competitiveness in the context residents must focus on the implementation of appropriate reward system.

10. Conclusion

In general, it should be said that reward management is very important in the participatory performance of residents of old contexts and restoration of the contexts and in fact, the reward is the base for residents' motivational behavior. Effective reward management will eventually increase the motivational levels, while inefficient reward management causes lack of interest among residents of old contexts. It should be noted that the double-edged sword should be managed in a systematic and scientific manner on the path to achieve the goals of regeneration of old contextures.

References

Amadi, Abdul Wahid, 1822, Dorarolhekamva Ghorarolkalem. Tehran, Mohammad Ali AnsariQomi.

Ansari, Mohammad Ali, 1999, Islamic management, Mashhad, Mohaghegh publication.

Armstrong, Michael, 1381, strategic human resource management, translated by Davood Izadiand Mohammad Arabi. Tehran: Cultural Research Bureau

Beheshti, Mohammad Hossein, 1986, Islamic management, Tehran: Department of Administration and Recruitment.

Blanchard, Ken (2003). Whale Done!: The Power of Positive Relationships. NEW YORK: Nicholas Brealey

Griffin, Ricky, Morhed, Gregory, 2010, Organizational Behavior, translated by Seyyed Mehdi Alwani, Tehran: Morvarid Publication

HELLRIEGEL, DON, SLOCUM, JOHN, WOODMAN, RICHARD (1995). ORGANIZATIONAL BEHAVIOR, NEW YORK: WESTPUBLISHING COMPANY

MohseniTabrizi, Alireza, 1996, alienation, a barrier to participation and national development: Exploring the relationship between alienation and social and political participation, Tehran, Pajouheshletter.Summer, No. 1.

NaghiPourfar, Vali Allah, 1997, Principles of Islamic management and patterns, Tehran: Public Administration Training Centre.

ROBBINS, STEPHEN, company ULTAR MARY (1999). MANAGEMENT. NEW YORK: HALL INTERNATIONAL.

SHERMERHORN, JOHN (1993). MANAGEMENT FOR PRODUCTIVITY. NEW YORK: JOHN WIELY

Sobhani, Jafar, 1993, Islamic management features, Tehran: Public Administration Training Centre.

Tavassoli, GHolam Abbas, 1991, Sociological theories, Tehran, SAMT, 8th Edition, p. 412.