

ANALYST MOTIVATION - FACTOR OF EFFECTIVE TEAM COMMUNICATION BETWEEN FORWARDER AND PRINCIPAL

SUMMARY

Analyst motivation is to develop team work with forwarder and his principal in order to realise effective communication between forwarder and principal, according to the set problems and limitations directed by the surroundings in the system of international forwarding agency, foreign trade, traffic and information systems.

The analyst cares for personal and collective motivation development, creating convenient conditions of team work of forwarder and his principal in order to model the process and data in the most creative way using the Structured Systems Analysis method. By applying this method, the analyst creates complete documentation of the process model: Functional Decomposition Diagram, Context Diagram, Data Flow Diagram of other levels of abstraction, logic process definition, and description of data flow structure and description of data buffer structure.

The team tries to achieve the optimal diversity with definite goodwill of analyst, forwarder and principal, and diverse characteristics of personality, professional knowledge and balance of all members.

1. INTRODUCTION

Important source of motivation is the team. The team activity can lead to pleasure, and thus increase the motivation of analyst, forwarder and principal with greater attachment to the team goals and readiness for new achievements.

Purpose of team activity, of analyst and user of analysis - forwarder and principal, is achievement of many benefits and resulting team characteristics. They result from everything that a team could make for effective communication between the forwarder and the principal during the analysis of forwarder-principal business systems and their relations.

During the research made, it was assumed that an adequately motivated analyst with team work essentially influences the effectiveness of the communication between the forwarder and the principal. Scien-

tific method of induction and deduction, the method of structured analysis of system and other methods contribute and accelerate motivation of analyst, forwarder, principal and other participants in the system of international forwarding, foreign trade, transport and information systems, and influence the effective communication between the forwarder and the principal.

Particular care is dedicated to the motivation of analyst in the conditions of team work considering diversity of the team system, such as personal characteristics, professional knowledge and harmony of the roles of analyst, forwarder and principal. Also the advantages and disadvantages of the team work are considered (in the second section), and then the application of Structured analysis of the system in achieving effective team communication between the forwarder and the principal (in the third part). Synthesis of the work is given in the last section - conclusion.

2. ANALYST MOTIVATION FOR EFFECTIVE TEAM COMMUNICATION BETWEEN FORWARDER AND PRINCIPAL

Forming and building a team can result in creating a group of happy and content persons as a high productive association of satisfied people [10, page 20].

Motivation in the conditions of team work is the prime-mover of the members analyst, forwarder and principal because members work with good motive beyond their possibilities giving maximum. In order to realise effective communication between forwarder and principal, the analyst and the user of the analysis introduce into the group and work in the team, the following favourable conditions [10, pages 88-90]:

– stimulating of personal and group motivation within the team,

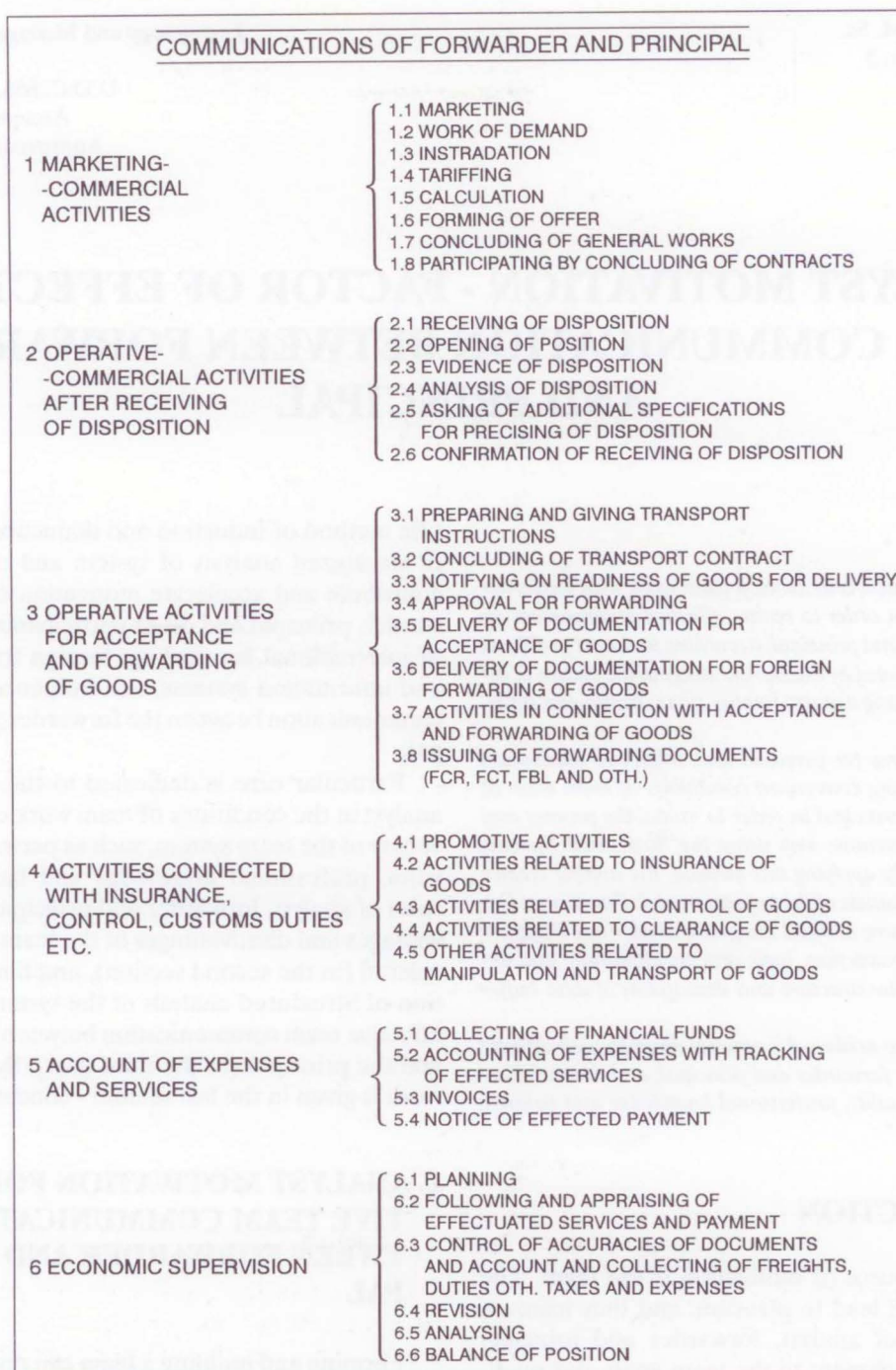


Diagram 1 - Functional diagram

Source: Prepared by the author on March 7, 1998 according to the operative and commercial bussiness activities of "Transadria", d.d. Rijeka

- readiness for greater achievements that arise from the interesting work, confidence of the leader in the abilities of the members, freedom in work, possibility of initiative and respect of the personality of the member for achieving greater efforts,
- assignment of provocative, complex tasks that can be solved independently with direct observation of progress in work for those who have the need for achievements,
- determining of dominant needs of each member of the team, what do the members need to use as movers of the collective team action, since success is impossible against dominant needs,
- care for private and business life of colleagues, i.e. private problems of colleagues (apartment, health,

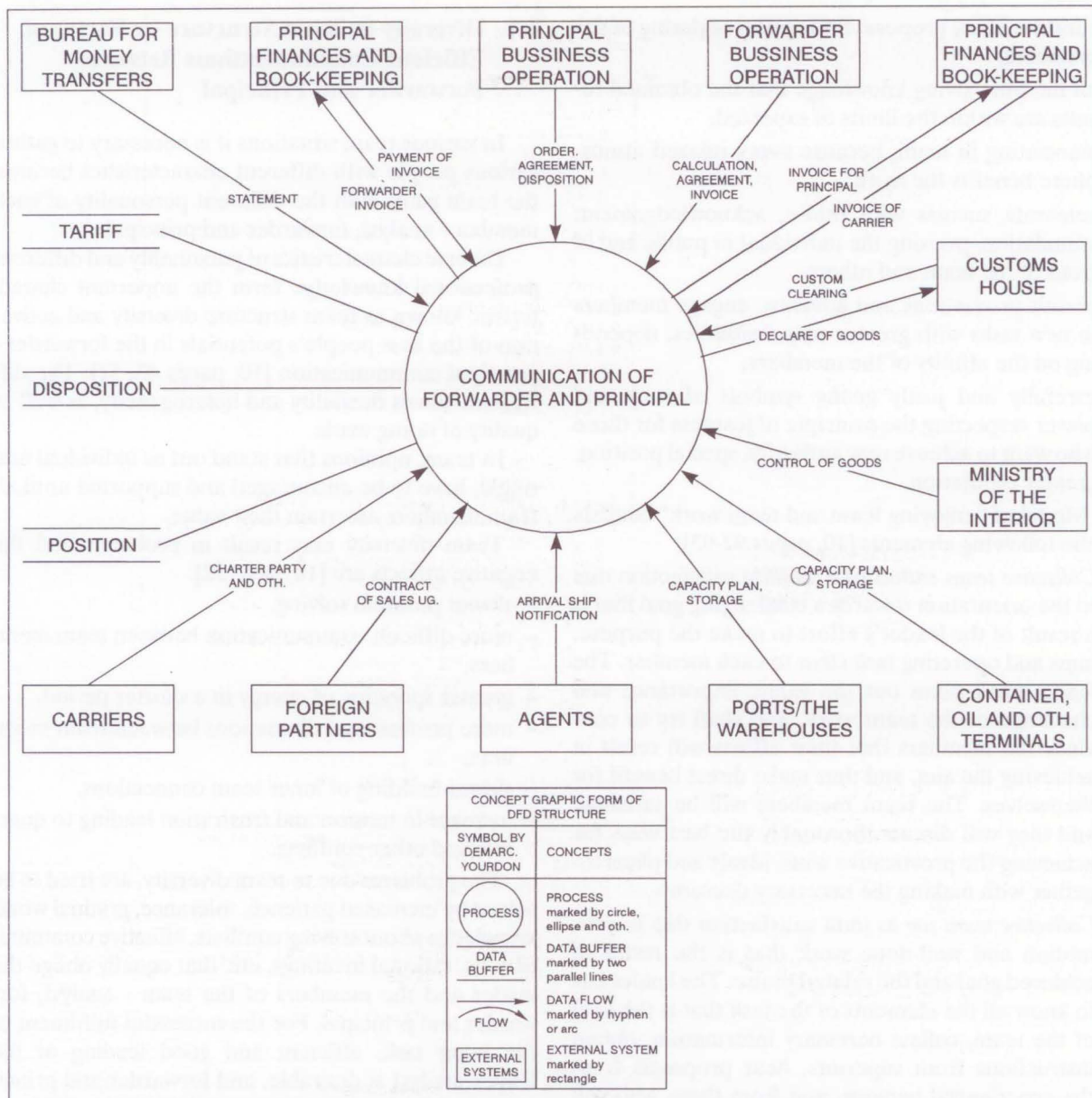


Diagram 2 - Context diagram

family) together with resolving of essential needs - inadequate salaries, uncertainty of jobs, inadequate work conditions, possibilities of holidays and recreation, superior-inferior relations and other problems,

- observation of changes of individual needs of team members,
- giving adequate work to each member, also adequate working conditions, preventing apathy and disappointment in the team, with due care as to prevent cutting down of salaries, working conditions, qualities of interpersonal relations etc.,
- satisfying the higher needs of team members as awareness of reputation, importance, belonging, respect, appreciation, personal values and constant improving.

For achieving good and successful motivation of the forwarder and principal, analyst as a leader has to carry out the following activities [10, pages 90-91]:

- make public the interest for the team members,
- respect each member of the team,
- develop sense of equal importance of each member, so that all can be equally included in team events,
- help members with good advice, send them to the improving seminars, provide necessary literature, rotate works in their expand and improvement,
- let the members participate in deciding enabling them to co-decide in the work they do,
- estimate motives of each member and giving them adequate work enabling them to satisfy themselves doing creative and routine tasks,

- consider every proposal for support of daring of the members,
- all the time giving knowledge that the obtained results are within the limits of expected,
- associating in team, because every relaxed atmosphere benefits the work,
- celebrate success with praise, acknowledgement, stimulation, praising the individual in public and in front of the team and others,
- permit promotions and advance, engage members in new tasks with greater responsibilities, depending on the affinity of the members,
- carefully and justly giving symbols of rank and power respecting the principle of justness for those who want to achieve new authority, special position, greater reputation.

Model of "enjoying team and team work" consists of the following elements [10, pages 92-93]:

- *Collective team enthusiasm* as joint satisfaction due to the orientation towards a challenging goal that is a result of the leader's effort to make the purpose, aims and operating task clear to each member. The leader shall point out the value, importance and challenge of the team work, and shall try to convince the members that their efforts will result in achieving the aim, and thus make direct benefit for themselves. The team members will be satisfied, and they will discuss thoroughly the best ways for achieving the provocative aims, ideals and plans together with making the necessary decisions.
- *Collective team joy* as joint satisfaction due to promotion and well-done work that is the result of achieved goal and the related praise. The leader has to know all the elements of the task that is the goal of the team, collect necessary information, obtain instructions from superiors, hear proposals from the experienced persons, and from those who will do the work.
- *Collective team pride* as joint satisfaction due to being part of the successful and good team that is created by the attractiveness of work in a professional, capable and homogeneous community, so that the members are proud that they belong to a successful team.

In a successful team, the analyst, forwarder and principal respect each other as individuals and members of the team. Moreover, they share their personal needs, wishes, worries, with other members of the team, as well as team needs whose fulfilment brings great satisfaction. Creating and maintaining the sense of satisfaction of the analyst, forwarder and principal is important in a team; and also the expanding of motivation of the analyst and other members of the team, in order to create effective communication between the forwarder and the principal.

2.1. Diversity in Team Structure - a Factor of Efficient Communications Between Forwarder and Principal

In various team situations it is necessary to gather various people with different characteristics because the team gains with the different personality of each member - analyst, forwarder and principal.

Diverse characteristics of personality and different professional knowledge form the important characteristic known as team structure diversity and activation of the best people's potentials in the forwarder - principal communication [10, pages 43, 51]. The difference allows flexibility and heterogeneity, as well as quality of doing work.

In team, opinions that stand out as individual and single, have to be encouraged and supported until all team members ascertain their value.

Team diversity may result in problems and the negative aspects are [10, page 52]:

- slower problem solving,
- more difficult communication between team members,
- greater spending of energy in a shorter period,
- more professional discussions between team members,
- slower building of inner team connections,
- increase in tension and frustration leading to quarrels and other conflicts.

The problems due to team diversity, are tried to be solved by increased patience, tolerance, gradual work, knowledge about solving conflicts, effective communications, rational meetings, etc. that equally oblige the leader and the members of the team - analyst, forwarder and principal. For the successful fulfilment of the team task, efficient and good leading of the leader-analyst is desirable, and forwarder and principal as members of the team have to accept natural and legitimate existence of differences of the team in communication between the forwarder and the principal.

The diversity of a team in the function of effective team communication between the forwarder and the principal is shown as follows:

1. personal characteristics of the analyst, forwarder and principal;
2. professional knowledge in team;
3. co-ordination of roles in team communication.

2.1.1. Personality Characteristics of the Analyst, Forwarder and Principal - Factors of Member Motivation for Achieving Team Success

Mutual action of team and individual is developed, and thus one member influences other team members, and in turn other members influence the individual. In team communication the persons of analyst,

forwarder and principal co-operate, complement each other, support, agree or disagree, have a conflict or avoid it by discussion, in order to achieve effective communication between them.

The team can be better judged if the personalities of team members are known, as well as the team as a whole. For teamwork model, the totality of the best positive characteristics of the analyst, forwarder and principal, such as companionship, sincerity, confidence in team and environment, direct approach, responsibility, self-confidence, tendency to novelties and reasonable risk and human sensitivity do not guarantee team success. For team success, numerous differences are needed, even those unattractive human characteristics as restrain, talkativeness, cold intuition, tendency to perfection and others; but it is not desirable to develop authority, self-centredness and excessive dominance [10, pages 42-43].

2.1.2. Professional Knowledge in the Team

The team consists of individuals of different professions that can act interdisciplinary, considering and resolving every common problem from the whole line of aspects. By diversity in team, arguments and capability of faster noticing and critical observing of the standpoints of the analyst, forwarder and principal, for finding of satisfactory joint solutions are easier to find. First, a list of knowledge needed in the team should be made, and then individuals who have the knowledge should be included. However, in practice it is often vice-versa. Knowledge that is needed, is often provided by education of inner personnel or by outer co-operators.

All team members must have comparably equal level of knowledge with the necessary "overlap" i.e. when specialists apart from the best knowledge of their profession have knowledge of other professions. Today, there is a great demand for analysts with a wide integral and fundamental knowledge based on education and profession.

The team must have all professional knowledge needed for resolving of problems in communication of forwarder and principal. The number of members because of complex problems in the system of international forwarding, foreign trade, transport and informative system demand further knowledge and more persons. Useful members of the team are those with a wide range of knowledge or experience, but too wide range opens additional problems with members who do not succeed in following and accepting of many various information. General problems of communication arise due to a big team, so the number of members is limited. With member having higher or wider knowledge, the optimum number of members is five, each of them with different knowledge. When complex problems are in question, the number of seven is

optimum, so that each member is a specialist for one field. For even more complex problems that require twelve or more fields of knowledge, it is necessary to have two sub-teams [10, pages 35-37].

2.1.3. Harmonised Roles in Team Communications

In the team of analyst, forwarder and principal there is a need for various team roles, because the members have various prevailing characteristics or favours. Diversity between members of team is a source of power, but if the team cannot stand that characteristic and if the leader is bad, this can result in many weaknesses. The team needs roles that care about team tasks and roles that care about people.

The roles are a reflection of personality structure, origin, social status and environment, hobby, education, needs and interests, etc. The majority of roles do not have their origin in the team, but are only reflected there. Harmonious sum of all the team roles gives ideal team, i.e. balanced team with great prospects of success, that has a harmonious community of professionals of searched range of knowledge and individual characteristics, including the best specialist and the best professional ranging to those with average knowledge. The highest result is achieved with team that has balanced representation of all the roles of Belbin model (between many existing types of roles) for team work, which shows how the personal characteristics can be practically used for creating of an excellent team. Depending on his abilities and characteristics, the team member can have several roles, so they bring the team a greater number of roles that can be expanded.

Increasing the number of roles means a fall in the prospects of mutual harmony, because these can lead to greater possible problems. Combining, overlapping or mutually excluding of many roles that are played every day or simultaneously by all team members create opportunities for permanent or temporary, open or hidden misunderstandings and conflicts.

In creating a team, there is an attempt to balance all the roles of team members, and correct acting and harmony of team leader. For the systematic flow of the team evolution process, the following steps are applied [10, page 50]:

- noticing of roles of team members in private and in business,
- observing eventual consequences of some roles by their bearers and team colleagues, as well as other roles,
- dividing of roles into desirable and undesirable, in relation to the impact on relations and work in the team,
- creating of favourable conditions in order to express positive roles,

- observing of roles that produce conflicts, frustrations and tensions in the part or between all team members, and choosing the best treatment for their elimination,
- support to those roles that are not in close connection with the team way of work,
- appreciation and giving attention to private or strictly personal roles to such an extent, permitted by the member and acting as a stimulation.

2.2. Advantages and Disadvantages of Team Work

Diversity of team as different personal characteristics, professional skills and roles of members can bring significant advantages to the team, but can also cause difficulties, problems, misunderstandings, conflicts, frustrations etc. Team work brings many and direct benefits achieved by the members, leaders, team founders and company owners, and these benefits are [10, page 21]:

- strong motivation of team members that makes them content and motivated for new achievements, creating their and joint needs, which is impossible without a team,
- strong inner connection of team members, because of which the team has great resistance to disintegration,
- great working ability with strong work moral of members in team stability,
- synergy, i.e. multiple effect, because working in a team, the same number of people produces much more,
- organisation improvement - with effective work team members shorten time, and gain motives and reasons for systematic installing and permanent advancement of own organisation (the organisation of work process of forwarder and principal develops much better than in classic concept of business organisation of their business systems),
- increased creativity because team members are specialists in various fields that mutually supplement and create new knowledge that would be inaccessible to the individual. By direct communication, the members create special creative communication in which they become more successful because the novelties are achieved by discussion.

Disadvantages of team work are [10, pages 22-23]:

- uninformed, uneducated or unskilled authorised managers and leaders that decide on implementing team work in the forwarder's and principal's companies,
- a lot of spent time, that is often short, for creating a team,

- starting phase of founding and developing of team, that demands considerable investment of energy, because expense is often greater than effect,
- knowledge, skills, personal characteristics, will and relation to work of team members that is insufficient for team work, especially for undertaking the role of the leader, and investing in development of these members is greater than others,
- expense of investment in personnel, system of permanent education, improving and training,
- dependence on other team members,
- members that are not fit for team work as loners, free-lancers, aggressors etc.

The solution lies in the systematic education and special improvement for team working methods, so the team based on good personnel foundations shall be regularly organised.

3. METHOD OF STRUCTURE ANALYSIS SYSTEM IN THE FUNCTION OF EFFECTIVE TEAM COMMUNICATION BETWEEN FORWARDER AND PRINCIPAL

Applying the Structured Systems Analysis method for projecting the model of process with graphic presentation of effective communication between the forwarder and the principal, it is significant [7, page 46]:

- to correctly pinpoint the task,
- to precisely define demands of analysis user - forwarder and principal, in order to perform useful and comprehensible specification of demands of forwarder and principal as a sum of processing and data models.

By applying the Structure Systems Analysis method, the essential phases of development of the process model are [7, page 121] [12, page 177]:

1. Making of Process Decomposition Diagram
2. Making of Context Diagram i.e. Data Flow Diagram of zero-level abstraction
3. Making of Data Flow Diagram of all other levels of abstraction
4. Description of inner logic of the primitive process
5. Description of data flow structure
6. Description of data buffer structure.

Process Decomposition Diagram gives graphic review of logic structure of complex system of communication between forwarder and principal (diagram 1) that gives a hierarchical description, free of aggregated elements i.e. concepts of its sub-systems [7, page 98] [8, page 37].

Context Diagram, marked with number 0, is Data Flow Diagram of zero-level abstraction process of communication between the forwarder and the princi-

pal (diagram 2) in which communication (with help of data flow) in contact with the milieu in the system of international forwarding, foreign trade and information system, are made [8, page 27].

For development of information system in the review of contents of the system of communication of forwarder with principal are important prerequisite in applying of the method of the simple and easily understood creation of Data Flow Diagram.

Understanding and planning the system at higher logic level is the essence of the Data Flow Diagram 0. COMMUNICATION BETWEEN THE FORWARDER AND THE PRINCIPAL that is shown by the following six (sub)processes [17, page 106] [18, page 127]:

1. Marketing - commercial activities
2. Operative - commercial activities after receiving of disposition
3. Operative activities for acceptance and forwarding of goods
4. Activities connected with insurance, control, custom duties etc.
5. Accounting and paying for the expenses and services
6. Economic supervision.

To that Data Flow Diagram (sub) processes are connected with entry and exit data flow with data buffers and outer systems.

4. CONCLUSION

Based on the diversity of the team system, such as various personal characteristics, professional knowledge and harmony of role of analyst and other team members, the growth of motivation of the analyst that is in function of the effective team communication between the forwarder and the principal is systematically and consistently proved.

The purpose of team work is to achieve satisfaction of the analyst and the user of the analysis - forwarder and the principal, as well as of other participants in the transport system, that leads to the growth of motivation of the analyst and other members in the context of team activity.

For concise study of motivation of the analyst and the user of analysis as factor of effective team communication of forwarder with principal it is necessary to have a wide range of knowledge - interdisciplinary and multidisciplinary, about international forwarding, foreign trade, information system, transport (technique, technology, organisation, economic and other), elements of the product of services in these systems etc.

On the basis of gained knowledge, the task shall be made congruent with knowledge, training and tenden-

cies of team members with the organisation of their work. For simplifying the problem, it has to dispose with a long list of knowledge from those fields, so the problem can be seen from various standpoints and inside of only one professional field.

The team of analyst, forwarder and principal presents a significant business factor when analysing and planning of business systems in the forwarding and principal companies, and their communication, because they enable overcoming of complex, ample, risk situations and problems in the system of international forwarding, foreign trade, transport and information system. Performing creative work in team, members - analyst, forwarder and principal feel progress and become more motivated for further achievements.

Analysing of business systems of forwarder and principal, analyst asks questions WHO, WHAT, HOW, WHEN, WHOM and finally WHY, to be able to create effective communication between the forwarder and principal by applying of Structure Systems Analysis. Analysis shows that everything achieved is the result of team work of analyst, forwarder and principal for achieving effective communication of forwarder and principal - development of the best team characteristics, i.e. development of human potentials and diversity of each good team system, as well as developments that are realised during mutual work of analyst, forwarder and principal.

The reason for team success is in full motivation of the analyst and users of analysis - forwarder and principal, taking into account various personalities and roles of each member and stimulating harmony in the team, in order to provide group motivation and successful team.

SAŽETAK

MOTIVACIJA ANALITIČARA - ČINITELJ EFIKASNE TIMSKE KOMUNIKACIJE ŠPEDITERA S NALOGODAVCEM

Motiv je analitičara da razvija timski rad sa špediterom i njegovim nalogodavcem, kako bi se u fazi analize ostvarilo efikasno komuniciranje špeditera s nalogodavcem prema postavljenim problemima i ograničenjima koje diktira okolina u sustavu međunarodne špedicije, vanjskotrgovinskom, prometnom i informacijskom sustavu.

Analitičar se brine o razvitku osobne i skupne motivacije stvarajući povoljne uvjete u timskom radu sa špediterom i njegovim nalogodavcem, kako bi se primjenom metode Strukturne analize sustava na što kreativniji izvršilo modeliranje procesa i podataka. Primjenom te metode analitičar izrađuje kompletnu dokumentaciju modela procesa i to: dijagram funkcionalnog raščlanjivanja, dijagram konteksta, dijagram toka podataka ostalih razina apstrakcije, definiciju logike procesa, kao i opis strukture toka podataka i opis strukture spremišta podataka.

U timu se nastoji postići optimum raznolikosti timskog sastava s određenim različitim sklonostima analitičara, špeditera i nalogodavca, i to različitim osobinama ličnosti, stručnim znanjima i skladom svih uloga članova.

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