Companies Human Resources Motivation

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Abstract The organization's employees have different needs that make them to act in order to fulfil them. We appreciate that just the identification of employees' needs and acting in order to satisfy that needs in not enough. The practice shows that the motivational mechanisms are not obvious and are hard to be identified. Without motivation, the performance of an organization is hard to be attained. The managers that want to motivate their employees must know the distinct sources of their motivation. The company's employees are different as tempers and abilities, knowledge and interests. For these reasons, the means of increasing the employees' motivation have to be well considered and adapted to actual conditions of a company.

Keywords: motivational theories, work satisfaction, motivational factors, personal interest.

1. Introduction

In organisational theory, among management's functions was recognized (recently) the motivational one. So, every manager must, above programme activities, organise, coordinate, command and control, motivate. This must be exercised effectively, because organisation's performance is strongly related to the quality of member's motivation (Burciu et al., 2009).

In this context, no matter as modest might look the work of one employee, that work must be treated as a personal creation and the manager must periodically check the results obtained ensuring both material and moral pay off accordingly.

Nowadays, in a company, each employee has in his own activity certain categories of motivation (Bostan, 1999):

- Economic – material motivations (goods, services);
- Psychological – affective motivations;
- Social motivations (the need of each person to be recognised as important in an organisation and in society).

We must consider, in determining the influence of one social motive among personnel's behaviour, not just the level of perceived satisfaction but also the level of desire.

2. A Theoretical Approach in Personnel's Motivation

The performance of the organisation as a whole represents, in a certain degree, the sum of individual performance, and individual performance depend on various factors according to the relation (Stoner, 1995):

$$P_i = f(M,C,I) \qquad\qquad (2.1)$$

Where:

P_i – the level of performance attained by a member of the organisations; M – his motivation; C – his professional level; I – image he has about his own role in the company.

The motivation express the fact that human condition is based on a variety of reasons, - tendencies, needs, desires, intents, ideals – that support de accomplishment of certain actions and facts and taking certain attitudes (Roman, 1995). These reasons are elements coming between the environmental stimuli and the person's relations, determining certain behaviour, fact that each manager must acknowledge in his work of conducting.

The motivation starts form needs and triggers a chain reaction, according to the next figure (Fig. 1):
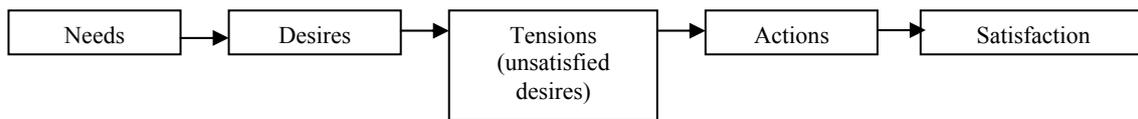
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┌─────────┐    ┌─────────┐    ┌──────────────┐    ┌─────────┐    ┌──────────────┐
│  Needs  │───▶│ Desires │───▶│   Tensions   │───▶│ Actions │───▶│ Satisfaction │
└─────────┘    └─────────┘    │ (unsatisfied │    └─────────┘    └──────────────┘
                              │   desires)   │
                              └──────────────┘
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Fig. 1 – The needs chain - satisfaction

(Source: C. Russu, Management, SITI Publishing House, Bucureşti, 1995, p. 162)

The motivational factors are these elements that determine one person to make certain actions or adopt certain attitudes, such as: the salary, colleagues' appreciation, getting a prestigious title, being promoted, etc. Also, these factors can ensure the accord between needs in conflict and establishing a priority order in satisfying the needs.

The satisfaction is the status that is obtained when a desire is satisfied. Rephrasing, we can assert that motivation is the starting point in the way to a result and satisfaction is strongly tied to the result. The difference between these two notions explains why a person can have a high work satisfaction but a low motivation for that work and the other way around.

The main theories about motivation are (Stoner, 1995):

- those focusing on the content of motivation, on individual needs that organisation must satisfy;
- those studying the process of appearance and act of motivation, according to which the essential element is the expectancy of the person regarding the result that his work and behaviour will bring;
- those that state that the fundament of motivation is knowledge extracted from past experience regarding the result obtained by different behaviour;
- Those that systematically approach the motivation connecting the person's character, the work characteristics and work environment.
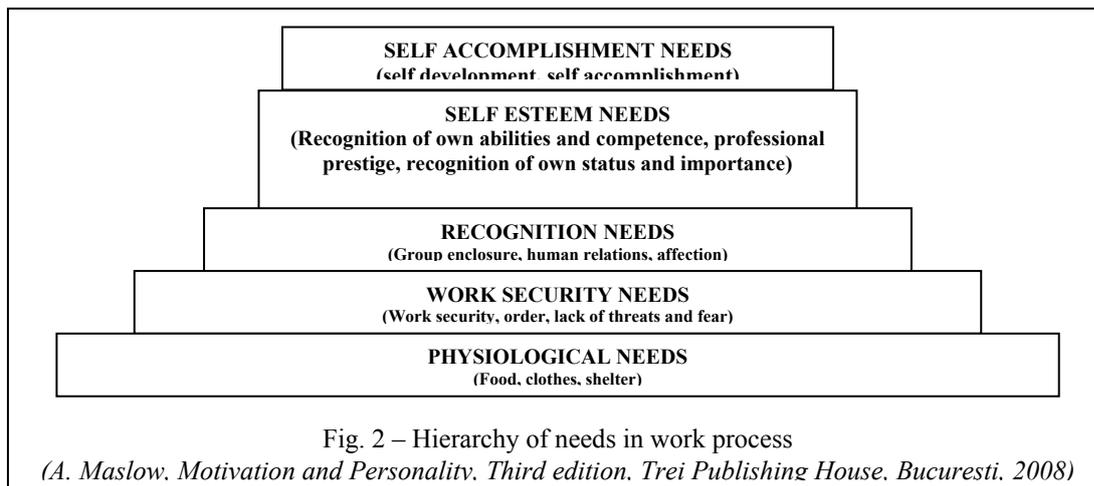
Between many trials to analyse and put into a system the needs, the one launched by A. Maslow (Maslow, 1954) was more interesting. The author divide the basic human needs in five hierarchies groups, in increasing importance order:

1. physiological needs (food, water, cloths, shelter, sex);
2. work security needs (work security, order, lack of threats and fear);
3. social affiliation or acceptance needs (group enclosure, human relations, group acceptance);
4. self esteem needs (the recognition of own abilities and competence, professional prestige, recognition of own status and importance);
5. self accomplishment needs (self development, maximize of own potential, self accomplishment).

First two groups of needs are considered primary, inferiors range type of needs, and last three groups are considered social, superior needs.

Maslow's theory is based upon assertions like these: people are never satisfied, because their needs are determined by what they possess; each need motivate the individual, making him to act accordingly till the moment when the need is satisfied and once the need is satisfied the superior type of need starts to act. (Burciu et al., 2009).

A. Maslow divide the needs active in work process in five hierarchies organised, represented by a pyramid (Fig. 2).

Fig. 2 – Hierarchy of needs in work process
(A. Maslow. Motivation and Personality. Third edition. Trei Publishing House. Bucuresti. 2008)

Maslow appreciates that each need motivate the person's behaviour, making him to act accordingly, till the moment when the need is satisfied. After that moment, the superior type of need starts to manifest.

Other authors (Bostan, 1999) provide a classification of motivation in:

- *Material or money related motivation:* salary, prospective promotion in short time, increase of salary for the same job, assistance, free of charge goods or services for the employee and / or his family, the security of work.
- *Psychological* – social motivation: the status associated to the activity and position, prestige, reputation of the organisation, the prospective of getting more relations in the activity, taking part in decision (degree of participation and mode).
- *Moral motivation:* working for a good cause, taking part in educating others, social work, pollution prevention.
- *Professional motivation:* valorisation of owns professional abilities, possibility of innovating, non repetitive activity.

The knowledge of main motivation types, as well as the stimuli that can satisfy motivations allows the usage of that stimuli to make the work more efficient (Roman, 1995).

By research we found out that Maslow's theory of hierarchy organised needs was criticised a lot by authors that support the idea that human needs are not acting according to Maslow's hierarchy and as a persons advances on the organisation the first two groups of needs decrease in importance and the last three increases in importance.

At the top level, the force of needs varies from one person to another. For some persons at the top level there are the social needs, for other the self esteem needs and for others the self accomplishment needs (Morariu, 2008).

A variation on Maslow's theory theme is ERG Theory, by C. Alderfer. According to this author, there are three basic human needs:

1. Of existence: material and physics needs (food, water, clothes, salary, acceptable working condition),
2. Of human relations: with family, friends, superior/ subordinates etc.
3. Of self accomplishment (development).

3. Motivational system and the implication of an adequate motivation upon organisational activity

Human behaviour is rarely seldom, being oriented to specific goals or to stimulus from the environment attractive to them only because motivation is satisfying only to each person, as an individual.

A certain human act is determined by his motivation, but the goals (objectives) exterior to the individual offers him the opportunity to satisfy these motivations (C. Rusu & M. Voicu, 1995). The way the employee offers what he can offer depends a lot on his capacity but also on the demands of the company's management.

The basic mechanism of motivation is satisfying the demands and desires of each individual; this leads to

the conclusion that each behaviour, proceeding and act of an individual has its own causes. People orient their energies, actions, behaviour towards the accomplishing of the objectives provided by the environment.

The objectives are different from importance point of view from one individual to another according with owns motivation, and the motivations are internal factors and objectives are from external environment. The system of motivations used influence the level and efficiency of completion of the demands of each job (Burciu et al., 2009).

The motivations used in each company can be grouped into: corrective (binding) or stimulants providing. The binding ones are not the first to be used; but disciplinary motivation such as blame, financial restraints, administrative or criminal sanction are necessary to all managers. The practice proved that knowledge of the possibility of being punished produce a motivational effect bigger than the sanction itself.

The manager must avoid sanctioning; for this aim he must carefully control the subordinates and correct any mistake. Usage of very harsh sanctions in any organisation has an emotional effect, many employees believing that that type of sanctioning isn't fair.

The research in this area supports the idea that in an organisation where the sanctions do not work, the motivational strategy must be revised. If the number of sanctions is too big, the people tend to work together against the management, and management's actions become inoperative.

This is the reason for any organisation to identify all possible ways to satisfy the employees' needs in its motivational strategy. It has to be consistent with the employees' sensibility for each measure in order to influence the employees' actions in the desired way.

4. Means of increase the organisation's motivation

The way that each employee accomplishes his tasks at his workplace is largely determined by the structure of stimulants he has. The assembly of prises and punishments indicate to the employee what is and isn't good to be done; it is important to be remembered that a reward or a punitive measure doesn't have the desired effects if the subject doesn't recognize its value (C. Rusu & M. Voicu, 1995). If the structure of rewards in an organisation doesn't stimulate the employee to get better results, he will not thrive in this direction, considering the effort required not worth it.

From the study of existing writings, we can mention some ways to increase the personnel's motivation in an organisation (C. Russu, 1995):

4.1. Rationale firm's policies for personnel

The rationality of policies in recruiting, selecting, employing, appreciating and promoting the personnel will trigger a strong motivation of the staff; this will lead to performance. The lack of clear criteria for each of above mentioned activities leads to subjectivism and arbitrary and also to disbelieve, neglect and routine and also do not provide motivation for the employees.

4.2. Placing the right person at the right place

The psychology proved that „each normal man is good at something and anybody isn't good at everything" – and this lead to the well known principle "the right person at the right place". The manager must match this, selecting for each workplace the person capable of complying with the demands. In this way we have the guarantee that this employee will do well what is asked from him, will be praised and that will strongly motivate him.

4.3. Creation of a communicational system that allow the personnel to participate in the decision process

Such a system aims to largely and responsible involve as many as possible employees into the management of their own activity and facilitate the employees to take part in the leading. The manager must accept that each employee is also a co-worker in management. His role becomes, in this way, the one of informing, organising and supporting the led ones, motivating them to take part in leading.

4.4. The objectives proposed by the organisation must be reasonable so that the employee to involve in attaining them

The motivation of employee is made also by setting interesting and ambitious objectives. Also, they must be persuaded that the objectives are necessary and attainable.

In this way the manager facilitates the employees to take part in an aware way in solving various problems because the motivation of the importance of attaining the objective facilitates the objective's accomplishment.

4.5. The manager must avoid inequities

If the manager succeeds in right usage of material and moral incentives, objectively, according to each one's merits, not by favours, if he will evaluate exactly and fairly, his subordinates will be motivated, taking part in making of a trustful, cooperative, correct and dignifying work environment. The theory and practice proves that a moral environment is superior not only from humane point of view but also by economic (organisation's profit) point of view.

5. Conclusions

The work of this employee is a part of a general process, but without this work the performance of the organisation is impossible. To work better, each person must understand the utility of own work and the fact that he is the beneficiary of the work of other employees and supplier for other colleagues. Anyone is touched by the appreciation offered by others to his work. This is the reason for recommending that each employee's work should be considered not as a routine and anonymous activity, but a personal creation.

In the context discussed above it is extremely important that each subordinate should be treated by the superior with dignity, consideration and respect. In evaluating the work of employees, the manager should start not from what the employee desires to be but from what the employee actually is. Also, the manager shouldn't expect from employees to be what they cannot be, but to demand them to be what they are and what can become on a rational development in the organisation. Also, each employee must be treated differently starting with the idea that people are not identical. There are people that learn and become part of the team easily, other cannot learn and cannot integrate. If the manager succeed in making this, than, certainly, will have a redoubtable mean to motivate the personnel.

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