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Reference: Udrescu, Mircea A. Motivation and organizational behavior.

This Version is available at:

<http://hdl.handle.net/11159/767>

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Motivation and Organizational Behavior. Staff between Value Added and Conflict-Generating Losses

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Abstract *In an organization work together two categories of motivations, the organization's management and the employees' one, the workers' one. It is often stated that the competitive added value has the particular way in which the employees are motivated and also their skills within the organization. The authors believe that the added value in a competitive market is the result of the synergy of the two types of motivations, the entrepreneurial and managerial ones and employee's own motivation. In situations where a synergy between the interests of workers and the organization's ones, the global interests of the company's is characterized by continuous growth of value added, while lack of motivation generates unequivocally conflicting states that diminishes the aspects of the outcome activities quality.*

Key words Motivation, satisfaction, employee, manager, added value

JEL Codes: L2, M1, M5

1. Introduction

With different occasions, firms' managers are declaring that employees constitute their most precious wealth. When analyzing the degree of staff satisfaction within organizations, concrete situations fall earlier assertions from falsehood to truth, from empty words to the expression of reality. Most analysts consider that the success of an organization depends on how you manage three types of managerial expectations: organization's expectations, expectations of employees and customer expectations (Sultan, 2009). Level of organizational performance depends on how your organization manages the expectations of management employees, in close correlation with other types of expectations, through specific actions, which may concern: understanding the motives of employees, understanding their behaviour, promoting the competitiveness of individual and group promoting relations of cooperation and mutual aid, transparent systems of hiring and promoting, regulating the activity of daily living of employees, employees' commitment toward affirmation organization the creation of civilized conditions of work and recreation, affirming an empathic work climate etc.

2. Methodology of research

The article was written consulting and analyzing both international and national data in the specialized literature. It is considered that both motivation and organizational behavior are the most important elements which can bring a higher added value to a company, as well as its employees. Sailing through the management's literature in time, it can be seen the close correlation between managerial expectations, the company's one and also the costumer's expectation.

3. General aspects regarding motivation and organizational behavior

In an organization work together two categories of motivations, the management of the organization and the employees, the workers one. It is often stated that the competitive added value has the particular way in which the employees are motivated and also their skills within the organization. Of course a motivational framework can make abstraction of each employee's expectations, which more or less wants "... to feel important, to feel that they exist, to have the image of a winner..." (Arădăvoaice and Niță, 1996), but it can't do any abstraction of employers' motivation, which employs financial resources, human and material ones to get profit.

For these reasons, motivation appears to us as "... overview of factors that trigger or incentives, energize, maintain (or pause) and directs actions or behaviours of a person" (Dictionary of Sociology, 1993), whether being the employer, whether being the employee. This range of factors or successively or simultaneously fulfills incentives has the following functions: internal activation function of a physiological or psychological imbalance (depending on specific needs, which may have a particular dynamic: with an internal alert continues with an increasing agitation, even at high voltage, States to dwindle until their extinction by satisfying), function or trigger factor of effective action that answers the question Why? And function of regulating conduct (by which prints a character actively conduct consistent or selective).

Specialists of the management's branch (Bostan, 1999) have identified several motivational groups, as follows: positive and negative motivation such as: motivation-the first is produced by praising, encouraging stimulants, and the second is produced by aversive stimulants, associated with the threat, blaming, punishing s.o.), intrinsic motivation (indoor) and

extrinsic (external) motivation-the first is generated by specific subject which resorts operate as the subject of the environment, while the second is generated by external incentives, like environmental action on the subject, as well as cognitive and emotional motivation-the first one having its origin in the need to know, the typical form being curiosity for new mental processes, the nature of sensation, perception, memory, thinking, imagination etc., and the second being the nature of the processes generating emotions experiences, s.o.

In studying motivations can be found names with great resonance in the field, their summaries watching, on the one hand, the description and interpretation of the motivations of people, individuals, subjects, expressing their needs during their social surroundings, and, on the other hand, the description and interpretation of motivations, as meeting individual needs with the organization's needs.

The Foundation of individual motivations study was commissioned by Abraham Maslow (Sultan, 2009), through the work of A Theory of Human Motivation published in 1943 (see Figure 1).

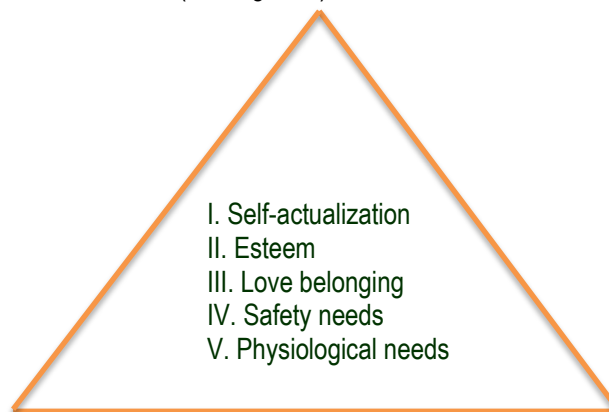


Figure 1. Maslow's Theory of Human Needs

According to Maslow, people are all motivated by certain needs, needs manifested throughout their existence; they are being presented in the form of a pyramid with five hierarchical levels, comprising: physiological needs, safety needs, the needs of affiliate and medical condition, appreciation needs and self-succeeding ones. Each hierarchy level means and a motivational stage, individual fulfillment and self-improve. Individual positioning within a hierarchy level depends on the way they reflect the needs in a plan of emergency and importance, so "A hungry man who feels in danger because of this, it is not interested in anything else besides food. He dreams, remembers, he thinks about food, food excites him, don't charge anything else, does not want anything else ... For a man affected by chronic hunger, taken to the extreme, Utopia can be defined as a place where there is plenty of food. He claims that if he is going to guarantee food for the rest of his days, will be fully happy and he will never want anything else. He has a tendency to define life in terms relating to food. Anything else will be considered unimportant. It can be said, without fail, that such a man lives only for bread ... But what happens with human desires when has plenty of bread and the stomach always full? Another immediate necessity arises (most wanted), which will dominate the body more than physiological hunger..." (Sultan, 2009).

Physiological needs are common needs, among who belong to food, water, living conditions, sexual desires etc. Their Assembly defines the individual welfare.

Security needs reflect the independence of the dangers from the integrity of the person, which is becoming prevalent after physiological needs have been fulfilled to a reasonable extent. In turn, are found the defense needs against adverse weather conditions, predators, against the perpetrator, take later, the need of a job, the need to make savings for health, old age etc.

Affiliate needs and condition refers to the people's needs to fit within certain social groups, the most important being the establishment of his own family. To this, it can be added needs related to cultivating friendly relations, affinity and affection. Needs related to the appreciation of the person desires to be treasured and respected, to be good, to trust, to be capable of. Need self-fulfillment willingness of people to achieve their full potential. All this theoretical development of Abraham Maslow went into motivational culture as "The theory of human needs". Among those who occupied mostly by spotlighting organizational motivation, meaning motivation of the work results will be remembered on the common: Frederick Taylor, Douglas Mc Gregor, Frederick Herzberg and V. Vroom.

If Abraham Maslow studied the motivations of the individuals, as its action on the environment, as a process being self-centered, Frederick Taylor can be the one who put above all human-organization relational aspects, the organization's motivations as a standalone entity, kind of organization-center.

In the center of Taylor's concept about work there are his theory to increase labour productivity and efficiency through the organization's rigorous activities of work. In his book "The Principles of Scientific Management", published in 1911, Taylor proposed the following science of performance development: 1. Find about 10-15 people who are good at performing the type of activity you are analyzing; 2. Notice the exact order of operations or basic movements that each person makes, as well as the tools each person uses; 3. Use a timer (stopwatch) to measure the time required to carry out each of these basic moves and then choose the quickest way of performing each part of the activity; 4. Remove all the wrong moves, as well as the slow and useless ones; 5. Combine and sort out the fastest and best movements, as well as the best tools. This method of managing individual tasks and movements got the name of "scientific management".

He drove to a working system centered on the optimum time of completing the tasks on selecting workers after skills, but also on the correlation of wages with qualitative and quantitative contribution of each worker. Lowly employee has become a machine, a robot forced to do only those operations determined scientifically. Taylor acknowledged that superiority with his model of leadership do not advertise any initiative on the part of the worker. Employees had to be told which is the best way to carry out the work, and then they had to execute it unconditionally. Taylor's scientific management has enhanced the role of managers. Managers were the only people who carried out problems. Employees should not have ideas or initiatives. They only had to execute (Dearlove and Crainer, 2008). Engineering organization of labor has been criticized by unions, but was assessed in all environments and human activity. Even analysts at the end of the 20th century consider that "not only did taylorism give results, but, for several decades, it gave extraordinary results. ... The essence of taylorism is not only the work of a slave, continuous repetition and a strict appointment of tasks.

This man was brilliant in that it insisted that both managers to use the knowledge that they have, and also, the whip: take a complex task, reflect on it and find ways to execute easier, faster, better. It is fashionable as Taylor to be discredited, but it is important to remember that scientific management represented a great leap forward, not only in terms of productivity, but also the dignity of labour" (Stewart, 1997).

He repeatedly explained, to different audiences, his ideas about the introduction of a strict labour control, starting from his own observations. According to these observations, "one can hardly find a competent worker who does not spend a considerable amount of time studying how slowly he could possibly work and then convince their employer that they have, nevertheless, a good working time"(Taylor, Dearlove and Crainer, 2008).

In 1956, Douglas McGregor published "The Human Component of the Enterprise", in which two theoretical developments co-exist: the managerial style and the behaviour of employees, leading to the famous correlation between Theory Y and Theory X. Unlike Abraham Maslow, McGregor structures human needs into two broad categories: lower-order needs, which include the first two of Maslow's motivational levels and higher-order needs, comprising the remaining three motivational stages of Maslow's theory. McGregor categorizes motivation-based human behavior according to two theories, Theory X and Y. According to Theory X, people dislike work by their very nature. Consequently, they must be threatened and controlled. The ordinary man prefers to be directed and is not willing to take responsibility or initiative, focusing on his security needs. The second theory is the theory Y, according to which employees can take initiative at their workplace; they like to use their imagination and creativity to make decisions in order to solve problems. Control and sanctions are not the only work stimuli. McGregor insisted on the fact that, if employee commitment is achievable, then a management style based on Theory Y is highly recommended (as extensively described by Bănuș, 2000).

Frederick Herzberg became famous through the dual factors theory: hygiene factors and motivators ones. Hygiene factors relate to the working environment which, if appropriate, meets the physiological needs, safety and affiliate employees. Motivators include feelings of, promotion of employment, interest, and assessments of responsibilities. Herzberg cautions that satisfaction and dissatisfaction are the statuses that can be generated by different factors. Herzberg's theory emphasizes finesse, motivational aspects that, if someone is offered more money and a new title, without hygiene factors to assign responsibilities to State, is that it makes the employee no longer lament his job, but it will motivate you to work harder and better. Employees must be motivated by the inmate, regarding both the promise of rewards, but also the threat of a sanction.

The American Professor Victor Vroom, after 1960, developed the theory of expectations as an expression of motivating people within the organization. According to this theory, when given the choice, employees prefer the version that it seems to ensure their highest reward. Workers show the motivation based on how it can be answered the following questions: Can i do what I've been told?/ I'll be rewarded for that?/ I wish that reward? (see Figure 2).

The theory of expectations is structured in three modules: pending, instrumentality and valency.

Waiting makes a correlation between individual effort and hope. If an employee feels that no matter how much you work, the organization is not paying attention, he will not make special efforts.

Instrumentality is the belief that if a worker works more, extra effort will bring them a promised retribution in the form of an increase of salary, promotions or other forms of promotion.

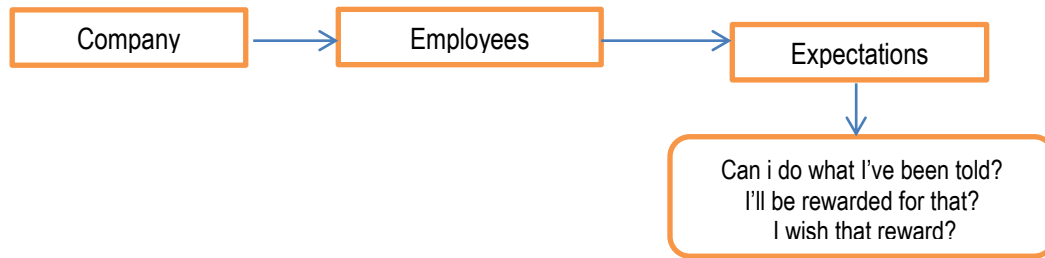


Figure 2. The relationship between company and employees' expectations

If the reward is not carried out, lack of motivation appears. Valence/valency refer to the subjective importance attached to reward. If an employee is convinced that the reward is not worth the effort made, this will translate into a reduced motivation. For example, a worker who makes extra efforts, gets superior results, but receives the same salary, will eventually become demotivated to make further efforts. Agency (instrumentality) assumes that bigger efforts bring about higher incomes, whereas valence (valency) presupposes a subjective importance that an employee attaches to his efforts. Unlike Taylor, Vroom is convinced that "if an employee sees high productivity as a pathway to achieving one or more of his or her personal goals, then they will tend to become highly productive" (Sultan, 2009).

4. Conclusions

Motivation and satisfaction in the workplace shall ensure integration to each worker within the organization (see Figure 3). The whole motivation-satisfaction-integration links, organizational structure and organizational culture play a decisive role, because it gives each person within the company a motivational and competitive leadership.

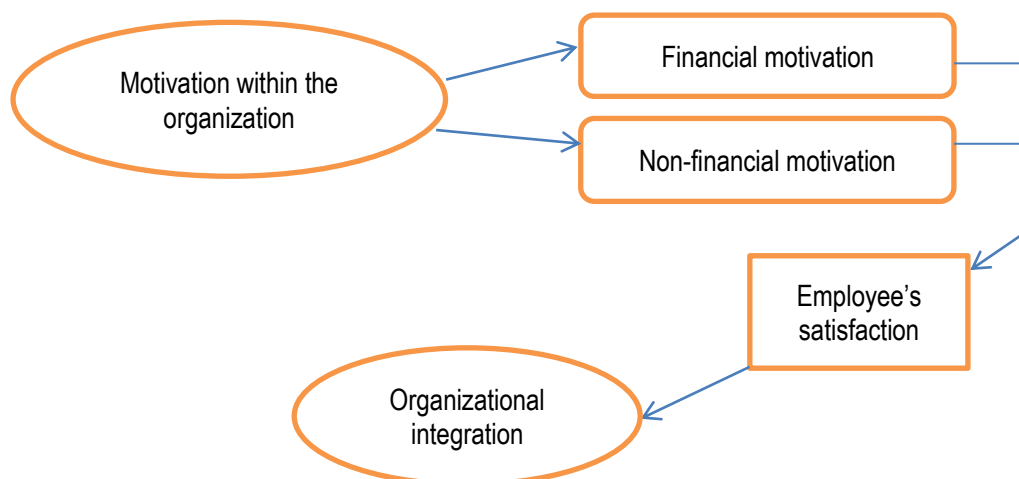


Figure 3. Organizational motivation

Organizational motivation is strongly affected when they occur and are diversifying interpersonal conflict states in the organization. Causes of interpersonal conflicts can be generated by different causes, among which the following stands out: causes generated by specific differences between persons: differences training, capacity for work and effort, differences in perceptions, expectations, differences in personality and work style; causes that generated tasks: employee is not convinced of the necessity and usefulness of the execution of a task, the chiefs take decisions without consulting the people directly involved in the execution of tasks, lack of clarity in setting the attributions and tasks etc.; causes generated by the manner of assessment and reward of staff activity: lack of criteria or standards; faulty application; deficiencies in selection and promotion, misuse of incentives and punishments, etc.; causes due to personal or family difficulties: ignoring the health states and family issues; faulty communication: deficiencies in the information system, deceit, organizational uncertainty, daily insecurity etc.

In situations where a synergy between the interests of workers and the organization's ones, the interests of the company's overall activity is characterized by continuous growth of value added, while lack of motivation generates conflicting states, unequivocally that diminishes the aspects of the outcome activities quality.

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