

## ACTIVE PERSPECTIVES ON THE MOTIVATION OF HUMAN RESOURCES IN ORGANIZATION TO MEET OBJECTIVES

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**Abstract:** *In this study we began with the idea that the development and success of an organization depend on its resources, interaction between them and their functioning as a system. The main resource that can engage all the organization's resources so as the organization should achieve its goals, is the human resource. Therefore, once they become part of an organization, the employees will have to integrate into it and contribute to the smooth running of their activities. The managers have the mission to understand, motivate and actively involve the employees in achieving the organization's goals so as these should successfully fulfill their responsibilities.*

*The conclusion of the study is that if employees are not motivated and actively involved in fulfilling their activities, they do not perform their tasks. Failure to perform tasks leads to conflicts with colleagues and superiors and failure to achieve the goals set in the organization.*

**Keywords:** human resources, motivation, organization

### 1. Introducere

Organizations are found in the life of any person, representing a part of his daily existence, where he spends most of his time. From the perspective of the individual, the organization represents "a formal structure in which it occupies a certain position, has a certain status and constitutes an environment for the development of its personality" [1] and regardless of the profile of the organization, people come with "with their own capital human, in all its diversity". [2] Once they become part of an organization, the employees are integrated into the entire organizational system and will have different roles and responsibilities within it, and their behaviour in the organization will be determined for certain reasons depending on personality, social conditions,

experience, group influences or other factors that have an impact on motivation.

Because people are the only resource in the organization that can act consciously to accomplish its goals, human resource motivation has had and has a strong impact on the functionality and performance of the organization. If they are not motivated and interested in achieving the organization's goals, employees will end up scrapping their efforts, generating major conflicts, acting against each other and/or against the organization's goals.

Therefore, human resources are currently perceived and treated as essential and specific to the organization. Essential because people are the "resources without which the organization does not actually exist" [3] and specific because the same people "are not the inert objects of

*transformations-changes, but actors, their promoters, whose "specific" values, aspirations and needs dictates their behaviour in general and professional, in particular."* [4]

## **2. Motivation - a major component of the management process**

From the point of view of managerial conception, there are two major concepts of motivation [5]:

a) *motivation in a narrow sense* - refers only to employees in the organization and is based on the needs, aspirations and interests of employees in order to be able to fulfill their tasks in achieving the objectives of the organization.

Although based on the classic version of organization and management, this type of motivation is predominant in today's managerial practice.

b) *motivation in a comprehensive sense* - it focuses interest on the stakeholders or the persons, categories of persons and bodies that have high interests in carrying out in very good conditions the activity of the organization.

This type of motivation is being used more and more frequently and is based on the modern vision of organization and management.

Motivation, as a core component of management, is to increase employee interest and engagement, and motivation is what drives employees to act in a way to achieve their goals. Motivation explains why people choose and prefer a certain way of action, why they keep it, sometimes for a long time, even under unfavourable conditions.

Over time, the concept of motivation has seen different interpretations. From managerial point of view, the motivation is related to the nature of human relations and therefore many of the theories of motivation have been developed from a managerial perspective, emphasizing the idea that better knowledge of the mechanisms of motivating people would allow the

development of organizational strategies for "motivation" of employees to increase the performance of the organization.

To illustrate the perspective in which motivation has been addressed over time, we will continue to present some of the definitions given to motivation in the literature.

*"Motivation is the degree of orientation of a permanent effort towards achieving one or more goals."* [6]

*"Motivation is the sum of the psychic motions that initiate and direct an employee's behaviour towards a goal/objective"* [7]

*"Motivation [...] as the sustained, focused and persevering effort that an individual puts forward to achieve a goal."* [8]

*"Motivation is the totality of mobiles (conscious or not) that causes people to do certain things, choose from a variety of behaviours, act in a certain way for the reach of goals."* [9]

*"Work motivation is a process by which people choose between several possible behavioural variants in order to achieve their personal goals"* [10]

*"Motivation is the inner state that causes a person to act in a way that ensures the fulfillment of certain goals."* [11]

Based on the key terms in the definitions, in our opinion, motivation is *the sum of mobiles (conscious or not) that initiates and determines a certain behaviour of employees so that they achieve one or more goals according to their needs and aspirations.*

The concept of motivation is frequently used to identify and explain:

a) *Differences in behaviour of individuals:* in terms of wage equality, the individual performance of employees can be extremely different. Differences can be explained by the fact that some employees are more concerned with activities that do not have an effective contribution to achieving the organization's goals.

b) *Direction of behaviour:* In an organization, each employee directs their

behaviour to achieve what matters most to him (sources of existence, prestige, recognition of others, etc.).

Within the organization, the concept of motivation integrates a series of structural components from which the complexity of this notion can be observed.

a) *Necessities (needs)* are basic motivational structures, elements of determination: when they manifest, man seeks to satisfy them. The needs create tensions at the level of the individual, and he, feeling in an uncomfortable state, seeks to reduce or eliminate them.

Depending on their genesis and their content, the needs are: a<sub>1</sub>) primary (innate) and have the role of ensuring the physical integrity of the organism, and a<sub>2</sub>) secondary (life-formed), having the role of ensuring the psychiatric and social integration of the individual.

b) *Reasons*, as motivational structures are considered to be actual and subjective in the individual's needs.

The reason assures the triggering of specific behaviours of satisfaction, representing the mobile that provokes, energetically supports and guides the action.

c) *Interests*, important components of motivated behaviour, are the selective guidelines for certain areas of activity.

Global, undifferentiated, optional guidelines are just the employee's tendencies, preferences or attractions, focused on an object, a person, an activity, without aiming at material benefits or advantages.

Because interests involve constant and effective organization, cognitive, affective and volitional elements are found in their psychic structure, they are more complex than needs and reasons.

d) *Beliefs*, as superior motivational structures, are considered to be ideas and opinions deeply fixed in the personality structure of a person, which leads to strong emotional feelings and impulses to action.

A belief is that idea which represents for the employee a value, a subjective certainty,

which coincides with his needs and desires, his aspirations and his personality traits and helps him to decide what is useful, optimally necessary, to distinguish between good and bad, beautiful and ugly, truth and lie.

Conviction is required in behaviour and constantly orientates, being strongly defended, especially when contradicted and/or attacked. Beliefs come into play in situations of choice or value conflict, and if they are very strong, they can even act against the instinct of conservation.

e) *Ideals*, along with the conception of the world, are influenced by culture and education, building on the employee's own experience and the experience of others.

### **3. Forms of motivation in an organizational context**

Social and organizational existence has always been under the influence of some needs and motivational factors. Both the variety of reasons why people act in a certain way, and the incentives that organizational managers can use to motivate employees, lead to the structuring of motivation in several forms. They group the circumstances, ways and means of a diverse nature through which organizations and managers influence and guide the behaviour of employees.

In general, "motivational form" refers to *"the set of motivations, delimited by certain criteria, repeatedly used by managers in a specific optics that are consciously or unconsciously based on certain hypotheses regarding conditioning motivational performance of employees and organizations."* [12]

The evolution of an organization may predominate one or other forms of motivation. Typically, they are classified in opposite pairs, two by two.

a) Depending on the mode of satisfaction of human resources satisfaction, depending on the results obtained, the motivation may be *positive or negative*.

*Positive motivation* [13] is used with priority in organizations and is based on increasing employee satisfaction as a result of achieving superior performance in the work undertaken and accomplishment of the tasks received.

As it seeks to increase employees' efforts and contributions to the organization's goals, it uses motivational factors - high salary, promotion, social and professional prestige, praise, encouragement, recognition - which ensures employees' earnings, morale and status conform to expectations. This type of motivation has beneficial effects on human activity or relationships and the satisfaction it generates, leads to an organizational climate of trust, collaboration and promotion of initiative, fairness and dignity.

*Negative motivation* [14] is a primitive type of motivation, but with some caution may be part of the motivational tool. It is based on the threat of the staff with reduced satisfaction, blame or punishment as a result of non-realization, total or partial, of objectives and/or assigned tasks.

Sanctions have low motivational effects, and their frequent application generates a tense organizational climate, one of which is that sanctions can not be applied equally to employees who have mistakenly, but are in different situations. The effect of applying a disciplinary measure to an employee can influence the attitude and behaviour of other employees: an excessively severe sanction compared to facts attracts the compassion and sympathy of others, whereas a moderate sanction in relation to the seriousness of the act can promote the idea of indulgence to the superiors of deviations, what it can have as a consequence the increase of deviations.

Negative motivation leads to the creation of a tense atmosphere, generating conflicting states, which can lead to a decrease in the employees' professional performance. And when an organization proliferates the concept of being sanctioned is not a shame,

it is preferable to redesign the motivational system.

b) Depending on the nature of the motivational relationships that occur and the place of the source that generates the motivational effect, the motivation can be *intrinsic (direct) and extrinsic (indirect)*.

*Intrinsic (direct) motivation* [15] represents the process of engaging an individual in the organization to a sustained effort, due to the sense of accomplishment, fulfillment, which he feels after fulfilling his tasks. It refers to: the formation and development of human personality, independence, autonomy and manifestation of creativity, ability to use knowledge and skills, professional development, need for self-appreciation and appreciation of others, self-fulfillment, intellectual curiosity, self-satisfaction for work, sentiment of debt, attachment for the organization, profession etc.

This type of motivation is solidarity with the process of work, springs from its specific content: work is a goal, not a means of gaining benefits. It is an employee-centered relationship: on the one hand, its expectations, perceptions and feelings, and on the other hand the concrete content of the work and the behaviour of the employee;

In order for the organization to meet its established goals, managers need to promote intrinsic motivation, as it offers the greatest satisfaction and positively influences the quality of human relationships within the organization as well as its activities.

*The extrinsic (indirect) motivation* [16] does not generate behavioural changes and is the process of determining a person to make a sustained effort to complete a task through some incentives that come from outside the work environment, represented by the task he/she has fulfilled.

It does not arise from the specifics of the activity carried out and the extrinsic factors can become real motivators when they are considered to represent the very purpose of

the work, the self-determination path, the criterion of prestige, the obligation towards the organization, etc.

c) Depending on some immediate needs of the individual and the human personality component considered as a priority, motivation can be *cognitive and affective*.

*Cognitive motivation* [17] relates to the need to know, to know, to be stimulated sensitively and manifests itself in the form of curiosity towards new, change, complexity, as well as risk tolerance.

It acts within the cognitive processes (perception, thinking, memory, imagination), stimulating intellectual activity and finds satisfaction in the need to understand, explain and solve as goals in itself.

*Affective motivation* [18] is driven by the employee's need to gain approval from others, colleagues and superiors, and to feel good in their company. In some organizations it may appear in the form of acceptance of tasks and posts in the desire not to be considered unable or malicious.

In most organizations, promoting competence stimulates and empowers the employees as emotionally and affective point of view.

d) Depending on the nature of the means used to motivate staff, the motivation may be *economic and moral-spiritual*.

*The economic motivation* [19] is intended to meet the expectations and economic aspirations of employees and is achieved through salaries, bonuses, cash rewards, but there are also cases when the employee is falling, financial imputations and fines apply.

It plays an important role in any organization, because the expectations and aspirations of each employee mostly address the satisfaction of economic needs (food, housing, clothing, etc.).

*Moral-spiritual motivation* [20] refers to the system of values, attitudes and behaviour of human resources in the organization and aims at satisfying the moral and spiritual expectations and expectations of human resources in the organization.

Due to the increasing employees' training, information and culture, the moral-spiritual needs, aspirations and expectations are amplified and diversified.

## Conclusions

Human motivation acts simultaneously on human behaviour, forming the motivational system which refers to the "*interdependence of human motivations, to their hierarchy on levels and interests, to their consistency at a given time.*" [21]

There are different levels of motivation, starting from basic life motivations (conceptions from the sphere of culture, aspirations) to the motivations of work, family life, etc. In the case of the motivation level, the motivations related to the profession, the organization, the work place are distinguished. If motivations towards the profession predominates, in order to be able to exercise his/her chosen profession, the employee accepts to work in an organization that brings him/her some job-related or even organizational dissatisfaction. There are also situations in which the job brings great discomfort to the employee and he, in order to escape frustration, change his profession or even the organization he is part of.

Although motivation is an individual experience, it is up to the managers to find the most reliable links between the personal motivations of the employees and their work, as well as to create conditions conducive to the harmonization of employees' personal goals with those of the organization.

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