

WORK MOTIVATION IN ORGANIZATIONAL BEHAVIOR

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ABSTRACT. In today's society and economy employees are well educated and relatively well off. This fact strongly influences the mechanisms of motivation. Therefore, today's managers have to use a large variety of motivational instruments. This text presents the most important mechanisms of motivation and their role at the modern workplace.

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1. Introduction

“Human Capital goes where it's welcome and stays where it's well treated.”
Walter B. Wriston) (Walter 1919-2005, former CEO of Citybank/Citicorp)

The market economy of a country is constantly moving and is subject to ongoing processes of change. The organizations, in turn, are forced to keep pace with these changes in order to remain competitive.

At the same time, the increasing life standard largely influences human behavior, and underlies all processes conducted in major organizations. Globalization, declining birth rates in developed countries and other factors force managers to focus on the actual process of motivating their employees, which has become indispensable in achieving management performance. Motivation leads to self-realization of employees as a way of his or her optimal development and personal fulfillment.

In early 2009, the Gallup Institute published a study on the motivation of German companies. This study is the result of a survey on a total of 1,900 employees. The survey was conducted in the months November and December 2008.

These are the results of the Gallup Study: Approximately 90% of employees surveyed do not consider themselves as owing anything to their

employer and the work at their workplace is strictly limited to following and performing the tasks defined by the management. Only 13% of workers do their duty diligently and identify with the company, 67% of staff are strictly limited to performing their necessary duties and avoid further efforts and voluntary activities.

5% of all employees were found to be completely demotivated. Worrying is the fact that up to date these results have remained stable, with a negative impact on business. The main cause of employee motivation is desolate situation of their management, explained by the lack of professional competence of employees in positions of responsibility. This lack of qualification leads to inappropriate use of the work potential of employees and promoting their professional skills, a situation that leads to a clear result: DEMOTIVATION OF EMPLOYEES.

Given that the success of an organization depends largely on human capital and its motivating factors, there is a need for an actual analysis on both motivating factors applied in most developed countries, and on the possibility of taking them into the motivation system of employees in Romania while taking into account the cultural specificities of the country.

2. Definitions and Basic Theories

In the *Explanatory Dictionary of the Romanian Language* (DEX 1998: 656) these “keywords” are described as follows:

Table 1. Motivating & Motivation & Motive

Motivating is the “ <i>action of motivation and its outcome</i> ”
Motivation is “ <i>all grounds or reasons (conscious or not) that cause someone to perform a particular action or to tend to achieve certain goals</i> ”
Motive is defined as “ <i>cause, reason for an action; impulse that causes or determines an action</i> ”

The increasing higher level of education of employees requires a behavior and training of managers to match it. Therefore, they must be able to manage and motivate employees, make them meet the requirements in terms of qualification and professional experience, attitude towards work and particularly high socio-cultural skills. But managers have not only the task of motivating employees in order to achieve the objectives set by the organization, but also of motivating employees in achieving their personal goals.

Therefore, in the future career and income will play a major role. It is important for the employee to understand the meaning of the work activity,

to identify itself with it, to perform their activity with passion, this being the guarantee for success. Passion can be defined as the founding element of commitment and performance.

An important role is the symbiosis of three processes: recruitment, training and employees' keeping processes. Motivation of employees plays a key role in all these processes.

“Motivation is what energizes, directs and sustains a behavior” (Steers and Porter, 1991: 116); it is “a set of decisions and actions that determine the organization's stakeholders to contribute directly and indirectly to achieve higher overall functionality and performance, based on the correlation of their interests in the approach and the achievement of the objectives of the organization and its subsystems” (Nicolescu and Verboncu, 2008: 291).

Motivation is also targeting the energy and enthusiasm of people on a specific objective. It has not only the role of determining people to work, but has also the property to determine them to perform their work as well, which requires optimum exploitation of physical and intellectual resources of employees.

Motivation can be seen as a source of positive energy influencing people's lives, whether at their workplace or in their private life.

Craig C. Pinder defines work motivation as being “a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form direction intensity and duration.” (Pinder, 2008: 11)

This definition is one of the most widely accepted definitions.

3. Human Motivation and Motivation at Work

Between these terms there is a general acceptance of their synonymy:

Human Motivation = Motivation at work

Motivation is characterized by three factors:

- necessities – as an impulse, energizing the employees' activities;
- current objectives and situations defined by the organization's goals;
- trends - emotional relationships and attitudes formed by various aspects of the environment and by the person him/herself.

4. Types of Motivation

Nicolescu and Verboncu (2008) have divided the types of motivation in their analysis into four pairs thereby showing the contrast between them:

Table 2 Types of Motivations

TYPES OF MOTIVATION:		
POSITIVE	-	NEGATIVE
INTRINSIC	-	EXTRINSIC
COGNITIVE	-	AFFECTIVE
ECONOMIC	-	MORAL SPIRITUAL

4.1 Positive and negative motivation

4.1.1 Positive motivation aims to increase efforts and direct contribution of employees in order to achieve the organization’s objectives, aiming to amplify their satisfaction; positive results mean:

- increase of employees’ income;
- increase of morale and status of employees according to their expectations;
- individual development of employees;
- creating an organizational environment proper to work performance.

4.1.2 Negative motivation aims to increase the efforts and contributions of employees for achieving the objectives. Its tools are elimination, reduction or threatening with reduction of satisfaction in the process of their work, in the event of failure to achieve tasks and objectives. These instruments of motivation frequently generate decreases of income, morale, status etc. of employees in relation to their expectations.

4.2 Intrinsic motivation (internal, direct, and individual) and extrinsic motivation (external or indirect)

In a study of the determinants of job satisfaction in 1959, the researchers Herzberg, Mausner, and Snyderman have defined two types of work motivation:

Table 3. Intrinsic and extrinsic motivation

Intrinsic motivation	internal	direct	individual
Extrinsic motivation	external	indirect	organizational

4.2.1 Intrinsic motivation (internal, direct, and individual) and extrinsic motivation (external, indirect, and organizational)

Intrinsic motivation (internal, direct, and individual) is the motivation in which the person pursues a strictly cognitive activity (or even more) actions taken being of personal type. Examples of intrinsic motivators:

- ambition, pleasure, desire for power, etc.

4.2.2 Extrinsic motivation (external, indirect, and organizational) consists in determining the employee to make efforts in order to obtain results generating formal and informal, economic and moral-spiritual reactions of the organization, which will produce satisfaction to the employee. This form causes the employee to work under the influence of external factors.

Examples of extrinsic motivators:

- prestige, notoriety, fame, remuneration, status, etc.
- In turn, extrinsic motivators (or rewards) can be divided into artificial motivators with direct costs and or natural motivators (without direct costs):

Table 4 Extrinsic motivators: artificial and natural

Extrinsic motivators	
artificial (with direct costs):	natural (without direct costs)
Music	Feedback
Salary increases based on merit	Questions about own opinions
Refreshments	Compliments
Pleasantly furnished offices	Congratulations
Sharing of profit	Special tasks
Cash bonuses	Recognition
Etc.	Smiles
	Etc.

4.3 Cognitive and affective motivation

4.3.1 Cognitive motivation is focused on meeting the needs of individual intellectual environment of employees, a tool that gives them the possibility to control that environment with means such as knowledge, learning, innovation, activity performed, etc.

4.3.2 Affective motivation is focused on meeting personal sentimental needs of employees within the organization and is aimed at the emotional, strictly human side of the employee.

4.4 Economic and moral-spiritual motivation

4.4.1 Economic motivation is based on economic motivational factors that influence directly the economic expectations and aspirations of employees.

4.4.2 Moral-spiritual motivation is based on motivational factors of moral and spiritual nature, primarily aimed at the behavior, attitudes, and system of values of the employees.

5. Relationship between Motivation, Satisfaction and Performance in Work

5.1 Relationship between motivation and satisfaction

One of the common definitions in the literature is that of Locke (1976):

“Job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences.” (Fischer, 2006, p.13)

Analyzing this definition, we find an emotional component of attitudes regarding work or job.

Mielu Zlate (2009) claimed in his *Basics of Psychology* the following:

- state of job satisfaction / dissatisfaction is an indicator of motivation (state of satisfaction being in this case an equivalent with motivation achievement, by fulfillment of the proposed activity, and dissatisfaction representing the failure of motivation);
- from the pair motivation and satisfaction results the phenomenon of dual causality: cause and effect (motivation representing the cause and satisfaction, the result or the final condition);
- motivation and satisfaction are related to job performance, their activity having an influence, either positive or negative.

5.2 Relationship between motivation and job performance

Job performance can be defined as a state of competitiveness, which has reached a level of efficiency and optimal productivity.

Performance is based on the following markers:

- economic markers - represented by the factors of profitability and competitiveness;
- legal markers - represented by factors related to legal compliance and solvency;
- organizational markers - focused on competence and efficiency factors; on consistency;
- social markers - which are based on involvement, staff satisfaction, potential development, quality of life or work, etc.

Concerning the relationship between motivation and job performance, we know that the two phenomena, of sub-motivation and of supra-motivation, can be derived depending on employee motivation; motivation can be excessive and intensive, or, on the contrary, very low or even nonexistent.

6. Main Theories and Practices of Motivation

Psychologists widely studied human motivation, the result being a variety of numerous theories about what motivates people. Almost all these theories

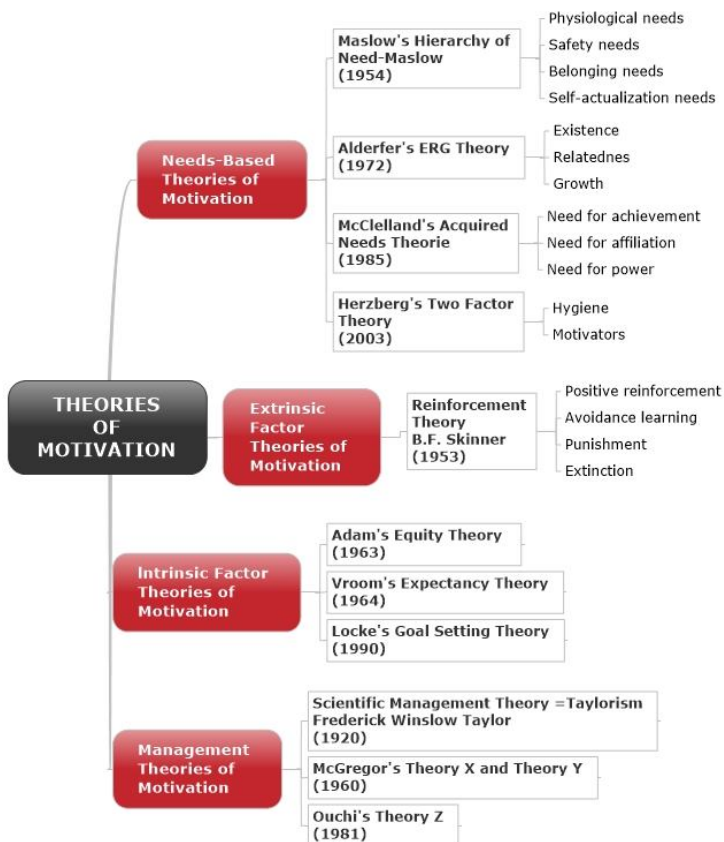
and practices originate from psychological approaches in the nineteenth and twentieth centuries.

These theories and practices are very useful to managers, helping them to understand motivation in conceptual terms. At the same time it helps them to apply the instruments of motivation, combining them according to the needs of the organization and the needs of employees. Using tools of motivation is essential for the satisfaction of the employees' needs and for the efficient and successful achievement of tasks at their workplace.

Thus, in the process of motivating employees, managers need to focus on issues such as satisfaction, setting objectives, expectations, performance, feedback, fairness, commitment.

Here is a scheme of the main theories of motivation:

Figure 1. Theories of Motivations



Source: Author

7. Conclusion

Motivating employees is a process of great importance. Unfortunately not all managers really understand (or do not consider this issue important to be properly concerned with) the concepts, the principles and the mechanisms of employees' motivation. Managers can improve their own rate of success on the job offering extrinsic rewards (external, indirect, and organizational) that lead to intrinsic motivation (internal, direct, and individual) of employees and thus to achievement of desired performance and objectives.

“*Motivation is the art of getting people to do what you want them to do because they want to do it.*” Dwight D. Eisenhower (1890-1969, former president of United States of America)

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