Motivation of the Personal

Tomescu Ioan-Adrian
Tincescu Ana-Maria
„Valahia" University of Targoviste
adi_tomescu05@yahoo.com
tincescuana@yahoo.com

Abstract

For best control and better use, human resource motivation should be understood from the two perspectives that are specific to it: the psychological perspective, which defines it as a process that takes place at the level of each individual and is characterized by certain components Essential, and Managerial Perspective, which addresses it as a responsibility that needs some levers and resources that it needs to use to achieve the great performance of overcoming, as comfortably and efficiently as possible, the objectives of the organization with the needs and interests of the employees.

Key words: motivation, dynamics, need
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1. Introduction

The problem of staff motivation is given great importance in both the private and the budgetary sectors. All managers agree that achieving organizational goals greatly depends on the behavior and attitude of their subordinates towards their tasks. But when it comes to answering questions such as "How can you make people do what you want?" Or "Why do you work more and better than B in the same living and working conditions? "(Prodan, 1997) concludes that the problem is complex and difficult.

Also, the illusion that there would be a safe, successful recipe to address the issue of motivation for any situation or subject should be shattered from the outset. Why? Because people are different. Each has a well-defined personality, with his needs, skills, values and aspirations. These individual qualities are then combined with conditions and job-related aspects.

In addition, there is another important factor, namely the dynamics of personality and the environment. Individuals do not conservatively preserve all their characteristics. Some feel the need or are forced to develop their knowledge baggage. Others improve their skills gained in a field of activity through a sustained and persistent rhythm of work.

Not to mention the changes from private life, with the passage of years.

Even the organizational conditions do not stand still. The results and reactions generated by the wave of changes in information technology are well known. And institutions follow their path known as the cycle of organizational life in which they are born, evolving, maturing, stagnating and then decaying, each of these stages having well-defined characteristics. With all these individual and organizational dynamic factors in a continuous transformation, we could come to the brink of a rhetorical and skeptical question: "Will we ever be able to understand what determines an employee to have a certain attitude and behavior in the workplace"?

But let us not despair and proceed to the systematic approach of the problem, starting of course with the attempt to define the notion of motivation as simply and briefly as possible.

G.A. Cole, one of the UK's specialists in human resource management, is trying to give us a helping hand, giving us the following synthetic and accessible definition: *"motivation is a process in which people choose between alternative forms of behavior in pursuit of personal goals"* (Cole, 1993). To this end, we could add the alternative definition that *"motivation is the sum of the internal and external energies that initiate and direct the behavior towards a goal that once achieved will determine the fulfillment of a necessity"* (Prodan, 1997).

By detailing these complementary definitions, we manage to identify the main components of the motivational process: behavior, purpose, satisfaction, needs, energies (here in the sense of resources).

Putting all these elements in a causal order, we obtain a deterministic model of motivation where the stimulus needs lead to an appropriate behavior in which the necessary resources are exploited from the existing ones, the resources that generate the action that leads to the achievement of the goal or the achievement of the expected results , Which stops the action of stimuli, finally reaching to satisfaction.

In order not to be exhausted after a harsh description like the one above, Gerald Cole gives us a helping hand, realizing a much simplified and schematic fundamental model, retaining only a few basic elements:

Stimuli → appropriate behavior → achieved goals or desired results

Where does the motivation lie with this model where it does not appear explicitly? It is a very important factor in determining behavior, and it is not the only one that generates it.

In addition to motivation, they also feel the influence of biological, psycho-social, organizational and cultural factors. Adriana Prodan (Prodan, 1997) argues that in their effort to streamline the activities of their organizations through the stimulation of their professional activity, managers identified two dimensions of work using distinct and specific motivational sources:

b. the objective dimension uses the unequal reward of work as the main motivational source. The term "unequal" here has the meaning of differentiation, not being confused with unfair, incorrect practices. The experience of many firms and institutions has shown that the policy of wage egalitarianism has generated long-term negative effects, the main being demotivating staff. Individuals with the best training, skills and abilities have ended up leaving organizations to look for jobs to pay properly. This has led to another negative effect: increased labor force fluctuation. On the contrary, the differentiation of financial rewards by qualification, the difficulty of the tasks, the results obtained, the way in which the activity is performed is a particularly effective form of motivation;

b. The subjective dimension uses as a source the motivation of the non-pecuniary resources. There are many studies that have shown that many employees can be motivated in their actions by methods other than financial ones, with similar results. Emery and Thorsrud identify in their work "The Form and Content of Industrial Democracy" (Prodan, 1997) some of the needs that cause man to work for something other than for money or other material advantages:

- the need to learn through work;
- the need to know the nature of the work and the way it can be done;
- the need to make decisions and have an initiative;
- the need for positive social contact and recognition within the organization;
- the need to work to serve the company's objectives and to link its life to that of the community;
- the need for security of the future.

2. Maslow's Needs Hierarchy Theory

Psychologist Abraham Maslow has developed one of the most well-known theories of motivation that has been taken over by human resources management. According to this, all human needs can be classified into 5 categories arranged in a hierarchical scheme that determines the order in which they are satisfied. Representing them in a pyramidal form (*Figure no. 1*), Maslow claims that they must be satisfied starting from the base and ending with the top.

In keeping with this order, we briefly describe each of these categories:

1. Physiological needs are basic needs such as food, shelter, rest, clothing, and everything else that determines and ensures existence and survival. All are essential and are provided at an organizational level through appropriate pay, good working conditions, reasonable work schedule, etc .;

2. Physical and social security (safety) needs call for special attention to occupational safety, changing wages based on inflation, for special working conditions and for a retirement pension;

3. Social or association needs include the need for friendship and affection, belonging to, or association to, a group of solidarity, generally satisfying inter-human relationships. In the professional activity, they manifest themselves by the desire to contact and collaborate with the other employees, to create strong connections within the team, etc .;

4. Needs of esteem and social recognition refers to the need of each individual to be more than just a member of a group, to have a favorable image in his / her own eyes but also in front of others, to respect and To appreciate his achievements. At the organizational level, these needs are satisfied when a project is successfully crowned or promoted to a new position. These moments give rise to the sense of power, self-confidence and prestige;

5. The need for self-actualization or personal assertion and achievement represents the highest hierarchical level of the pyramid, including the needs of creative capacity development and special purchases in the professional field, meaning the full use of its own potential.

The principle of satisfying human needs after Maslow would be the following: the individual first meets his needs at the base of the hierarchy pyramid and then passes to the satisfaction of those at the next level. Once satisfied, they advance to the next level and continue to the last category at the top of the pyramid. So only unsatisfied needs serve as motivational factors, others lose their role until they are reactivated.

Figure no. 1. Maslow's pyramid
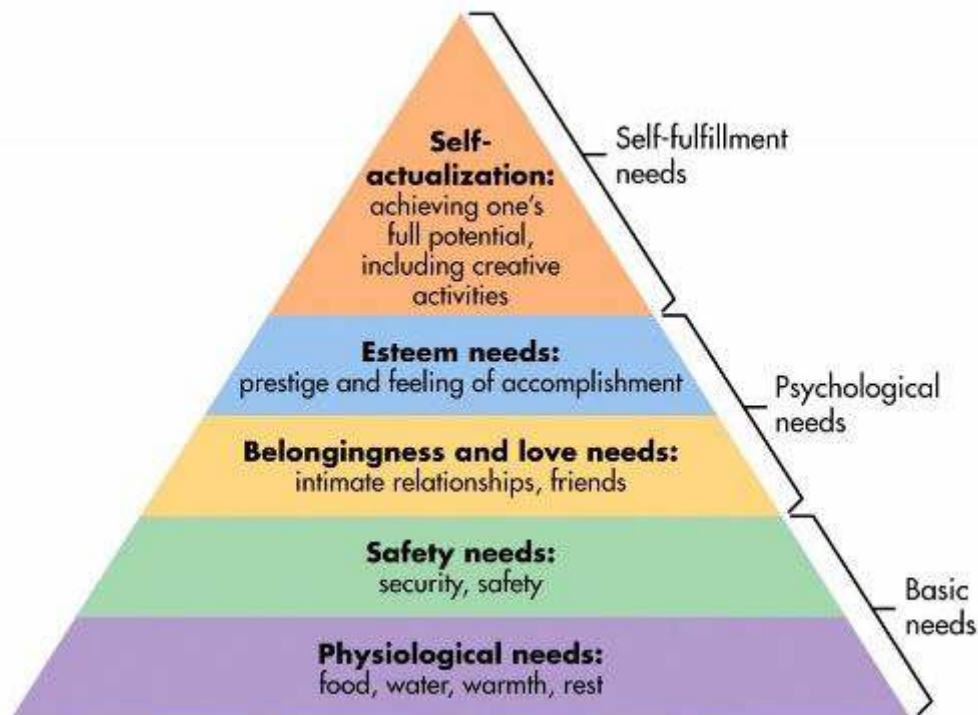
Source: A theory of human motivation. Psychological review : Maslow, A. H. (1943).

Maslow's theory is criticized, being categorized as simplistic, artificial, and rigid. The main arguments of criticism would be that people do not want to meet the needs in the order prescribed by Maslow, especially with regard to higher levels, and that, due to the complex psychology of the individual, many of these needs intertwine, sometimes even combining, Try to satisfy them simultaneously. However, the theory enjoys popularity among managers as it proves to be very useful in understanding the motivation of their subordinates according to the position they occupy in the organizational hierarchy.

3. Herzberg's dual factor theory

Developing and modifying Maslow's hierarchy of needs, Frederick Herzberg concluded that there are two sets of factors that influence the employee's feelings about his work: - motivating factors (intrinsic or content); - hygienic factors (extrinsic or context).

In order to better understand the equivalence between the elements of the 2 theories outlined here, please join, if the material allows you, the scheme below Maslow's needy pyramid. We specify that the hygienic factors correspond to the first three categories of needs at the base of the pyramid (numbered from 1 to 3 above in the text), and those motivating the last two categories at the top of the pyramid:

Table no. 1. Herzberg's dual factor theory

Motivational factors: Self-updating Recognition Work for oneself Advanced Responsibility	FACTORS WHICH LEAD TO EXTREME SATISFACTION
Hygienic Factors: Interpersonal relationships The company's policy Control Salaries Work conditions	FACTORS WHICH LEAD TO EXTREME INSTITUTION

Source: The Motivation-Hygiene Concept and Problems of Manpower: Herzberg, Frederick (January–February 1964).

The central point of this Herzberg theory is the assertion of discontinuity between the factors that produce satisfaction and those who cause dissatisfaction in professional activity (see figure above). The novelty lies in the fact that, contrary to the traditional conception that considers all factors as both satisfying and unsatisfying, Herzberg argues that work satisfaction is determined only by a certain type of factors, namely motivators, and dissatisfaction is caused by Another type of factor, called hygienic. Motivational factors are closely related to the specifics of work and act in the direction of mobilizing people to work better. Hygiene or maintenance factors do not depend on the content of the work itself as to the conditions under which it is performed. They do not generate satisfaction, but if they do not reach an appropriate level, they give rise to dissatisfaction. The main criticism of this theory relates to the fact that, in an empirical sense, Herzberg was more concerned with work satisfaction than with work behavior. However, its model of interpretation has proven and is still suitable especially for specialists and staff who occupy managerial positions and is especially important for managers.

4. ERG theory of motivation

Clayton Alderfer restricts the five categories of needs identified by Maslow to just three categories (Currie, 2009,) which he called needs related to existence (E), relationship (R) and development (G from The word growth in English). The existential corresponds to the first two levels of needs at the base of the Maslow pyramid, the relational ones correspond to the middle level of the pyramid and the development ones correspond to the last two levels that are the highest in the same hierarchical order (Schermerhorn, 1998,) . Another difference between Alderfer's theory and Maslow's theory is that the first claims that "people's needs are manifested in a single plan, namely, continuous, and not in the form of a hierarchy" (Cole, 2000,) so As suggested by the pyramidal pattern characteristic of the last theory mentioned above.

ERG theory does not support the idea that lower order / level needs must be satisfied before the higher order / level, but support that two or all three types of needs can simultaneously influence human behavior in a particular given situation. Alderfer is not adept at the idea that satisfied needs lose his motivational impact and his theory contains a principle of regression and frustration (or frustration according to the terminology specific to psychology, nn) that a lower satisfaction already satisfied can be reactivated, thus influencing human behavior when Need of higher order can not be satisfied (Schermerhorn, 1998,). We could say that Alderfer identifies, even if it does not make it explicit in his theory, a compensatory mechanism of motivation.

5. Conclusions

No matter how complete or sophisticated are the theories or formulas used in analyzing and solving the motivational problem, it has no chance of success unless we forget that any employee, as a human being with a complex set of needs, also requires consideration of costs Material-financial, but also of those of a socio-human nature that do not involve money, but which are often forgotten or ignored, minimizing their importance.

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