

HUMAN RESOURCES IN THE ORGANIZATION AND THEIR MOTIVATION

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Abstract: *Motivating human resources organization has had an increasing impact on the functionality and performance of the organization. Both the diversity of reasons why people act in a certain manner and incentives that managers can use to motivate employees leads to the existence of multiple forms of motivation. The evolution of an organization can override some kind of forms of motivation.*

Keywords: *human resources, organization, motivated, goals*

Introduction

Modern society presents itself as a network of organizations that appear or disappear develops. Organizations are social inventions, aimed at achieving common goals through joint effort and have the essential characteristic of human presence and not necessarily coordinated things [1]. And the essence of any organization is the effort of employees, efficiency and effectiveness are influenced by their behavior within the organization. That is why people are an important resource organizations, depending on her survival, development and success of their competition.

Motivating human resources organization has had a strong impact on the functionality and performance of the organization.

The concept of motivation

The term motivation comes from the Latin word "Mover" which means "move", "trigger". Over time, the meaning has evolved to define an inner state goes to energize, activate or trigger an individual channel and guiding his behavior towards a goal. [2] Over time, the concept of motivation has experienced different interpretations, depending on the goals that were the basis for the analysis. From the management point of view, motivation is related to the nature of human relationships. Therefore, many of motivation theories were developed managerial perspective, emphasizing the idea that a better understanding of the mechanisms to motivate people to develop strategies such organizational "reasons" for employees to increase organizational performance.

Among the definitions of motivation are:

- "Degree of orientation of a persistent effort to achieve one or more objectives" [3];
- "All the reasons or motives, conscious or not, that causes someone to perform a certain action or tends towards certain purposes" [4];
- "Sum of internal and external energies that initiates and directs behavior toward a goal, an objective which, once achieved, determines the satisfaction of needs"; [5]
- "Totality of motives (conscious or not) that it causes people to do things, many variations to choose from a certain behavior, to act in some way to achieve some goals." [6]

In theory there is the impulse to limit the concept of motivation to motivate an employee to perform a task. In practice, motivation is more complex:

- an organization must attract human resources;
- once attracted human resources, they must be motivated to stay in the organization;
- after recruitment, human resources must be motivated to use their effort and energy to develop the organization;
- the organization must support and develop human resources.

Features motivation are [7]:

- the effort that the employee must submit it operates during the period -specific work is conducted in a certain area;
- perseverance of employees who make a particular effort seeks to achieve its objectives - is more appreciated than getting superior results, after which the employee can avoid being involved in achieving the objectives;
- orientation (direction) effort to achieve the objectives

of the organization - requires to operate effectively, there is an effort in vain without achieving results;

- employees to achieve organizational objectives which submitted a sustained effort.

The main components of motivation is [8], [9]:

a) the reasons - an expression of the needs and expectations of employees come from deficiencies at a time and effort beliefs that following a certain performances may be obtained; Making an effective motivation system requires knowledge of the needs and expectations of staff. The classification is used:

- primary needs (physical) - is the basis of life and satisfying their requirements ensure individual survival: food, sleep, shelter. Although universal needs, intensity of expression varies from individual to individual;
- secondary needs (social) - related to mental and intellectual aspirations of the individual, growing to maturity: self-esteem, self-assertion, a sense of duty.

b) incentives - are foreign individuals as part of the environment created by the manager to guide and encourage employees to make substantial efforts to achieve the objectives pursued by the manager.

They are generally used economic incentives: salaries, bonuses, profit sharing, facilities for obtaining various material goods (loans for housing, cars, etc.).

Right motivation leads to the desired performance achieved by both employer and managers who run the organization, generating both employee welfare and sense of efficacy, professional value, prestige etc.

Motivation of human resources in organization

Motivation, major component of management is to motivate action to another, and motivation is what makes the employees to act in some way to achieve some goals.

In terms of managerial conception, there are two major meanings of motivation [10]:

a) motivation narrow sense, refers only to the organization's staff. It is based on the classical vision of the organization and management and managerial practice still prevails. It involves linking the needs, aspirations, interests in human resources organization for achieving tasks.

b) sense the motivation, interest focuses on stakeholders (individuals, groups of people and organizations that have interests in the activity of the organization: owners, customers, managers, employees, unions, suppliers, banks, local and central administration, local community et.a.). This type of reasoning is based on a modern vision of the organization and management and increasingly beginning to take shape. Regardless of the content of motivation, a motivation of human resources organization has several roles [11], [12]:

a) managerial role - is to determine the function and effectiveness of training which in turn decisive condition fleshing other management functions (planning, organizing, coordinating and controlling). At the same time, it conditions the quality of managerial decisions, accuracy and flexibility as information subsystem.

b) organizational role - refers to the impact that it has direct and indirect motivation of the organization. Content and ways of motivating used contributes significantly to print certain characteristics of organizational culture.

c) the role of the individual - is considering dependence satisfactions and frustrations motivating every employee of the organization, its evolution. If the reasoning is based on taking

into consideration the needs, aspirations and expectations of employees and account for potential and its effort, then human resources satisfaction is higher in the organization, making employees use in their -a greater capabilities and develop faster and more intense.

d) economic role - refers to conditioning indirect but substantial economic performance of an organization by motivating its staff. If motivation is low micro level, economic results are below expectations of employed managers and reflected negatively on the overall performance of that organization;

e) social role - is the synergistic effect of other roles in the plan Psychosocial elements that characterize members of an organization. Motivation determines, to a large extent by its multiple elements, both social climate and the quality of interpersonal relationships in an organization.

Both the diversity of reasons why people act in a certain manner and incentives that managers can use to motivate employees leads to the existence of multiple forms of motivation. The evolution of an organization can override some kind of forms of motivation. Typically, they are classified in opposite pairs, two by two [13] [14] [15] [16]:

a) Depending on the size satisfaction motivations influence human resources, participating in work processes within the organization, motivation may be positive or negative.

Positive Motivation:

- it is to gain rewards, including personal satisfaction as the employee achieve superior results at work;
- using motivational factors of type material rewards, promotion, guarantees of work, praise, recognition;
- each employee's progress towards an appropriate behavior should be rewarded for it to be motivated to continue;
- it requires direct and proportional relationship to the results and behavior promoted personal satisfaction;
- psycho-intellectual differing structures of human resources in organization makes satisfaction to be perceived differently from employee to employee;
- the satisfactions they generate, contribute to a good organizational climate and job performance.

Negative motivation:

- generated by the use of aversive motivational factors: threat, punishment, censure, fines etc .;
- it involves using: sanctions, penalties etc .;
- low motivational effects penalties and their application generates frequent the establishment of a tense organizational climate;
- sanctions can not be applied with the same intensity of employees are in different situations and that they were wrong in the same way;
- application of negative motivational factors leading to diminishing employees' work performance;
- while representing a primitive time reasons, it should be included, with certain precautions, the motivational tools managers.

b) Depending on the nature of relationships that produce and place motivational source that generates motivational effect, there are two types of motivation: intrinsically motivating (direct) and motivation extinsecă (indirect).

Intrinsic motivation (direct):

- is the process of hiring a person to a sustained effort, because the feeling of accomplishment, fulfillment, which he felt following tasks incumbent;
- generating source is the employee's personal necessities;
- centered on employee: is a relationship between expectations, perceptions and feelings employee, on the one hand, and the actual content of his work and behavior, on the other hand;
- joint work process: work is a goal not a means of obtaining benefits;
- refers to self-fulfillment, intellectual curiosity, independence, creativity manifestation;

Extrinsic motivation (indirect):

- is the determination of an employee to make a sustained effort to accomplish a task by certain incentives coming from outside the working environment;
- employee generated by external sources and nature of its business;
- it may be suggested or imposed by others or by circumstances favorable or unfavorable competitions;
- it is manifested by positive emotional experiences (satisfaction reactions) or negative (reactions of fear or aversion);
- positive or negative, depending on motivational factors (such as physical and / or psychosocial) used by managers.

Managers should seek to promote intrinsic motivation (direct) since it offers the greatest satisfaction and positively influence the quality of human relationships, the activities of the organization.

c) Depending on the means used for personnel motivation, motivation can be economic and moral-spiritual.

Economic motivation:

- aimed at meeting economic expectations and aspirations of employees;
- is achieved by: salaries, bonuses or, in case of errors by charging financial fines;
- for motivating managers and specialists providing valuable used car service, housing service and / or other financial incentives and facilities;
- it has a decisive role in any organization, because the expectations and aspirations of each employee concerns in most part, meet the economic needs (food, housing, clothing, etc.).

Moral-spiritual motivation:

- it envisages meeting the aspirations and expectations of moral and spiritual nature of the human resources of the organization;
- targeting system of values, attitudes and behavior of human resources within the organization;
- use the following reasons: granting the managers of confidence in the organization's employees; expression of gratitude and praise, warnings and reprimands, granting honorary titles and medals, the organization in the organization of ceremonies or events to certain employees;
- due to increased training of employees and awareness of their culture, needs, aspirations and expectations of moral and spiritual develops and diversifies.

d) Depending on the component of human personality considered priority can be cognitive and affective motivation.

Cognitive Motivation:

- given the predominance of knowledge and understanding processes;
- progressively stimulate intellectual activity: from exploration to switch to breeding, hence the understanding, then scientific interest, and finally to arrive at creative inclination;
- linked to the need to know, to know, to be stimulated sensory;
- It manifests as curiosity towards the new, the unusual, the complexity, risk tolerance;
- finds satisfaction in the need to understand, explain, solve, as an end in itself.

Emotional motivation:

- employee determined by the need to obtain recognition and approval of others and to feel good in their company;
- in some organizations may take the form of acceptance of tasks and jobs in the desire not to be considered incapable or malicious.

Conclusions

- People are characterized by different suction levels, which motivates a member of the organization may not be enough for another. It is therefore necessary for the reasoning to be strictly personalized.
- Although motivation is primarily an individual experience, managers are responsible for creating conditions favorable to harmonize their personal goals with those of the organization.
- Knowledge by managers and yields forms of motivation that they have, enables accurate linkage of needs, interests and aspirations with appropriate motivating factors.
- Right motivation leads to the desired performance achieved so human resources organization and the managers who run the organization, generating both employee wellbeing and sense of efficacy, professional value, prestige etc.

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