

MANAGERIAL ASPECTS REGARDING THE PERFORMANCE MOTIVATION RELATED TO THE INDIVIDUAL HUMAN VALUES

Alina Constantinescu (Irimia), Ph.D Student

Ph.D Student Valahia University of Targoviste, Romania, alinaconsta@yahoo.com

ABSTRACT: *The employees motivation during periods with the rapid economic changes is one of the important challenges for employers. The specific features as well as the conditions induced by the contemporary contextual framework require an adequate managerial approach to work motivation. Therefore, in our paper we have approached the issue of motivation related to the individual human values in the current economic activity. We focus on the managerial aspects that could support organizations and we make some useful suggestions regarding how certain motivational factors can be efficiently used.*

Keywords: motivation, employees personality, work commitment

JEL cod: M12, O15, J01

INTRODUCTION

From the perspective of socio-economic theory, the most important resource in creating added value is the human one, it is in fact the only active resource of a company. Therefore, in the modern economy, employee behavior and interpersonal relationships at work are two of the most important points of interest in analyzing the performance of organizations.

From the point of view of the classical human resources theory, the organizational behavior is circumscribed to the conceptual space determined by the notions such as work commitment, motivation, job satisfaction as well as by the implications arising from their association.

While, an adequate motivation is the source of organizational productivity (Vagu and Stegaroiu, 2007, pp. 45) but it is also one of the premises for increasing employee skills and competences that lead to stimulate innovation and especially have a key role in creating co-create value at the level of company (Balan, 2019).

The treatment of any reasoning intended for motivation cannot be justified by disregarding the placement of this subject in the area of influence of the human behavior research field which is strongly influenced by behavioral attitudes, also called commitment, that precede and determine a certain behavior towards work.

1. CORROBORATING OF MOTIVATIONAL MANAGEMENT WITH INDIVIDUAL HUMAN VALUES

Following the definition given by Savall and Zardet (2012, pp. 334), the economic organization itself is a complex based on two main elements, in constant interaction, namely, the structure of the organization and the human behavior. Moreover, the component given by the human behavior is essential, it having a major influence on the effective course of economic activity and even contributing to changes in the organizational structure.

Approaching precisely this complexity of causality, the classical managerial theory extends the definition of the concept, by introducing the term of work commitment. Thus, employees' actions are an expression of their own, individual traits, manifested according to the degree of commitment to work (Kiesler and Sakamura 1966).

From a structural point of view, work commitment is considered to have five forms:

- ✓ *work ethic* from the perspective of belonging to a certain cultural group, represents the totality of preconceptions and personal beliefs about work, formed and transmitted over time in the social, cultural or religious environment to which the individual belongs, materialized, according to Neveu (2012, pp. 758, 759), in the degree of importance that a person considers to have work for himself.
- ✓ *career commitment* (Carson and Bedeian 1994), is given by the attitude of a person towards the profession he pursues, materialized in the appreciation of personal interests in favor or against professional interests.
- ✓ *commitment to organizational continuity* is reflected (Meyer and Allen 1991) in the value that an employee attributes to reteing or changing the employer, more precisely in the assessment of the costs of leaving the job in that company.
- ✓ *organizational affective commitment*, according to Blau 1987, shows the level of identification of the employee with the employing organization and has the effect of creating the personal desire to achieve the objectives of the organization.
- ✓ *job involvement* or commitment in the job or the occupied position, is definitive (Blau, 1987) as a measure in which, the employed person identifies or not with the job or the occupied position from the organization, fact that is externalized by interest that the individual assigns work task.

These constitute one of the models established in the literature for the topic involved, namely the Morrow Model of the five forms of work commitment, presented by Cohen 1999. In fact, Cohen's contribution is a major one, this author contributing to the development research in the field, by providing rigorous and detailed results on the relationship between the five forms, results obtained using the method of confirmatory factor analysis to establish the validity of correlations.

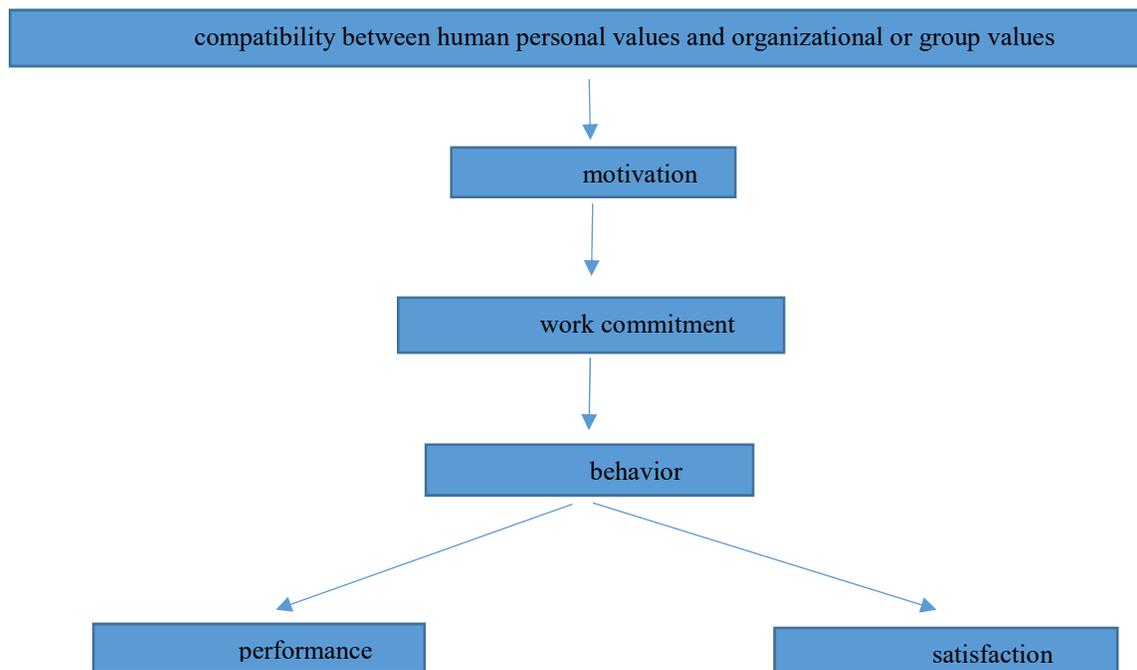
Of particular importance in carrying out our research, we highlight here the idea communicated by Cohen 2009, according to which there are well-established links between individual human values defined by Schwartz 1992 and the work commitment forms.

In his theory, Schwartz 1992, defines human values as those aspirations, objectives or principles that individuals have and after which they guide all their lives, without being influenced or changed over time. These values, according to Schwartz, are ten (power, hedonism, socio-professional achievement, independence, openness to the new, tolerance of the environment, cordiality, discipline, traditionalism and security) and are classified into three broad categories (values that respond to the need for coordinated social interaction, values based on biological requirements and values meant to support the unity of groups or community), differing from each other by the degree of importance given to them but especially by the type of motivation they trigger.

Moreover, Schwartz 1992 emphasizes the fact that all ten individual human values are foci of motivation, the detection of dominant values at the individual level being one of the premises from which motivation can be initiated.

Cohen 2009, corroborates the personal results with those published by Berings et al. 2004, using and verifying the hypothesis, launched by Berings, regarding the positive influence of the concordance between personal and organizational human values, on well-being, motivation, work involvement and consequently on behavior, performance and of employee satisfaction, which is schematically represented in Figure 1.

Figure 1. Work commitment and motivation based on the theory of human values, Cohen-Schwartz-Berings Theory



Source: Own projection

Summarizing the previous exposition, we can distinguish two striking features of workplace behavior: measurability, behavioral acts being easy to observe and quantify, and individuality, the connection between the individual and his/her actions being mediated by commitment or involvement in work.

All the previous arguments lead to the one of the fundamental principles of motivation:

„Harmonization of motivational management with individual human values”.

2. EMPLOYEE MOTIVATION

Employee motivation is the managerial action of using certain motivational factors to catalyze, animate, the interest, the involvement and the results in work.

We can define the notion of Motivation as a condition, a plurivalent element, which animates the behavior and decisions of the individual depending on the context or general in which it is at a given time. The interest given to this subject is present throughout the history of mankind, since antiquity, but the definition of Motivation as an independent concept and the implications of its research in the activity of social groups in general and organizations in particular, are introduced for the first time, using a structured approach, by psychologists Tolman (1932, pp. 269) and Lewin (1936, pp. 168).

Due to the plurivalence and the multitude of aspects involved in motivation, several classifications of Motivational Factors are currently used.

However, one of the most recent classifications, is the classification presented by Amin et al. 2021, in which the Motivational Factors are considered to be classified into four main categories, namely: Motivational Factors related to professional identity, Financial Motivational Factors, Motivational Factors related to the recognition of personal value and Motivational Factors related to career opportunities.

Regardless of the type of classification used, current research addressing the topic of motivation, deals with motivational factors closely related to various other concepts such as employee behavior, commitment, position in the organization, feelings of insecurity or type of employer (Constantinescu 2021).

CONCLUSION

We conclude that, at the organizational level, the motivation action is part of a succession of stages included in the gear of a complex managerial process consisting of the following phase:

- Observation and evaluation of work behavior.
- Determining the human potential related to individual attitudes toward work.
- Correlation of the types of motivational factors both with the human potential but also with the particularities of the work environment, followed by the determination of the adequate individual motivation meant to enhance the qualities of the human resource.
- Application of the individual or group motivation actions.

- Measuring the effect of the human resources motivation approach, using the settlement of the variation of indices that describe labor productivity, the level of employee satisfaction or the performance.

Therefore, work behavior is the result of an accumulation of internal forces, specific to the individual or external to him, related to the organizational environment or interpersonal relationships, having the quality of being able to be measured both directly and by evaluating characteristics that it determines, such as job satisfaction or productivity.

As most empirical studies show, most of the individuals surveyed about the hierarchy or choice of the preferred motivational factor place financial, extrinsic motivation, on the first place. Such a result, treated superficially, may lead practitioners to the conclusion that the application of monetary motivation will implicitly determine an increase in productivity and quality of work of employees.

So, the use of motivational factors must be made by separating the financial factor and establish its weight in motivation using general, measurable economic criteria. For professional identity, recognition and career opportunities motivational factors, the ideal combination must be found, in which their weights reflect as well as possible on the one hand the type of organization and on the other hand the individual human component.

From a managerial point of view, the results of our approach suggest that by choosing and using strategies adapted and suitable for each type of employees, we can reduce or avoid possible negative effects caused by the economic environment and current life.

ACKNOWLEDGEMENTS

We would like to thank both Professor PhD. Mariana Balan for their helpful suggestions provided during the 4th International Conference on CCSCRESC, July 23-24, 2021 and Professor PhD. Ion Stegaroiu for their continuous support supplied over this research activity.

REFERENCES:

1. Amin M., Shamim A., Ghazali Z., Khan I. (2021), "Employee Motivation to Co-Create Value (EMCCV): Construction and Validation of Scale", Journal of Retailing and Consumer Services 58, <https://doi.org/10.1016/j.jretconser.2020.102334>
2. Balan M. (2019), "Particularities of the Recent Evolution of Higher Education in Romania. Analysis and Forecasts", Journal of Intercultural Management, vol.11, no.3, pp.87-104
3. Blau G.J. (1987), "Using a person-environment fit model to predict job involvement and organizational commitment", Journal of Vocational Behavior, Vol. 30, Issue 3, pp. 240-257
4. Berings, D., De Fruyt, F., Bouwen, R., (2004), "Work values and personality traits as predictors of enterprising and social vocational interests", Personality and Individual Differences, Vol. 36, Issue 2, pp. 349-364, [https://doi.org/10.1016/S0191-8869\(03\)00101-6](https://doi.org/10.1016/S0191-8869(03)00101-6).

5. Carson K.D. and Bedeian A.G. (1994), "Career Commitment: Construction of a Measure and Examination of Its Psychometric Properties", *Journal of Vocational Behavior*, Vol. 44, Issue 3, pp. 237-262
6. Cohen A. (1999), "Relationships among five forms of commitment: An empirical assessment", *Journal of Organizational Behavior*. Vol. 20, No. 3, pp. 285-308
7. Cohen A. (2009), "A value based perspective on commitment in the workplace: An examination of Schwartz's basic human values theory among bank employees in Israel", *International Journal of Intercultural Relations*, Vol. 33, Issue 4, pp. 332-345
8. Constantinescu A. (2021), "The behavior of employee with proactive personality related to an adequate motivation in uncertain economical conditions. Survey study on a sample of Romanian employee", *Economic Convergence in European Union (ECEU) – 18th edition Conference*, Bucharest, 22-24th of April 2021
9. Kiesler C.A. and Sakumura J. (1966), "A test of a model for commitment", *Journal of Personality and Social Psychology*, Vol. 3, No. 3, pp. 349-353
10. Lewin K. (1936), "Principles of topological psychology", (F. Heider & G.M. Heider, Trans.), New York: McGraw-Hill
11. Meyer J.P. and Allen N.J. (1991), "A three-component conceptualization of organizational commitment", *Human Resource Management Review*, Vol. 1, Issue 1, pp. 61-89
12. Neveu J.P. (2012), "Theories de l'implication", in José Allouche, Collectif, "Encyclopédie des ressources humaines", 3^e edition, Paris: Magnard-Vuibert
13. Savall H. and Zardet V. (2012), "Couts-performances caches et gestion des ressources humaines", in José Allouche, Collectif, "Encyclopédie des ressources humaines", 3^e edition, Paris: Magnard-Vuibert
14. Schwartz S. H. (1992), "Universals in the content and structure of values: Theoretical advances and empirical tests in 20 countries", In M. P. Zanna (Ed.), *Advances in experimental social psychology*, Vol. 25, pp. 1-65, Academic Press.
15. Tolman E.C. (1932), "Purposive behavior in animals and men", New York: Century Co
16. Vagu P. and Stregaroiu I. (2007), "Motivarea în muncă: de la teorie la practică" ("Work motivation. From theory to practice"), Targoviste : Editura Bibliotheca