MOTIVATION: THE SATISFACTION OF NEEDS - OR CHARGING AND RECHARGING THE EMPLOYEES' BATTERIES

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Resume

Satisfying the needs is based on an entire chain that starts to manifest once these need start to show. The need waken up a wish and this wish challenges tensions. These tensions impose the actions through which the need is being satisfied. The tasks of the manager are to see, to discover and to direct these tensions in the benefit of the employees.

Key words: motivation, satisfiers, needs, motivators.

'You don't have to be a fantastic hero to do certain things - to compete. You can be just an ordinary chap, sufficiently motivated to reach challenging goals.'

Sir Edmund Hillary

Motivation is, really, the driving force of the people. The motivation assures people of finding themselves committed to others and to the organization as well as to feel responsible for the actions of an organization.

The issue of the human needs is more complex than this exposed situation. And this is because a human being does not have only one need and one desire. In the same time the person he can have physiological needs as hunger for example, or personal comfort, but also psychological needs, the need to relax or to travel. In most of the cases there is a great difficulty in choosing which need is the most important one or which should be satisfied first, which one to satisfy first and which one offers the most pleasure possible. This is because the task of the one that must motivate this person is becoming more complicated that it was believed at the beginning. The manager must guess the order of these desires.

The truth is that the employees will be looking for at their work place to satisfy all or most of their needs. There are things that the organizations can do and these belong to the challenges that are posed by the demands of the new century.

If we go deeper into the situation, by analyzing the chain of needs it is seen as a complete cycle. And this is because a satisfied need comes together with another need that will go on and on. This new need can start from the satisfaction of the first need or it may be totally different from the first or the second one, by making a needs' list. For example if the need of having a new, performing mobile phone, there automatically comes the need of paying the bill, that being the direct need, and the indirect one to desire to have a vacation in the Caribbean.

The duration of the satisfaction period may be a short time or a log time period, it depends on the intensity the desire was, what is for sure is that it is limited when talking about time. There are only a few needs that come from the interior of the human beings' person; the majority is influenced by the environment, by the exterior. When a person is born, he/she feels the only need possible: to eat. From then on the environment, and the entire people that come in contact with he/she will have an impact on the respective persons and an impact on everyone's needs.

It is common held the assumption that money is the prime motivator for the majority of the people in their work. Under this assumption one unhappy employee could be motivated by giving them a raise, and is valid the vice-versa of punishing the ones who are not dong their jobs properly by cutting away a part of the wage.

Frederick Herzberg[228] found out that there are two distinct types of factors, and these are:

1. The first type is the category of **motivators or satisfiers.** These are features of one job that actually inspire and encourage. These include such elements as the work itself, responsibility, achievement, recognition, advancement and growth. The responsibility when thinking about the tasks that the employee has to perform at the job, the achievement of targeting the goals, the recognition of the merits, the advancement in position and the growth when speaking about wages.

2. The second type being the **maintenance factors or dissatisfies.** These are aspects of the job that in and of themselves do not actually motivate, but the absence of which can be sometimes de-motivating. These include job security, wages, administration, supervision interpersonal relationship, working conditions and status.

The motivation is the fundamental functional structure that correlates with the motive and the social context, the psychological mechanism that convert the pressing of the motives in ruled behavior towards a certain purpose, that once touched will determine the preoccupation for satisfying another purpose, another need.[229]

According to the genesis and to the content, the needs can be classified as:

- **The basic needs**

Are the ones that the person is born with, the ones that have the role of assuring the physical integrity of the human body. Here are framed the biological needs:

- ♦ Huger
- ♦ Thirsty
- ♦ Sexual impulses

The functional needs or the functional one which are the following:

- ♦ Moving
- ♦ Relaxing

The primary needs are common for the human being and for the animals, with the idea that at the human beings are modeled and instrumented from the social and cultural elements.

- **The secondary needs**

These needs are the one that are formed during life time in order to assure the integrity of the person. This consists of the following:

- ♦ Material needs – shelter, comfort, tools and instruments
- ♦ Spiritual needs – of knowing, understanding, esthetical, ethical
- ♦ Social needs – communication, social integration, cooperation

During the existence of the person are formed different motivations that can be classified two by two in some pairs and we note:

- **The positive and negative motivation -** the first is produced by awards and has benefits on the organizations and the negative is produced by using the negative stimulus (threatening, blaming, and punishment).

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[228] D.S Pugh, D.J Hickson, *Managementul organizatiilor,* Codex Puterea Cunoasterii S.A, Bucuresti, 2006
[229] C. Rosca, *Managementul resurselor umane, editia a III-a,* Editura Universitaria, Editura CERTI, Craiova, 2004, p.137.

- **The cognitive and affective motivation –** the cognitive is about the need of knowing new things, while the affective is determined by the need of approval and maintaining.
- **The interior and exterior motivation** – the leaders must follow the construction of the interior issues because this is the real spring of the quality of the activity.

There are, as I have noted two sets of factors that affect personnel behavior at the work place, the satisfiers and the dissatisfiers. If there is any dissatisfaction the individual is not affected by satisfiers, so cannot be motivated. These factors are socio-emotional or intrinsic to the individual and can therefore be hard to satisfy. Some examples of satisfiers may be:

- recognition
- responsibility
- advancement
- growth
- the work itself.

Satisfiers create job satisfaction and positive job attitudes because they satisfy the individual's need for self-actualization. The absence of the satisfiers does not mean the dissatisfaction and the absence of the dissatisfiers does not prove satisfaction or dissatisfaction, this being a neutral element.

The dissatisfiers are related to the context of jobs while the satisfiers are related to the content of jobs. These factors are classified as extrinsic to the individual. Some of the dissatisfiers may be:

- the working conditions
- relationships with colleagues, supervisors and subordinates
- wage
- security
- personal life
- administration.

In the motivational area there are two main levels: the principle or lack and the principal of progression. A need is being motivated as long as it is not satisfied, and regarding the progression the satisfaction of one need draws progressively to the satisfaction of another need that is situated on another level. First the needs of primary, physical level are present, the need of eating drinking, relaxing and sheltering. One these are done the next level desires will show their presence, for example the need of belonging in a certain environment, once he/she belongs here he/she will feel the need of being present not only physical but all his values, capacities and merits to be recognized and finally the person will do anything as to perfect himself/herself and in the relation with the others. The need of security, harmony and family support are also present during this cycle.

For the manager of an organization, motivation is a type of encouragement that is focused to get an employee to perform in a desired manner. Managers can choose to be the motivators or satisfiers. The satisfier-style managers provide their employees with the basic needs of a job while motivator-style managers provide opportunities for individual and professional growth. Motivation is a crucial element for productivity in any type of organization. From the development of recognition and reward programs to understanding the role of an organization's culture, a manager can influence the potential of employee motivation.

In a comparative study made by Nevis[230] he showed that for example in the Chinese society there are taken into account only four categories of needs: social, psychological, security and self perfecting needs. Here the physiological needs are the most important ones, and the professional and personal recognition do not belong into the label. The need of self perfection is seen important not as an individual feature but as society's one, this is not an individual need, as it is said for the individual, but it becomes a requirement of the society.

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[230] E.C. Nevis, *Using an American Perspective in Understanding Another Culture Towards a Hierarchy of Needs for People's Republic of China,* The Journal of Applied Behavioral Science, nr.3/1983

Here we may add also Hofstede's approach which come the theory of the employees, so the inferior level employees may be rewarded using material stimuli while the superior level employees will be motivated by power, competition and cooperation.[231]

This hierarchy is influenced by the level of the country's development; in the high developed country the need of power is dominant while in the low development countries the motivating issue is the need of security. In the collectivistic countries the most motivating factor are; the conditions at the job, the interpersonal relations while in the individualistic ones important are: the need of power and recognition.

There is another theory of D.McClelland[232] and according to it there are three main bases in the motivation cycle: the need of personal standards, the need of power and the need of affiliation. The people that functions on the personal standards tend to wish for more and more power but in the same time they feel the failure feeling. On this level all they want is to have power and success, and the need of affiliation lacks here.

As a conclusion analyzing all the three theories it can be said that no matter how we are giving to organize and label the needs – important is the fact that we have them and all these must be satisfied. Also the progressive principle in satisfying the need is universally applicable. What is the fact that can not be omitted is that every culture gives a certain importance to the level of each category and this is according to the time of development and environment. So only a motivational program, as to be an efficient one, needs to be adapted to each culture.

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[231] G. Hofstede, *The Cultural Reality of the Quality of Life Concept*, The Academy of Management Review, 9, 1984.
[232] D.McClelland, *The Achieving Societies,* Princeton, 1961, p.57