

THE RELATIONSHIP BETWEEN STAFF MOTIVATION - ORGANIZATIONAL CULTURE - COMPANY PERFORMANCE

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Abstract

In the context of intensification of the economic uncertainty and competition, companies need to know and build the essential elements that ensure success as better as they can - it is about management, technology and smart use of human resources. Enhancing these essential elements is achieved by the Human Resources Department within the organization, and hence they constitute a crucial aspect of the recovery potential in an organization.

Key –words: staff motivation, organizational culture, company performance, relationship motivation - organizational culture - performance

Clasificare JEL : M540

1. Introduction

Staff is the crucial resource in a company, its competitiveness depending on the quality and motivation of the employees. Motivation is a traditional issue raised by studies of organizational behaviour and, in time, it kept awake the interest of managers and citizens.

It is widely recognized that any behaviour seeks to accomplish a goal, a specific achievement, and what generates such behaviour is the reason. Organizations' objectives can be achieved only through the joint efforts of their members. The differences occurring in efficiency and productivity may be attributed to the quality and quantity of effort from the employees in an organization.

Motivation, in the context of workplace, can be defined as the availability of an employee to get involved and to constantly strive to achieve professional goals. The professional performance occurs when there is an overlap between individual expectations and organizational demands. It is necessary to distinguish between motivation through identification and motivation through use.

The degree of loyalty to a company – according to Fayol – is directly proportional to the opinion and confidence employees have that they will be properly rewarded in connection with their contribution to the achievement and increase of business efficiency. Reward - as positive motivation - can have a material form (salary increases, bonuses, etc.), or a moral form (being given increased powers and responsibilities). If the company's performance correlates with the expectations of employees, its culture is built on safe ground, open to value and professional competence, a thing which has highly beneficial effects on competitiveness.

2. Research specialised studies

In a world where the environment is constantly changing, culture can help or, on the contrary, not help a company to evolve, based on detailed plans below.

- **Professionalization – increasing productivity.** Man has become the main resource of modern business. Thus, investment in staff participation in training programs and courses lead to its professionalization and increased productivity. Networked culture that is typical of companies in research and development and of those who have creative activities as well as the culture type person offering specialized services are results-oriented cultures. They have realized the importance of the contribution of specialists to achieve objectives.

- **Empowering each employee.** This involves delegation of tasks, staff awareness, creating a sense of identity, harmonization of individual interest with the general interest of the company. The formation of semi-autonomous teams, intensive intergroup dialogue, harmonization of working relations and employer-union partnership development, strengthening teams and resolving conflicts result in efficiency increase at the individual level and also at the organizational level.

- **Providing an open - closed system.** Companies are open systems, meaning intense mutual exchanges with the external environment and, at the same time, competing with companies in related areas, a thing which creates an organizational climate favourable to rapid integration of new employees. In closed systems, the competition takes place at the intra-organizational level and integration of new employees is very difficult, affecting the results of the company.

- **Compliance with business ethics.** Ethics presents a real interest by the implications it has. Management practice in full accordance with ethical standards involves achieving a balance between the financial and social interests of the company. Values such as respect for customers, employees, business partner loyalty are key elements of ethics management with considerable beneficial effects on firm performance.

- **The potential of the innovative company.** At the company level, innovation is a key factor for competitiveness and growth. Shortening product life cycle and globalization of economic life mean increasing research and development in companies.

Research shows that only the cultures that help organizations anticipate and adapt to the changes in the external environment may be associated with long-term competitiveness and success.

The traits of adaptive cultural, regardless of industry characteristics which include the companies we considered, are [1]:

- creativity and innovation;
- assuming a high level of risk;
- receptivity to learning;
- proactive approach to individual and organizational life;
- mutual trust and support from members of the system;
- enthusiasm, commitment and involvement of its members in all aspects of life and organizational activity.

- **Building a positive image of the company.** A good image of the company, created by legal, honest, and fair advertising, through a sustained public relations process, through quality products and services, is an essential element of the competitive company. It is imperative, especially in product quality and services, to develop a customer-oriented organizational culture, to make surveys about customer expectations and customer satisfaction, developing a quality management system.

- **Empowering the company in the social area.** Fulfilment of the appropriate requirements specific to occupational health, cultural and artistic activities, organizing holidays, insurance and aids can improve the working and living conditions of company staff and thereby a higher motivation and greater focus on the work carried out.

Among the reasons for the growing interest of theoreticians and managers to study organizational culture, the more relevant seem to be the next two.

Researching organizational culture is a way to assess staff without using sophisticated social or psychological models. Culture allows observing human behaviour and motivation is modelled according to the symbols, values and concepts existing in the company.

Organizational culture is increasingly accepted as a tool for training managers to run a business as it incorporates the realities of business which, although difficult to define, are relevant to its competitive operation.

To support a high degree of long-term company performance, organizational culture must simultaneously fulfil three basic conditions:

- to be strong through a coherent and rigorous system of values communicated to all employees by company leaders and widely shared;
- to have an appropriate strategy;
- to be adaptive.

Lack of interest of entrepreneurs, of business managers to their community, to the organizational culture, will result in the inability to properly take advantage of social and economic opportunities available to the company. The problem boils down to what Francis Fukuyama called „social capital deficit” about the ability of people to work together in various groups and organizations [2].

Beyond knowledge and professional skills, a dimension defining human capital is the ability of people to associate, an essential ability not only for economic life, but for almost all aspects of social life.

Putting employees first means to have values and goals, role models in the company management and specific management practices. This makes the company hold an advantage in both attracting and retaining the best people and fulfilling its potential. Most often one associates increased competitive advantage to the productive financial strength of a company, but this means much more than economic aspects, as it includes education, safety or quality of life. Thus, it

can be said that the issue of competitiveness is largely a matter of mentality and attitude. Furthermore, one may talk about a relationship between a company's organizational culture and competitiveness of the type cause - effect.

Rigorous assessment of the current situation of Romanian organizations, coupled with the rapid changes that are foreseen internationally is the only way to underpin the link between organizational culture and company competitiveness. This is imperative; local organizations need to adopt a favourable attitude to maximizing performance, given direct competition with major players on the international scene.

3. Model and approach

The following figure summarizes the positive effects of practicing an employee-focused organizational strategy. Practices of this type provide competitive advantages for two reasons - they are difficult to imitate and are positively correlated with learning and professional development, innovation, labour productivity, customer service and reducing organizational costs.

Not all organizational cultures have the same motivating impact on members of a company, as not all business management models give rise to the same organizational culture. In general, studies estimate that managerial success is conditioned by creating a *strong culture*, an organizational culture that is characterized by intense beliefs and values, with a strong tendency to spread throughout the company [3].

Through the company's values key areas are established, with direct results to ensure its competitiveness.

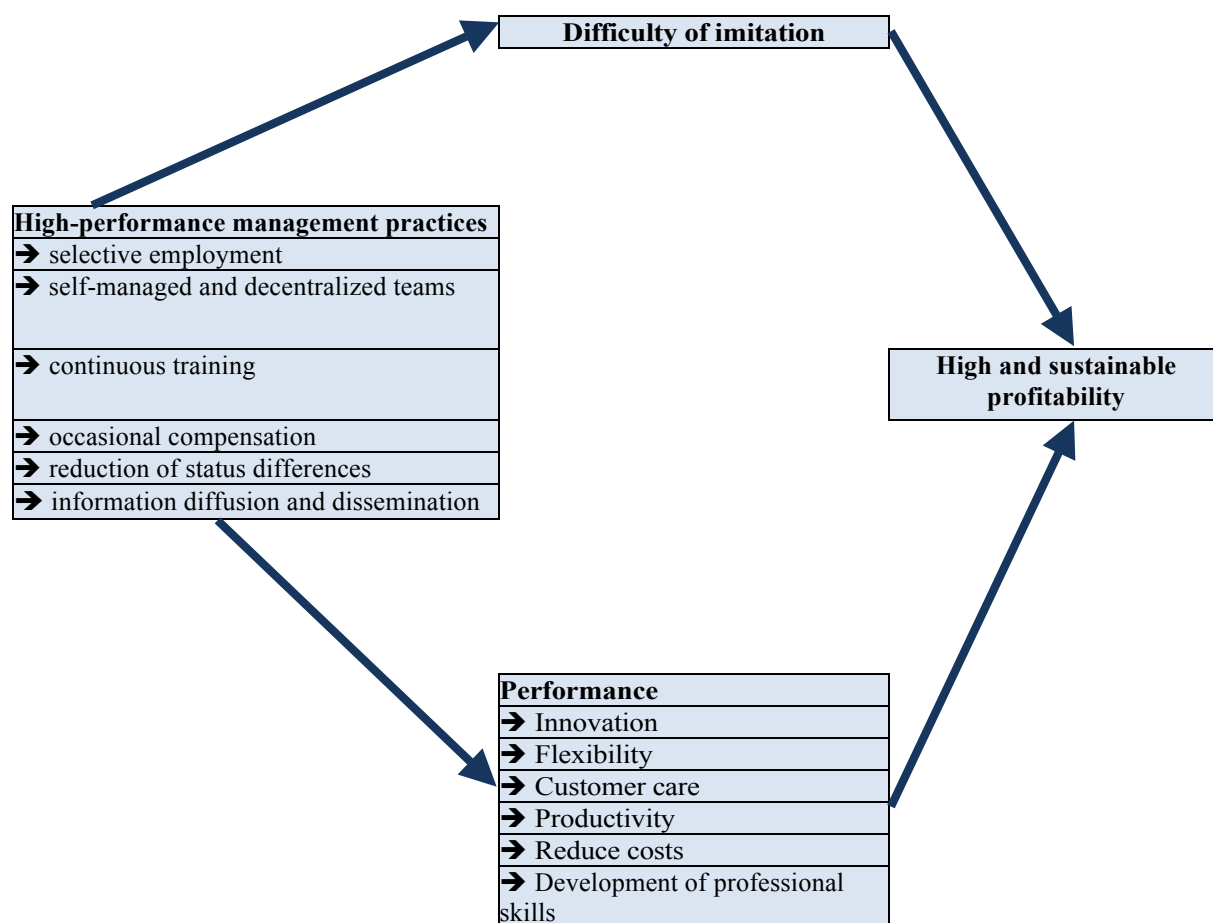


Fig.1. Determinants and outcomes of the employee-focused strategy

Source: Adaptation from Jeffrey Pfeffer, *Resursele umane în ecuația profitului*, Editura All, București, 2010, p. 315[4]

4. Conclusions

Some typical areas that can express the company's values, implicitly or explicitly, are: performance, power, competitiveness, innovation, quality, customer satisfaction, teamwork, care and consideration for employees.

Typically, successful companies have „something unique” that distinguishes them from others and characterize the action of their employees. Studies show that cultural values present in high performance companies are the following [5]:

- *Orientation towards teamwork.* People are willing to put team goals above their own;
- *Honesty.* Communication is frank and open, ensuring sharing of information and minimizing secrets;
- *Empowering employees.* Authority and responsibility are decentralized and widely delegated;
- *Respect for the individual;* Tolerance of differences between people - cultural, professional or social;
- *Customer focus.* It is considered that the activity should be determined by market conditions and the obligation to satisfy customers;
- *Competitive spirit and desire to win.* All employees are mobilized by the desire for success, achievement;
- *Entrepreneurial attitude.* There is openness to innovation and risk-taking;
- *Taking personal responsibility.* It assumes that the interest for results is critical for business success;
- *Continuous learning.* It produces continuous renewal of skills and attitudes;
- *Trust.* Employees are convinced that each of them fights for the interests of the company.

The managerial key for record profits, high productivity, consistent innovation and continuous organizational learning lies, ultimately, in the vision on the organization and on the employees, i.e. in attitude and perspective. With the right attitude and perspective, managers can determine how to implement high performance management practices.

In Romanian companies, certain malfunctions appear and their elimination requires, above all, an effort to change mindsets through research - innovation - implementation - production. In order to avoid these shortcomings, it is necessary, however, to rethink ways to motivate employees. Rewards should be based on overall achievements, not only on the achievements of individuals or departments separately.

A company becomes competitive on the market only if it has a strong and positive culture, able to mobilize people in order to achieve the energy which engages.

5. References

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