MOTIVATION. THE TAXONOMY OF THE THEORIES. IMPLICATIONS FOR HUMAN RESOURCES MANAGEMENT. EXPERIMENTAL RESEARCH MOTIVATIONAL PLAN

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Abstract:
The paper presents the most quoted theories of motivation, in order to have the basic to initiate an experimental methodology, in any institution. That could be necesary for the psychological equilibrum of individual, acting like a real sociometer.

Key words: methodology, human resources management, experimental research, motivation, instruments

1. The taxonomy of motivation theories

1. 1.Theories about the content of motivation

1.1.1 Maslow's Needs Hierarchy Theory
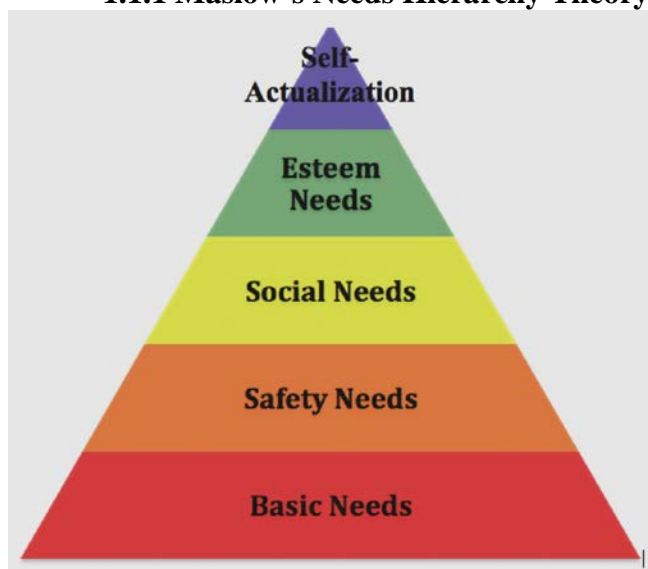
MASLOW postulated the hierarchy of needs, in levels, according to their importance (5 or 8 levels).

Human resource management uses Abraham Maslow's theory, drawing on two of its virtues: it recognizes the diverse needs of people and concerns for meeting those needs. This raises the first practical implication - the needs of higher order (and self esteem) give the strongest impulse activity, because their strength increases after they have been satisfied. In contrast, the force decreases basal order of needs having been met.

1.1.2 ERD Theory

Clayton Alderfer, expanding on Maslow's hierarchy of needs, created the *ERG theory*. This theory posits that there are three groups of core need — existence, relatedness, and growth, hence the label: ERG theory. The existence group is concerned with providing

our basic material existence requirements. They include the items that Maslow considered to be physiological and safety needs. The second group of needs is those of relatedness- the desire we have for maintaining important interpersonal relationships. These social and status desires require interaction with others if they are to be satisfied, and they align with Maslow's social need and the external component of Maslow's esteem classification. Finally, Alderfer isolates growth needs' an intrinsic desire for personal development. These include the intrinsic component from Maslow's esteem category and the characteristics included under self-actualization [4].

1.1.3. Needs-based motivational theory

David McClelland is most noted for describing three types of motivational need, which he identified in his 1961 book, The Achieving Society:

a*) Achievement motivation*;
b) *Authority / power motivation*;
c*) Affiliation motivation*;

These needs are found to varying degrees in all workers and managers, and this mix of motivational needs characterizes a person's or manager's style and behavior, both in terms of being motivated and in the management and motivation others.

McClelland firmly believed that achievement-motivated people are generally the ones who make things happen and get results, and that this extends to getting results through the organization of other people and resources, although as stated earlier, they often demand too much of their staff because they prioritize achieving the goal above the many varied interests and needs of their people. The researches about predictions, resultant from this theory, confirmed the idea that these needs (for affiliation, for power and self realization) are motivated, when the working environment allows them to be satisfied [1].

2. Theories about the processing of motivation

The theories about the processing of motivation are focused, basically, to give answer to the general question: How does the motivation occur?

For instance, Yale School of Management Professor Victor Vroom's"expectancy theory" provides an account of when people will decide whether to exert self control to pursue a particular goal. [5]. The self-control of motivation is increasingly understood as a subset of emotional intelligence; a person may be highly intelligent according to a more conservative definition (as measured by many intelligence tests), yet unmotivated to dedicate this intelligence to certain tasks. The other processing theories of motivation:

a) The theory of instrumental conditioning, originated by Skinner);
b) The theory of social cognition, elaborated by Bandura;
c) The integrator theory, elaborated by Porter and Lawer.

2. Theories about motivated projection and organization of labor

The theory of the job characteristics have been elaborated by Richard Hackman and Greg Oldham in 1976 and reviewed in 1980. According to the model created by this theory, the motivation is related with the presence of some job characteristics that trigger some psychological conditions (feelings) which have a big influence of motivation, satisfaction and efficiency in work. [3].

The model proposes five essential job characteristics [2]:

a) The diversity of aptitudes (different activities and a lot of abilities, skills or talent);

b) The identity of the task (the level that can be achieved by the employer, from the beginning to the end of the activity);

c) The importance of the task;

d) The autonomy of the employer (the independence level in making his own working program, taking decision and the way he perform in doing his job);

e) The feedback (the level of being informed about his working results and performance).

The research of Loher (1985) and Stones (1986) proved the clear link between the job characteristics and the satisfaction in work. [3]. The satisfaction condition (felling) is lived under a pleasant emotion, obtained from both the real or anticipated consequences of the action. Hackman and Oldham (1980) concluded that there is still unknown if the motivational benefits of the work are coming from the objective characteristics of the tasks or from the perception they gave it [3].

4. The plan of an experimental research

Experimental plan aims at linking three categories of variables:

a) *Independent variables* internal, consisting of necessities / needs groups of subjects engaged in an organization;

b) *Situational independent variables*, consisting of the features work station;

c) *Dependent variables*, consisting of characteristics of work group functioning.

4.1. The hypothesis

Scientific hypothesis. There are partnership agreements between the needs of employees of an organization, job characteristics and functional features of group work.

The working hypothesis. It is likely that, by analyzing responses to questions on subjects dimensional researched concepts, needs to be able to determine the impact of employees (variable X) and job characteristics (variable Z) on the functioning of the group (variable Y).

Statistical hypotheses:

a) *The null hypothesis* (H0) states that there is no statistically significant correlation between the sizes of the variable X, controlled by variable Z on variable Y;

b) *Alternative hypothesis* (H1) states that there is statistically significant correlation between the sizes of the variable X, controlled by variable Z on variable Y.

4. 2. The research subjects

Experimental groups will consist of all the employers from an institution.

4.3. Methods and techniques

Research methods are sociological survey carried out by questionnaire and statistical analysis techniques:

a) The questionnaire for the assessment of needs (Porter, 1962) is divided into 13 items. Items relating to the categories of necessities / needs as follows: security needs (item 1), social needs (items 2 and 3) esteem needs (items 4, 5 and 6), need for autonomy (items 7, 8 , 9 and 10), needs of self (items 11, 12 and 13). The answers to items can be given to

each topic by choosing a step in a scale with seven divisions: 1 = minimal, 2 = very poor, 3 = poor, 4 = Average, 5 = good, 6 = very good, 7 = maximum. Steps are degrees of intensity perception of its security needs, ..., self-realization. Every item is received two answers: a = level at which position corresponds to expectations, b = ideal level of expectations. It can thus calculate the difference (BA), on the assumption that the degree of dissatisfaction of the subject is proportional to the size of this difference.

b) The questionnaire on job characteristics is part of a group called the Job Diagnostic Survey, based theoretical model developed by Hackman and Oldham (1980). The model is based on the assumption that there are five essential characteristics of the job that influence employee attitudes and behavior: skill variety, task identity, task significance, autonomy and feedback from work. In these five essential characteristics, namely plus two other, get the feedback from agents and relationships with others. Employee perceptions questionnaire measuring the seven characteristics of work station: the variety of skills (items 4, 8 and 12); identity task (items 3, 10 and 18), the significance of pregnancy (items 5, 15 and 21), autonomy (items 2, 16 and 20), post feedback (items 7, 11 and 19), feedback from agents (items 6, 14 and 17), relationships with others (items 1, 9 and 13).

c) The questionnaire on the functioning of the working group is taken from the following sources: Cammann, Fichman, Jenkins and Klesh (1979, 1982). He has 14 items that are part of the fourth scale organizational assessment questionnaire Michigan, which has, overall, 11 scales for measuring attitudes and perceptions at work. The 14 items are grouped into five subscales, covering: group homogeneity (items 4 and 8), clarity of purpose in group (items 2 and 6) group cohesion (item 1 and 11), opening the group / transparency (items 9, 5, 7 and 13), and internal fragmentation of the group (items 3, 510, 12 and 14). The answers are checked by subjects on a scale of 1-7 (1 = least ... 7 = maximum) to mark items as the statements of the current state and ideal state characterizes the operation of group work.

d) The statistical method is applied to process the data set collected by the questionnaires. Presentations of data and statistical processing methodology are focused on quantitative aspects and deterministic models - causal explanation. We recommend using those sequences in SPSS-10 program, for description of variables, partial correlation coefficient to establish application and chi square tests of significance and t.

5. Conclusion

In conclusion, this basic theoretical knowledge, together with the research methodology and instruments described, may form the fundament of experimental research, to facilitate checking the validity of various theories of motivation.

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