

THE COMPANY CULTURE – THE EMPLOYEES’ MOTIVATION

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Abstract:

The intellectual capital must not be seen as a trend of the present days, but as a necessity of its reconsideration and evaluation, so that to the old economical and financial rules we can add the pieces of knowledge full of sense. The intellectual capital means a material, knowledge, pieces of information, intellectual property, experience that can be used in order to create wealth. The central idea of all the theories connected to the intellectual capital and society based on knowledge is the fact that the values changes their hierarchy: the physical resources moved downwards one step, against the intangible resources which become a more and more important factor for the development and profitability of a business and not only.

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Some specialists define the economic culture as being, generally, “the degrees of the employees trust against the leadership, the organization bureaucracy intensity, the employees proud if belonging to the respective organization, the staff engagement in future projects”[5]; others stress the fact that in the information based organizations, new management problems appear, the appliance of an economic creation policy implies a strong implication of the co-workers, so to an organizational environment with a solid culture.[4]

The knowledge becomes the essential component part of the contemporary system of economic and social development. The innovations diffusion and the convergence of the technologies play an important role in accelerating the importance of knowledge in the context of the globalization process.[7]

The new economy has to take into consideration such an approach and incorporate these new concepts within the field of the economic science. Many of the modern, performing organizations transform themselves and are no more exclusively interested in maximizing their profits, but follow especially the maintaining in the business area, being in a real competition with other performing organizations. Some of them transformed themselves and eliminated the formal structures, especially the pyramid structures. The personnel of such firms is no more interested in having the same job, at the same desk; such persons serve simultaneously several jobs; it is not so much stress on the traditional specifications of the specific tasks of a certain job or on a rigid schedule, with the certain observance of the hours.

The competitive organizations consider the persons become more interested in the activities which provoke them to express their creativity and bring them satisfactions; such persons prove less interest in a specific socio professional status or in holding some titles with social resonance.

Subsequent the employment, the employees’ interests can extend over the notice of the profitability level of the firm. The modern methods of the human resources management, the evaluation models for the intellectual capital seek for an active implication of the employees in the firm’s activity, through the selection of the

payment, in concordance with the efforts made, the proved efficiency, the quality of the work, the attachment to the firms' values, etc.

On these circumstances, the financial bookkeeping information can be both a basis for the checking of the concordance of the payment done with the payment promised and a foundation for the negotiation of the working contracts stipulations. Above other elements taken into account when negotiating the salaries, we can also follow the efficiency of the corporal assets usage, comparing with other firms in the same field or branch, by calculating some indicators which report the number of the direct productive employees to the value of the corporal assets direct used in the production or the profit of the exploitation activity to the value of the corporal assets direct used in the production.[8]

What does the employees' motivation mean? The motivation expresses the fact that on the basis of the human condition there is always an assembly of mobiles – needs, interests, intentions, tendencies, ideals – which sustain the realization of some attitudes, actions, and deeds. The motivation can be defined as the preferential seek of some types of satisfactions (Decker). [2, 1] The term of preferential points to the fact that despite there are common, general needs of the humanity, these differ from person to person, depending on their personality and proper features. Thus, the managers have to understand the specific needs of every employee and reach a common point when trying to understand the employee's motivations. The first step in assuring an employee is motivated supposes this kind of understanding of his desires and needs and also the understanding of their own expectances (of the managers). There are many times when the leaders forget to specify what kind of behaviors they expect to, so when they tell their employees they had not been motivated, the managers understand that the employees do not involved into a project together with the colleagues, but the employees understand the correction of the delaying or the prolongation of the program with an extra working hour.

What can we do in order to have a motivated employee? The managers interested in having motivated employees have to take into consideration that:

- any behavior, even the least transparent one, supposes the existence of a cause: what brings to the behavior starting? What determined the employee to act like this? Can I, as an employer, offer him that need? Can I change it?

- in order to understand the other's motivation, the manager can adopt the point of view of the respective person, especially when we know the motivation is a subjective component; only being in the reality of the person near us we can understand the real reason for which he acts in this way or what he wants to obtain behavior in this way.

- even if we meet identical needs for many persons, their satisfaction, usually, implies different means – the same motive can imply different reactions;

- let us not forget that work supposes technical, economical, social and psychological aspects – every aspect has its own weight;

- people can be motivated through a model: the manager has to act as an example for his employees, as much as possible;

- the managers have to identify the specific objective when they tell that they want to motivate the people: do we want to motivate them? or what do we want to change? How the employees' behavior has to be so that we can consider them being motivated?[9]

Conclusions

The organizational culture has to accept the creativity, the innovation, the transfer and the re usage of the information and knowledge in order to profit for what the intellectual capital offers.

During the third millennium, the Romanian organizations have to stress the encouraging of the personnel involvement, showing consideration to any person's contribution within a company. There are many ways of trying to increase the potential and manifested value of the people in an organization. It is recommended especially the modern forms of investment into education: the instruction, the professional and specialized qualifications, activities connected to knowledge as well as the developing of the competences connected to carrying out specific activities.

As the labor becomes more global, the valuable employees and employers invest more and more into themselves. This fact can contribute to the competences core protection and increase. The so called knowledge analysts are requested in a bigger extent to work with the employees of an organization in order to identify the key assets for knowledge. In order to allow the increase of the human power, it is necessary to measure the assets centered on the human resource. "Knowledge is power and profitableness". [3]

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