

HUMAN RESOURCE STRATEGY AND THE MOBILITY OF CAREER

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ABSTRACT

The science development accredits the new concept of knowledge society, underlining the role of motivation, as both generator and resultant factor for the knowledge - the real engine of development. Generically in an organization, solving issues that occur depend on the current communication system and the values system and /or culture of the company. There is an individual motivation but also the group motivation in our contemporary society.

In the context of global economical crises identified and realized by social actors this manner identification of such aspects and especially the way in which those may become applicable in practice represents an important asset. This paper presents an approach to investigative research on motivational aspects and the link related to human resource mobility. The authors formulate the hypothesis about the association between a high motivational extrinsically level and pronounced potential of mobility present in interviewed participants.

KEYWORDS: *motivation, mobility, potential, individual performance, human resources*

Introduction

In the society or knowledge economy, one that characterizes the current stage of development of human society, the activity of an organization depends on a labor market that is influenced increasingly more to turn the global phenomena. Future planning issues, part of the organizational life is one of the ways that require background knowledge of the human resource. Side discussions include issues that show that surplus or the aging of the human resources, or their mobility, improving conditions of human resources motivation that is a strength or effectiveness and integration of individuals. Timeliness through economic and financial crisis, the organizations are forced to reconsider their policy of employment and to develop a human resource management to be built in a strategy of continuity and proper development.

The reality of work is divided in various components and resources of which may randomly include: the field of activity, work, function, mobility and competence, motivation, performance etc.

The activity field refers to large classes of activities while work is related to the actual work performed by each individual. The function represents the set of tasks that you meet at the place of work. Mobility is associated with flexibility in the condition of the changed traditional occupational pattern, when the individual is put in the situation to change several times occupation and work throughout life.

Claude Levy-Leboyer (2005, pp. 88) noticed that the notion of competence is new in management and is based on strong ties with individual personality and ability to work.

Competence is defined according to performance when a task or a specific mission is performed.

But what separates the potential from the competence is the period in which performance can be acquired. On the other hand, theoretical considerations concern that satisfaction in work among performance is the basis of the theories on work motivation and organizational behavior. Thus, the stated above gives the efficiency measure of human capital.

1. Issues encountered in potential mobility

First, technological change, internationalization of markets and mobility of human resource are lately a major concern in the economic and psychological framework. Register of employment is changing rapidly, Taylor's experiments are replaced by individual existence that is based on the accumulation of knowledge, experience and know-how. It is settled more and more that not only in youth the individual has to know, to produce and act, but also for the rest of his life. Thus the approach of the working environment is quite another.

Maintaining a potential of mobility allows companies to consider changes with calm. Requirements are weighted for adaptability on the organizational actors. From the perspective of theoretical potential mobility is able to learn throughout life, which allows people to respond to this need of adaptability.

Secondly, increasing competition in the world economy is doubled by the uncertainty of the viability of labor market or sales work is a reality faced by all countries, not only in Romania nowadays. In an organization or in a company no one can promise a job for life. Employment has become one side of mobility. Maybe it is time to obtain very soon the developing of a practical "career mobility".

In human resources has developed the theory that individuals are concerned in recruiting to align interests and motivation of each member of the staff with the company, in terms of career and personal development. So, human resources management should ensure human potential to match the existing abilities and functions. On the other hand the defense of the organization's interests, it builds on verifying the existence and skills and capacity to develop new competent players in the organization.

Defending the interests of every member of staff has developed a novelty: the efforts he must make in order to be capable of mobility. This mobility develops practically employment. Therefore training has a considerable role, where the objectives gain another structure. These objectives are not established arbitrarily, but are based on the orientation of the organization that has established them in terms of recruitment and career management. The objectives are based on economic and financial image of the organization, shared within the organization and especially potential sensitive to its needs.

Representation of potential mobility in an organization is related to existing capacity, the integration of individuals with employment and with adaptability. The specific situation concerned to this point reflects the mobility within the same organization, but how these phenomena occur when the mobility is by setting up an outsourcing?

The vent (2000, p. 12) points out that organizational management developed in the short term, sometimes makes people do some type of mobility "mercenaries". Such organizational actors are committed to a company or another to perform functions, and when developed, a restructuring process is headed for another job and so.

Certainly in this context we can talk about the existence of a potential mobility among an extrinsic motivation, extremely important item in developing an individual career and employment.

2. Definition and characteristics of motivation

If we focus on the definition of the term motivation we see that its etymology comes from the Latin word "mover" and it means „moving“. In terms of psychological motivation it is characterized as a dynamic set of factors that determine an individual's conduct (Sillamy, 1996, pp. 45).

The item „motivation“ is considered to be chronologically the first element of human conduct. From a managerial perspective, motivation is a sum of forces of internal and external energies that initiates and directs the behavior of persons to a specific purpose, which once achieved will determine the satisfaction of other needs (Rotaru, Prodan 1998, p. 114).

Motivation as part of individual needs is an important asset in terms of choice of profession, work, later evolution of socio-professional and behavior of the individual. There is also a cycle that occurs between the functional motivation, activity and conduct.

First choice is a matter of profession is made according to the most powerful need satisfied in that context. Secondly, the professional behavior is in a zone of influence of intrinsic motivation. Finally, the motivation leads to more powerful bond that is established between the actor and organizational profession.

It should be pointed out that a series of changes in the system of individual's needs influences deeply his resources.

Movement is pointed out many times by contradictions arising from the developing duality of motivation. On one part we have the individual needs and on the other one the dependence of the degree sequence of engagement in work of each level of need.

Also practical researches have shown that individual motivation and needs are subordinated in greater or lesser extent to group needs, individuals tend to place their aspirations and performance around the average.

Reporting motivation to its producing source allows the division into two categories: intrinsic and extrinsic motivation. If the generating source is in the personal needs of individuals, if it is in solidarity with this activity, then we talk about a direct or intrinsic motivation. This specific form of motivation is to meet them through appropriate action while carrying it. Intrinsic motivation is consistent with the work, has its specific content. Work no longer appears as a means of obtaining some benefit, but is itself an end, reaching to be a need to constitute and develop even in the process of satisfying them. If the source generating the motivation is outside of the subject's being, suggested or even imposed by another person, if it does not appear in the specific activity, then we are dealing with an indirect or extrinsic motivation.

In the modern management forecast behavior of organizational actors it is essential. Each of the actors involved experience some attitude towards the work or some organizational issues. Viewed in the context of work, motivation can be appreciated as the availability of employees to engage in work that they do and to submit a sustained effort to achieve business objectives, organizational set or individually. Such as motivation can be considered rather as an outcome of the interdependence between individual and organizational context in which they operate than a result of dominating individual motivations.

Certainly it is difficult to predict specific behavior of each person separately and all in one place, but specialists need to identify not just who/what is responsible for a certain behavior, but how can he be influenced. Identifying causes of action remains sterile, no echo appears in the management on this basis if you can not act.

Possible answers were outline analyzing forms of the motivation, knowing the fact that each type corresponds to the specific types that cause people to work. Training and, where possible, more exact knowledge of the managers of these reasons, using organizational motivational diagnosis is a prerequisite to the ability to answer this problem. Place of the work may be secondary in the hierarchy of their individual motivations, even if the job is first in order of material needs. This is caused rather by the scope of human behavior attitude, which is formed by education and is influenced by culture.

3. Experimental Approach

Issues motivation were born from the need to understand and use subjective factors to explain fluctuations in yields of those who work. Most studies concerning motivation have in common the emphasis that this is an ensemble of forces, internal and external energies, which initiates and guides human behavior to a particular purpose. These forces and energies sum the total internal mobiles of the conduct, whether they are inborn or acquired, conscious or unconscious, simple physiological needs or abstract ideals. The motivation is generated by two types of motivational factors and manifests as intrinsic and extrinsic motivation. Step towards the target with dominating extrinsic factors, the main assumption built like suggesting correlations between the motivational extrinsic and potential mobility in subjects surveyed.

3.1. Method, participants, instruments

The research took place during September 2008 - February 2009, a group of 152 subjects (N = 152), of which 70 female and 82 male. It noted that 92 of these respondents are officials/functionary (management and execution) and operate within the National Agency for Cadastre and Real Estate Advertising, and 60 people are students of the Faculty of Psychology from University of Bucharest, Titu Maiorescu. Participants were aged between 21 and 57 years old (Mean 39.8; St = 11.7).

The method of sampling was random, for convenience - were used available participants, this situation being created by the following practical considerations.

Research's design is one type of cross. Subjects received explanations about the purpose and use of data from questionnaires. They were guaranteed confidentiality. The instruments are: The Motivation Questionnaire-which is translated and adapted by us for Ryan, Koestner & So, 1991 and Inventory of professional values adapted by S. Chelcea after Super, 1970. Participants formed two groups (hereinafter referred to NF = number of functionary and Ns = number of students) and were trained to respond to questions in a sincere and serious manner. During the training, it were told that there is no right or wrong answer.

3.2. Results and Discussion

The data from instruments of work was applied and received in a table process with statistical program SPSS, version 13.0. Scores obtained for motivation in the form of the functionary (NF = 92) expressed the mean of 50.22 and the standard deviation of 14.12. The obtained mean indicates an average level of subscale extrinsic motivation. Scores reported by the group composed of students (Ns = 60) were for mean 71.21 and 22.13 for standard deviation, which indicates a high level of subscale extrinsic motivation. Graphic representation of the distribution of means and standard deviations for the two groups are presented below (fig. 1)

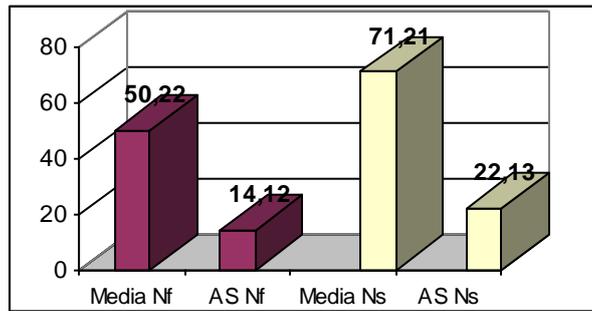


Figure 1. The means distribution and standard deviations in groups of participants

Inventory values for occupational mobility item scores to registered officials group (NF = 92) for the mean and standard deviation value were 12.5 and 3.55. Results in the group of students for the same item were mean 13.8 and a standard deviation of 4.11. Both sets of scores reveal a pronounced mobility spotted in the entire batch of participants. Descriptive statistic terms allow us the observation that in the students group the mean is higher than in the officials group.

In order to test the research hypothesis was applied to calculate the Spearman correlation coefficient, obtaining a significant correlation between extrinsic motivation and mobility, where Spearman Rho = 0.89, DF = 8, $p < 0.001$. Correlation between those variables is positive and significant. We can say that the high extrinsic motivation is associated with high levels of mobility, which allows us the validation of the proposed hypothesis.

Spearman correlation between extrinsic motivation and mobility

Table 1

| | Extrinsic motivation | Mobility |
|--------------|-----------------------------|-----------------|
| Spearman rho | | .890** |
| | .890** | |
| N | 152 | |

Because the design of the research had two different groups of participants it was established the calculation for the two sets of variables. The purpose of this analysis was to see if the values of extrinsic motivation and mobility are different for the officials and the students.

The mean values calculated is significantly higher in the group of students ($t = -4.775$, DF = 98, $p < 0.01$) for intrinsic motivation and mobility ($t = -5.116$, DF = 98, $p < 0.02$).

T-student in the group of functionary (NF = 92)

Table 2

| T- student | N | Media | A s |
|----------------------|--------------------------------------|--------------|------------|
| Extrinsic motivation | 92 | 50,22 | 14,12 |
| Mobility | 92 | 12,5 | 3,55 |
| T student /t-test | -4,775;DF =98 two-tailed; $p < 0,01$ | | |
| Confidence Interval | 95% | | |

T-student in the group of students (Ns = 60)

Table 3.

| T- student | N | Media | A s |
|----------------------|----------------------------------|-------|-------|
| Extrinsic motivation | 60 | 71,21 | 22,13 |
| Mobility | 60 | 13,8 | 4,11 |
| T student /t-test | -5,116;DF =98 two-tailed; p<0,02 | | |
| Confidence Interval | 95% | | |

4. Conclusions

The results obtained confirm that the case of the surveyed students showed a strong opening to an extrinsic motivation and the mobility in opposition with the data obtained by the officials. As a limit in this sample size carrying out such a study is setting up relatively small number of participants. Further approach is based on expanding the number of variables and a wider sample. Conclusions drawn from this analysis should be treat with caution.

Reality of work is complex and the perception of people from an organization to motivational processes and the potential for mobility is varied. Human resources remain a predominant role in the organization but can't be avoid by the changes of economic, technological, communication that occur.

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