

A holistic approach to motivation in an organizational environment

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Abstract.

Motivation, considered through the prism of personality has individual characteristics - strength, will, resilience, patience, perseverance, temperament, abilities, perceived needs, but in its essence is determined by the aspirations, goals and expected results. Motivation is a kind of stimulus for the individual in his efforts to achieve the desired. And the result has a subjective meaning and psychological value for the individual, but also for the community / organization to which he belongs. Achieving higher quality and efficiency of work in any organization depends on the competent use of human resources, qualifications, adequate positioning of people in key positions and their management. In general, motivation is a constructive force that activates unsuspected human capabilities, which should be managed with a vision for the future and high morale subordinated to the achievement of organizational goals, but also to achieve a more developed and humane society.

Keywords: motivation, human capabilities, quality, human resources, management, holistic approach in psychology.

Each individual is both similar to the other members of his group and different from them with the unique nature of his life experience. His uniqueness ... represents the essence of his personality ... In fact, the personality is a structured set of innate (heredity, constitution) and acquired dispositions (environment, upbringing), which determines the unique adaptation of the individual to society.

Norber Salami

Introduction

The problem of motivation or how to make people do a task / job well has excited the world for millennia. Ever since man realized that he himself has needs to satisfy, dreams to follow and therefore rules to follow as a member of the society in which he lives.

From a large point of view, the organization of various societies is regulated by rules and norms, obligations and rights with the main idea that these societies should achieve ever higher goals, oriented towards their development and prosperity. In this sense, every organization large or small follows this model - the achievement of certain goals. To achieve the set goals you need motivation, which is a driving force and the higher the intensity of motivation, the faster and better the result.

The motivation as a challenge for the organizational politics

Motivation, considered through the prism of personality has individual characteristics - strength, will, resilience, patience, perseverance, temperament, abilities, perceived needs, but in its essence is determined by the aspirations, goals and expected results. Motivation is a kind of stimulus for the individual in his efforts to achieve the desired. And the result has a subjective meaning and psychological value for the individual, but also for the community / organization to which he belongs.

And although different types of organizations have existed since man became aware, organizational psychology, as a science that studies the processes in different organizations, is a relatively new science. Industrial / organizational psychology is the meeting point where personal goals and motivation and organizational goals meet, subordinated to the idea of a more developed society, a higher quality of life and

prosperity. It follows from this conclusion that motivation can be internal and external - caused by an internal desire to achieve certain results or a consequence of external factors.

The object of organizational / industrial psychology is the management of social organization. In its essence, each organization is formed and implemented specifically activity in order to meet certain needs of both its members and society as a whole. However, it is the subject of research in a number of other scientific disciplines such as sociology, management, pedagogy, military affairs, political science and others. The subject of organizational psychology is the study of psychological patterns, relationships and interactions related to the effective implementation of the activities and behavior of people organized in joint activities, the study of psychological characteristics in the structure of these organizations and those sociopsychological entities that determine the effectiveness of the organization .

On this basis, through research, study and analysis of a specific organization, organizational psychology not only generates knowledge necessary for its further development as a science, but this knowledge and achievements serve as a basis for increasing the level of managerial potential. In its basic essence, organizational psychology enables managers / visionaries to effectively influence the processes in the organization in order to achieve higher quality and higher productivity.

Organizational / industrial psychology solves the following problems based on the main processes and phenomena that are observed in the joint activities of people united in organizations.

- The structure of the organization is a deliberately created system for achieving higher efficiency and reveals the psychological characteristics of the organization and favors the conditions, processes and phenomena that ensure this efficiency.

- Socio-psychological processes and phenomena - occur in joint activities in the organization. Social roles, group norms and values are important. Group norms are a condition for accelerating the process of adaptation of individual behavior and the rapid formation of organizational unity. Team values have an impact on the individual value systems of the team and on their motivation.

- Interpersonal relationships and communication in the organization - essential for the effective functioning of the organization. The research observes three main aspects of communication in the organization: informational, regulatory and affective. Mechanisms are also important to ensure effective communication both between the members themselves and between management and those being led. Formed and formal interpersonal relationships play a significant role in the processes of effective communication in the organization, on satisfaction and at the same time are the basis of the informal substructure of the organization.

- Motivation and organization - the relationship between the strength of motivation in relation to a given activity and the results that a person achieves in a particular activity is studied. The tools of organizational / industrial psychology are help in developing strategies and policies to increase motivation and achieve high efficiency and quality.

- Conflicts in the organization - objective factors (limited resources, structural dependence, poor organization of activities, etc.); subjective factors (differences in perceptions, criteria, communication problems, etc.) - Management decisions in the organization - an important point in the management of the organization, which determines the effectiveness and functioning of the organization. Criteria for evaluation of organizational management decisions: degree of certainty of the situation to be resolved; level of risk of management decisions; level of accuracy of management decisions.

- Development of the organization - development of a strategy and vision for the successful development of the organization, which should be based on the development and improvement of personal and professional qualities of the team, building trust and em

The motivation as an individual characteristic

The behavior of the individual in an organization is the result of a multicomponent complex between personal characteristics and the requirements of the environment. People are logically different in their specific manifestations and characteristics, as a consequence and compilation of hereditary, spiritual, ethno and social factors. Each person has specific, individual abilities, which are determined by both physical circumstances and acquired qualities. The specific individual features predetermine the conditions for successful implementation of a specific activity. Individual abilities are considered as a set of speech, mental, memory, numerical, spatial, perceptual, motor and others. Through the prism of organizational psychology, individual abilities are essential. The organization of the work / activity, the management of the working groups / teams, the knowledge and pathy for common goals taking into account the individual abilities of people leads to higher efficiency and quality. The benefits of the effectiveness of these processes are twofold. On the one hand, the organization makes better use of the available individual potential, and on the other hand, people who achieve a higher level of personal satisfaction with the work performed and achievements. Leading for the leader in the organization is the knowledge of individual abilities and the ability to assign tasks in the context of individual abilities. From the

point of view and in the interest of the organization is the improvement of the team, the development of abilities, the acquisition of new competencies by the people who are important for the implementation of specific tasks. Human abilities are subject to development. The predisposition of a person to a certain activity is an individual characteristic, closely related to the presence and development of a certain ability. The combination of predisposition, gift, innate qualities with acquired knowledge and experience develops a person's talent. From the point of view of organizational psychology, if managers are trained to detect this relationship between predisposition, talent, human talent, they would be able to adequately assess and create appropriate working conditions, and this would allow effective use of available resources. and the potential to achieve a high level of efficiency and quality on the one hand and job satisfaction on the other.

Man's intelligence is seen as an expression and a set of his abilities. The ability of a person to perceive, analyze and explain the things of his life - to learn and apply rules, to analyze the relationships and interdependencies between causes, facts and phenomena, to draw conclusions, are accepted as a dimension of his intelligence. Meaning and significance for organizational deception, as managerial competencies are important not only theoretical concepts, but also techniques for measuring human intelligence - intelligence tests. Intelligence tests provide an opportunity to explore - the ability to solve problems abstract thinking, opportunities for conclusions, creativity and more.

Human needs are states of physiological or psychological feeling of need or lack of something. Vital to the existence of every person are:

1. existential needs - food, clothing, shelter, security:
2. social needs - belonging, recognition, success
3. spiritual needs - self-improvement, self-actualization, activities in the service of society - service.

Natural is the human need and desire to acquire funds and master ways to meet personal needs and the ability to meet them through their work is directly dependent on his behavior in the particular organization.

Next are the interests that have an essential individual characteristic that is directly related to the patterns of behavior. According to some researchers, interests are a compilation and derivatives of needs and opportunities for evaluation and means to meet them.

Defining individual goals is a mechanism and a consequence of the perceived needs and the choice of action and behavior to achieve their satisfaction. From the other hand, the ability of the person in a given organization to realize and react to the existing possibilities in the same, to achieve his personal goals, to develop interests and to satisfy needs, gives clarity about his perceptual possibilities. Perception forms the basic image of the individual about the organization in the concrete reality. In the context of the above - the needs, goals, interests, intellect and objective assessment of reality, as well as the analysis of the possibilities to be realized in the specific reality and organization are of key importance for the individual choice of behavior. Attitudes are reflected in the point of view, the position on a current issue, the attitude to work and the problems in the organization. Attitudes are a collective function of individuality, of inherited and assimilated beliefs, prejudice and stereotypes. Values are the subjective organization of things as a result of assimilated during socialization ideas, principles, criteria, actions that determine human behavior in different situations.

Organizational culture determines human behavior in the organization, patterns of behavior, methods of implementation, methods and principles of work, code of ethics and more. Individual behavior in the organization is definitely a function of a complex of individual characteristics - abilities, needs, interests, goals, expectations, attitudes, values, but should be formed, regulated and directed in unison with the vision and values of the organization.

Knowledge related to the analysis of human individuality through the prism of human resource management in the organization is an important condition for successful and effective management. The questions related to this knowledge mark the definition of the character portrait, which is a set of physical data (gender, age, height, weight, speech specifics), demographic data (family status, education, experience), personal (intellect, attitudes, interests, predispositions, abilities, skills, motivation, adaptability, etc.) depending on the required profile for the specific activity.

Significance of motivation in an organizational environment

Organizational psychology generally seeks a solution to the following problems - to study the levels of motivation in an organization, given its structure, to study the levels of personal motivation, given the diversity of participants, based on research results to offer models to increase motivation. it has already been mentioned above that motivation is a multi-layered process of deciding on action or inaction in a specific situation. It has a subjective character, takes place in the individual organization of the individual and is finalized by the personal assessment of the effects on him of the stimuli and signals sent by the organizational and social environment. In this aspect, motivation redefines and precedes the activity, dedication and behavior of the individual, considered in the context of the team and the organization. The organization from the point of view of its goals and in the

face of its management, therefore seeks behavior in the work process and discipline that would lead to the achievement of the main goals - efficiency, quality and high economic results. The management team of the specific organization, after the necessary research, should develop a policy to achieve higher motivation and, accordingly, to achieve higher goals. Not to be overlooked is the e the political and social reality at the time of modeling the staff motivation policy. This analysis is essential at the individual level, but even more important when compared to the totality that makes up the structure of the organization.

Motivational factors are the influences of the environment on the staff, which determine their motivation in the work process. And their desire to achieve a specific goal. In general, two types of motivating factors can be formulated - general and immediate.

The common motivating factors are the effects of the economic and social environment on the individual, and the immediate factors are the interactions with the management and colleagues of the organization. It is a popular notion that small needs determine low economic activity and vice versa, large needs predetermine high economic and labor activity, respectively high achievements and incomes. With an abundance of labor supply, higher needs, in turn, pose new challenges to the individual - competitiveness, new competencies and higher activity. With labor shortages, the challenges are for employers - improving working conditions, attractive offers for wages, bonuses and growth.

The immediate motivating factors are the importance and dynamics of the salary, the recognized achievements, the higher requirements to the staff, the opportunities for training and development, the organizational climate, etc. The best working conditions for the person favor and increase the motivation for better performance in the various levels and activities in the organization. Without knowing the system of needs and interests of individuals and groups in the organization, without analyzing the factors that affect effective work, it is impossible to build a policy / strategy for incentives and motivation that would help the high representation of opportunities in workflow.

With the popularization of globalization and the growth of economic development in recent years, organizational psychology faces new challenges.

- Labour productivity
- Reduction of turnover
- High competitiveness
- Delegation of activities
- Remote work
- Material incentives
- Intangible incentives
- Access to information, transparency, right of choice
- Training
- Feedback
- Conditions and comfort in the workplace
- Feedback channels and activity report
- Corporate events

economic analysis It is important to note that it is not necessary to apply all motivation methods at the same time. The method should be adequately chosen, analyzing the specifics of the enterprise, scale, type of activity, area of knowledge of employees, number, interests and goals.

Trends for influencing the motivation factor in leading economic structures and organizations.

In recent years, the holistic approach has played a leading role and importance, as a trend in organizational psychology and as a response to the challenges of modern times. This approach places the personality at the center - creative, competitive, assessing and caring for its needs in the context of personal and significant contribution. Providing a basic minimum and offering opportunities for training, development and self-improvement, relaxation, attractive jobs and more.

In essence, the holistic approach aims to view the Universe as an indivisible whole. Each person has his place in the world, everything is interconnected. The personality, through the prism of the holistic approach is in constant development in terms of acquiring new knowledge, emotional, aesthetic, spiritual, creative, physical plan and thus cooperation is carried out in a spirit of mutual respect between all participants in the development process. The main goal of the holistic approach is to help the fullest possible development of human potential and opportunities in all spheres of life. The main directions in the holistic approach are: - development in intellectual, physical, social, emotional, aesthetic and spiritual plan.

An important task of the overall approach is to identify, provoke the interest of the individual and motivate him to develop, expanding and surpassing his life worldview and views. The manager, following the holistic approach, realizes the importance of the environment as a prerequisite for better creative and labor expression. Leading organizations have recently imposed new models of interaction and relationships with their teams. It is based on the modeled spaces of the work environment - such as rooms for meditation and relaxation, sports halls, healthy food, exotic points for remote work to stimulate inspiration and creativity. Caring for emotional state and stress levels, focus on attention - with the special role of happiness manager. Social care -

health and social insurance packages with different levels of opportunities, discount cards in various institutions, shops, restaurants and bars, opportunities to acquire property in the company or property of the company. Along with these proposals, we see countless opportunities for personal growth, a matter of individual desires - from distance short hobby courses, through personal trainers, to several years of professional academic qualification programs. Demonstration and support of a holistic approach to the personality, builds relationships of trust and cooperation, dedication and loyalty, which increases the motivation, respectively the quality and efficiency of the work done. The focus of the holistic approach is the successful development and prosperity of the individual, who is part of a legal and prosperous society.

Conclusion

Achieving higher quality and efficiency of work in any organization depends on the competent use of human resources, qualifications, adequate positioning of people in key positions and their management.

In general, motivation is a constructive force that activates unsuspected human capabilities, which should be managed with a vision for the future and high morale subordinated to the achievement of organizational goals, but also to achieve a more developed and humane society.

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