

ATTRACTING AND MOTIVATING EMPLOYEES DURING CHANGES IN ORGANIZATION. THE ROLE OF THE HUMAN RESOURCES DEPARTMENT

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The success or failure of an organization is intrinsically linked to how managers treat their employees. The role of motivation is not just to make people work, but to make them work well, causing managers to use in full physical and intellectual resources. Where there is motivation, there is productivity and performance, and people are happy. In other words, everyone wins. Motivation and retention are crucial in the success of not only at the organization level, but also at the level of any department, project or plan and, arguably, are one of the most important areas of responsibility of a manager.

Key words: *human resources, employee motivation, organizational change.*

1. INTRODUCTION

Motivation is the most important force that pushes and focuses the actions of each of us towards success. In a dynamic market economy, the level of motivation of employees of a company determine its progress. So, in the twenty-first century, business leaders must take on an important mission: to motivate employees towards performance and to retain or attract talented people.

Managers must adapt their internal policy of motivating the employees depending on the age of the employees, departments and personal aspirations of each employee, so as to determine the productive behavior. They have the greatest influence in increasing employee motivation and steps at a high level. Motivation can be of any kind. The highest degree of satisfaction among employees is given

the financial rewards, employees must be compensated through other forms. Leaders' challenge is to define a series of motivational factors, going beyond salary and it may refer to values, personal development, improvement of the working environment, autonomy, learning opportunities, etc.

The problem of motivation refers to the determination of the means by which members of the organization, each with their own needs and with its own personality, can be stimulated to contribute positively and effectively to achieve the objectives set. In general, the term motivation is an internal state of emergency and it means conducting environmentally conscious behavior and direction to satisfy needs. Motivation is one of the most important problems of any organization, this whereas the relationship between the organization

and its employees is governed by the reasons that employees feel involved in their work. The consequence of this is that the management of the organization has to be able to translate the objectives of the organization at the level of the employees correlated with their personal objectives, because only in this way the organization becomes effective and may achieve its objectives. For any manager it is important to know that every employee represents a distinct personality and that they must be treated individually and not in a group. Within an organization every employee plays several roles, which puts its mark on its behavior or the needs. Motivation in the workplace involves a behavior characterized employee interests, orientation and persistence in carrying out its tasks. This behavior does not depend only on the individual or the context in which they work, but is an interaction between the personality of the individual and the work environment.

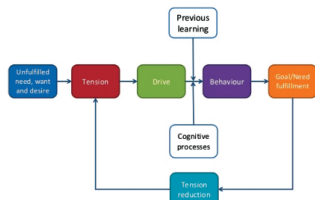


Fig. no. 1. Model of the motivation process in an organization

Concerning motivation, it is important to analyze Herzberg dual factor motivational process. Developing and modifying the hierarchy Maslow theory of needs, Frederick Herzberg reached the conclusion that there are two groups of factors that influence the employee's feelings towards his work:

- Motivators factors: factors that lead to extreme satisfaction: self-update, recognition, self-work, responsibility.

- Hygiene factors: the factors that lead to an extreme dissatisfaction: interpersonal relations, company policy, control, wages and working conditions.

The focus of this theory lies in the assertion of the discontinuation between the factors that produce the satisfaction and those that cause dissatisfaction in professional activity. The new lies in the fact that, unlike a traditional conception which considers all factors that can determine both rewarding and dissatisfactions, Herzberg says that work satisfaction is determined only by a certain kind of factors, namely those motivators, and dissatisfaction is caused by another type of body, called hygiene factors.

Motivators factors are closely linked to the specific nature of work and acts towards mobilizing people to work better. Hygiene factors or maintenance not related to both the content of labour itself as the conditions in which is done. The main criticism levelled at this theory refers to the fact that, in this sense empirically, Herzberg was concerned about more than just the work satisfaction in work behavior. However, the model or interpretation proved and is still suitable for employees from category specialists and personnel occupying leadership positions, being especially important for managers.

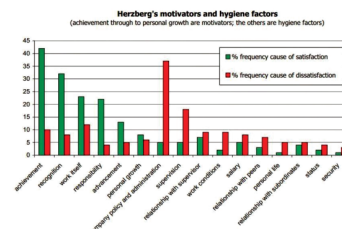


Fig. no. 2. Herzberg motivators and hygiene factors

2. THE ROLE OF HUMAN RESOURCES DEPARTMENT IN THE CONTEXT OF CHANGE

As it is well known, the survival of an organization depends on the change, which may be divided into four levels: changes in knowledge, attitude changes, and changes in individual behavior and behavior change at the level of the group or organization. Most easy are those at the level of knowledge, followed by changes in attitudes. Structures differ from the attitude knowledge structures in that they are emotionally charged, positive or negative. As regards the changes of behavior, they are more demanding and consumes much more time than the other two above. In turn, changes in group and organizational performance are probably the ones most difficult and time consuming. An organization's survival may depend on the degree to which the behavioral sciences are able to solve the clashing with the understanding of the change and its implementation.

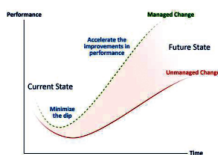


Fig no. 3. Performance – time relationship in the context of organizational change

The fundamental role of the management team, in the case of a change of approach, is to ensure that the structure and culture of the organization is be able to assimilate the processes in order to improve the activities, tasks and operations. Structural change management refers to the way in which functional units are organized to carry out responsibilities related to change.

Under this management, policies and procedures are covered, rules and instructions, human resources management, and equipment. Management of structural change takes place at the level of the organization's infrastructure. Cultural change management refers to how employees interact with each other, with their managers and the existing relations top/subordinate. Change management takes place at the cultural level of the people, which involves greater difficulties.

The human resources are the most important strategic resource of an organization. Human resources are unique in terms of their potential for growth and development, in their ability to overcome-and know their limits. An organization's success, the degree of competitiveness of its start from the premise that people are the most valuable asset of the organization. Human resources constitute the human potential that must be understood, particularly motivated and involved as fully in achieving the objectives of the organization. To do this, the decisions in the field of human resources management should be tailored to personality traits.

Nowadays, in terms of human resources management, people are not only employed to fill certain vacancies but also their important role you can have in the organization, each separately and as a whole. Human resource management is a relatively recent term for what was traditionally called "activity". Unlike other areas of general management within an organization, human resource management serves both the interests of the organization (of employer) as well as those of employees and the community where the organization works.



Fig.no. 4. The importance of human resources department

The continuous change has always been an element of everyday business world. In order to remain vital and competitive, organizations must constantly adapt and to undertake major changes affecting all elements of a company. Change management is increasingly seen as a permanent task for improving the efficiency and adaptability of the market competitive companies. Many companies use change in a strategic way to improve organizational effectiveness. Most times when it takes a change in focus is on changing the systems, processes and organization, while the appearance of the people is often forgotten. Human resources managers are often considered (or consider) the most indicated to support the processes and dynamics of change. HR often takes on the role of supporting managers in the implementation of initiatives of change. But in order to specify this clearly from the beginning, the change will not happen successfully if the responsibility of leading the change is simply "taught" department of human resources. Change management is the responsibility of leadership, change, leadership requires changing the start even with the management level.

- Managers are responsible for vision and instructions-change managers will line up these visions

- Employees shall take as example the direct managers,

managers will be changing patterns of attitude and behavior

- Managers develop company-changing managers and employees develop their manager responsibilities, asking their employees (managers in change) to assume full responsibility over changes.

Communication to a great extent determine how the change initiatives are perceived and supported. In this sense, the human resources function can keep pace and to improve their communication skills. Communication which fails to involve employees and to inform about the reasons, expected benefits and processes behind the changes could lead to a lack of acceptance on the part of employees and thus the failure of initiatives of change. To prevent this, employees must be involved in change initiatives for them to increase levels of acceptance. The department of human resources can play an important role if it is involved from the beginning in the initiatives of change. To ensure the alignment of stakeholders involved at all levels of the organization, HR department can stimulate and facilitate the change process by offering support and guidance to managers and communication elements, including description of the role of managers in supporting change management.

The necessary conditions for a successful organizational change can be achieved by proposing 3 terms and conditions required for a successful organizational change, taking into consideration the nature of the human resource of the organization, including its irrational and unpredictable dimensions:

- proposed development of a process for appealing motivations;

- developing a rationale proposal for the change initiative;
- strengthening the mechanisms for implementation and support of change.

The conditions for organizational change are explained below.

Building organizational capacity for change, both at the individual and organizational level

From an organizational change perspective, people have various professional motivations. Hence the motivation or justification of the change process required to generate the change must have multiple versions, which speak to each person involved. People get involved with up to 5 times more in an action if you have a word to say. The development of motivation to change is more effective if it is done with the involvement of employees and listening to their proposals. The balance between a poor approach and a constructive approach to the change process generates enough energy for change. Poor change approach highlights a lack to be compensated or a problem to be solved, can generate resistance to change. Constructive approach to highlight a change of purpose or an opportunity to be exploited. Balancing the two types of approach allows overcoming obstacles and mobilizing the whole organization in an optimal way.

Providing a behavioral model leaders in the organization, regardless of the level of management

In practice, employees can be leaders in organizational change or can be a resistance to change. Opinion leaders are not so influential. Is not necessary for the organization to invest too much in opinion leaders as tie elements of change because, in

reality, its success depends on early adopters, and more than the degree of acceptance of the environment (society).

Strengthening mechanisms of implementation and financial support of employee

Motivation change is the most expensive method of motivation. Although the correlation between the achievement of the objectives of the programme for change and reward the employees it is recommended, however it was found that there are other efficient and less costly programmes. Implementing (ethics) of the process of change is just as important as a correct result (ethics). It was found that when the change to be implemented is in violation of its own system of values related to equity and fairness, employees will operate most often against their own interest. Therefore, it is recommended that the process of changing to be designed taking into account the accuracy of the (ethics) both in the period of implementation, but also in terms of targets.

Building organizational capacity for change

Performance and behaviour which generates employee behavior is their mentality: the totality of the thoughts, feelings, beliefs, etc. Good intentions are not enough. Even if employees are well intentioned they will integrate the new mentality and new abilities in the absence of a suitable climate. It is recommended to create an environment in which communication with employees is encouraged, as well as the establishment of intermediate targets to support and guide the change process.

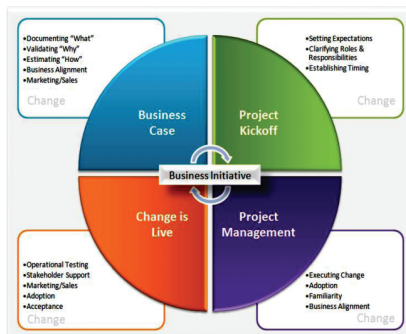


Fig.no.5. Transformational HR change process

3. CONCLUSION

The human resources policy regarding the leadership of the organization, has to manage each employee's activity. For this it is necessary that the elements of that policy should be detailed and materialized at each hierarchical level. The establishment of a correct policy in human resources must take account the importance of personnel from the company, liability with the leadership and the objectives of the enterprise, while motivating employees and retaining talents.

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