

## **ORGANIZATIONAL GROUP PERFORMANCE UNDER PRESSURE JOB CHARACTERISTICS AND EMPLOYEES NECESSITIES**

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### ***Summary:***

*Work group can be analyzed in psychosociological perspective, which allows setting the frame for expression of its functional parameters. Individual motivation and motivational characteristics of workstation affects, to attitudes and individual behavior of employees, functional parameters of the group. Analysis, interpretation and psychosociological statistical data provided by subjects in the survey responses revealed the hierarchy of needs psychosocial made, allowing the organization to establish orientation ways to motivate staff. The research manages to capture the importance given by the subjects to identity and varied work tasks at the expense of feedback from others (bosses, colleagues) and significance of tasks, the latter being perceived as the weakest features of workstations.*

**Keywords:** intensity of needs, job characteristics, detailed working group

### **Introduction**

Groups, from small to macro groups, works differently, often depending on what keeps them united, the motivations that each part or tasks assigned. What motivates organizational group that he may work better in achieving a pregnancy? There are several theories and models of motivation that try to explain how structures, initiating behavior, as he claimed, directed, which is its final form, as aggregated with other behaviors. These theories and models are applied in the management of human resources for finding methods and motivation of staff work in work groups. Motivational theories appear as two broad categories: content-oriented theories of motivation and motivational theories oriented process.

Motivational theories of Maslow's theory together content, ERD theory (Existence/ Networking/Development) by Alderfer, McClelland's theory and start from the definition of needs/human needs as states of emergency that is manifested by

tension and imbalance in the organic system or personality. Imbalance causes an action oriented to the satisfaction of need is identified that show. Needs-based model suggests that motivation is initiated by recognition, conscious or unconscious, unmet needs (Armstrong, 2003, p 140).

Human Resource Management presents and uses frequently Abraham Maslow's theory, drawing on two of its virtues: recognition of people's different needs (necessities basal, physiological, needs security, social necessities, needs the appreciation and esteem, needs personal fulfillment) and concern for meeting these needs. One practical implication is the idea that the needs of higher order, the esteem and self, give the strongest impulse of activities - their strength increased after they were satisfied, while the basal order of needs decreases.

Arnold and Feldman (1986) considers ERD model more flexible than Maslow model because this model argues that more needs can be active simultaneously demanding their satisfaction and also move between different models is possible in both directions (Smith, 2004, p 235). This model enriches ERD Maslow's model with the following ideas (Stanciu et al, 2003 p 259): an individual may pursue concurrent meeting of two or more needs, an individual can give to meet a need of higher order, if it satisfied compensation needs second order.

Procedural theories of motivation focuses on attempts to answer the general question "What is motivation?" And other specific questions, such as (Dolan et Lamoureux, 1990, p 82): If human beings share similar needs, why rewarding behaviors that are so different?, why the same individual and between individuals, some activities are carried forward, while other activities seem to arouse only indifference?, why some people see, the challenges are proposed, unexpected opportunity for personal achievement, while others with the same band and same stock of professional experience, flee these challenges?

Such questions are reported as procedural theories: instrumental conditioning theory (Skinner) social cognitive theory (Bandura), equity theory (Adams, Landy), goals theory (Lathman, Locke), expectations or expectations theory (Vroom) complemented by the integrated model of Porter and Lawler (Dolan et Lamoureux, 1990; Johns, 1996; Stanciu et al., 2003; Bogathy, 2004; Sălăvăstru, 2004). For the present study we are interested in Vroom and Porter's theory - Lawler.

Vroom's theory, called the theory of expectations or expectations has the prerequisite idea that the intensity of effort that an individual shall submit an activity depends on the expected reward. So motivation is determined by the results that are expected. As defined in psychological literature, Expectancy is the concrete result that

the individual is expected shortly after solving a task. The theory is built by Vroom (1964) around three elements: call (probability that the individual actually reach a certain result), instrumentality (individual perception of being strong, potentially) and valence (reward, value and results salary, recognition and work group climate and their attractiveness to the individual). These three elements are those that combine, in theory, to produce power / intensity of an individual's motivation.

The theory integrative motivation was built by Porter and Lawler in 1968. It is a model of work motivation, which is the top elements of Vroom's theory and continues with other elements of procedural theories of motivation. Overall, the model supports the idea that the level of efficiency, recognized and valued by the company, can be achieved only if all the conditions described by its elements (Dolan et Lamoureux., 1990, p.105). The model consists of the following elements: value rewards (valence) necessary effort perception or probability of reward (instrumentality), effort (representing expected) ability to perform a task, the task required perception, performance, intrinsic rewards, extrinsic rewards, perceived rewards as fair; satisfaction.

According to this model, the work motivation runs in sequences that meet constituent sequence. Thus, employee / employee is expected perceptions, valence and instrumentality. When charged properly load and achieve recognized and valued performance company, because his skills are expected to receive an appropriate reward or retribution (behavioral theories). Reward may be intrinsic (eg, esteem of others, sense of self) or extrinsic (salary increase). These rewards must be perceived by those who receive them as fair in comparison to the yield obtained (postulate of the theory of fairness - Author Adams). Satisfaction depends on the rewards, whether intrinsic or extrinsic, complemented by a sense of fairness.

A solid theory for this study is the theory of job characteristics and work tasks. According to Mihai Puiu ("Smart Management - human resources, communication and negotiation"), fasting is a set of tasks, activities and responsibilities that require a degree of professional and academic qualifications. Component of organizational structure and functional organization, expresses the position of individual undertaking form. Group stations, according to certain criteria, result in a structure like: shops, offices, service departments. Theories clarifying the influence of job characteristics to motivate staff positions. When we act engaging in a post already exists, though presumably some motivation for the job. Job characteristics theory, called theory of task characteristics, was developed by Richard Hackman and Greg Oldham in 1976 and was revised in 1980. The reason is, the model created by this theory, related to the

presence of features of work. These features contribute to the emergence of certain psychological states of individuals with influence on motivation, satisfaction and performance (Morin, 1996).

According to these theories, jobs can be designed to contain those features which are considered as motivating employees and offer them rewarding. Employees will be more motivated and satisfied with their work if the work contains some essential features. These features promote conditions that allow employees to experience the living of psychological states, which are associated with certain personal and professional results. The high degree of motivation is manifested in high quality performance, high satisfaction, low absenteeism from work and low staff turnover.

### **Research Methodology**

Research objectives aimed to highlight the extent to which job characteristics and intensity of needs of employees affects the functioning of the organizations. To achieve these objectives we developed operational concepts in the following listed below.

#### ***Operational concepts***

Research states the three concepts of the scientific workstation (feature), needs / necessities (of employees) and organizational group (operation). But, as their object of empirical research, concepts must be translated into measurable dimensions and definitions, where appropriate, the attributes of these dimensions:

1) functional group has the following characteristics: homogeneity, clarity of purpose, coherence, transparency / openness, internal fragmentation.

2) the needs / requirements are known and defined in Maslow's pyramid. It will determine the intensity and the extent to which social needs met (affiliation and belonging), esteem, autonomy and self (personal development).

3) job characteristics are: skill variety, task identity, task significance, autonomy, feedback from job, feedback from agents, relationships with others.

We define job characteristics, as follows:

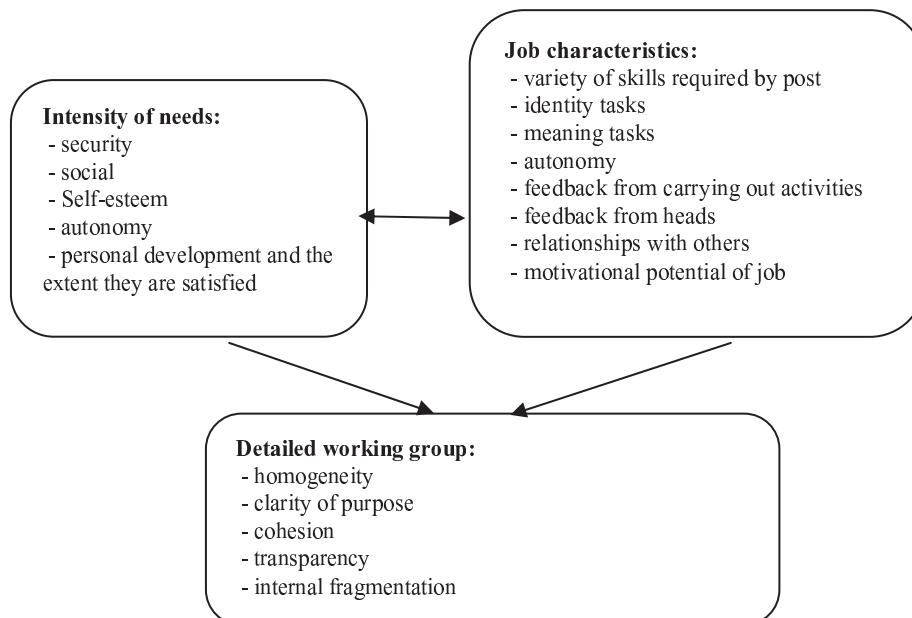
- variety of skills is the degree to which job requires a range of different activities to fulfill the purpose and involves various talents and skills of the employee;
- identity pregnancy is the degree to which job requires performance of a piece of work "full" and easily identifiable (eg, a product from start to finish);

- task significance is the degree to which station has a real impact on the lives of others in the organization or work environment or organization;
- provide employee job autonomy freedom, independence and privacy in work scheduling and choice of work procedures;
- feedback from the job requires the employee to obtain clear information about workloads, its performance effectiveness and performance of others;
- feedback from agents highlights how employee receives clear information about performance to the supervisor and colleagues;
- relationships with others expresses the degree to which job requires the employee to work with other people with whom to share tasks to perform work activities (includes sharing tasks with other organization members or customers).

### **Research design**

Research plan contains three categories of variables, put the relationship as shown in the figure below:

- a) independent variables internal, consisting of necessities / needs of subjects involved in research;
- b) situational independent variables consisting of workstation features;
- c) dependent variable, consisting of detailed working group.



### ***Research hypotheses***

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

It is likely that, by analyzing the responses of subjects to questions about size concepts investigated, can determine the impact of staff needs (variable X) and job characteristics (variable Z) the group operation (variable Y).

### ***Statistical assumptions***

Ho hypothesis states that there is a statistically significant correlation between the size of the variable X, controlled by variable Z on variable Y.

Hi alternative hypothesis states that there is a statistically significant correlation between the size of the variable X, controlled by variable Z on variable Y.

### ***Research subjects***

The research comprised entirely of employees of trust advertising, for reasons of confidentiality whilst maintaining anonymity. There are a total of 30 employees, following research subjects form a working group consisting of 70% girls and women and 30% males. The arithmetic mean age is 30.26 years, median age is 29 years and a value of age is 29 years.

### ***Methods, techniques and tools used in research***

Method of data collection is an investigation, conducted by technical written questionnaire-based survey. Questionnaires are taken as tools of the literature and psychodiagnostic value established by studies focused on internal consistency, reliability and validity. The results are processed by the statistical method, performed by the computer program SPSS.

### **A. Questionnaire assessment of needs**

Porter (1961, 1962) structured questionnaire on 13 items (about 10 minutes application time). The items relate to categories of necessities / needs as follows: security needs (item 1), social needs (items 2 and 3) esteem needs (items 4,5, and 6), needs for autonomy (items 7, 8, 9 and 10); needs of self / self-actualization (items 11, 12 and 13).

The questionnaire focuses on a set of needs / needs. Responses to items are assigned by subject by choosing a step in a scale with seven divisions: 1 = minimal, 2 = very poor, 3 = poor, 4 = Average, 5 = best, 6 = very good, 7 = maximum. Steps

are degrees of perception own security needs ... self-realization. Every item is obtained two answers: (a) = level at which position corresponds to expectations, (b) = ideal level of expectations, like this:

"5. Opportunity for independent action and thought my work station:

a) How big is he now?

1 2 3 4 5 6 7 (circle appropriate number)

b) How much would it be?

1 2 3 4 5 6 7 (circle appropriate number) "

Calculate the difference (b - a) on the assumption that the degree of dissatisfaction is proportional to its size (Porter and Lawler, 1968). Differences can be calculated and analyzed for each item, and the categories of necessities / needs. These differences are "scores" of the deficit that need. Or, otherwise expressed, as to satisfy (little difference) or unsatisfying (big difference) the need for security, self-realization.

### **B. Questionnaire on job characteristics (job characteristics)**

This questionnaire is part of the called "diagnostic review stations (Job Diagnostic Survey)" which is based theoretical model developed by Hackman and Oldham (1976, 1980). The assumption is that there are five essential characteristics of the job that influence attitudes and behavior of employees: skill variety, task identity, task significance, autonomy and feedback from workstation: these five essential features are added two: feedback from agents ( supervisors and colleagues) and relationships with others. Questionnaire measuring employee perceptions of the seven characteristics of the working as follows: the variety of skills (items 4, 8 and 12), task identity (items 3, 10 and 18), task significance (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).

The questionnaire comprises 21 items, divided into two distinct parts (about 15 minutes application time). Items 1-7 require the choice of three possible answers to this:

"1. To what extent do your job requires you to collaborate with others (clients or colleagues within the company)?

a) very little collaboration with others is not necessary for my job;

b) moderate, sometimes need to collaborate with others;

c) a lot, working with others is essential and crucial part of my job. "

To calculate the score references: a) = 1, b) = 4, c) = 7). Items 8 to 21 demand answers by encircling the numbers from one to seven on the following scoring scale: 1 = strongly disagree, 2 = disagree, 3 = slightly disagree, 4 = neither agree nor disagree, 5 = slightly agree, 6 = agree, 7 = strongly agree.

Of scores for the five essential features of workstation calculate "motivating potential score (MPS)." Hence the general rule that says providing low for features of the job means little potential to motivate the person who is deals.

### **C. Questionnaire on the functioning of the labor**

The questionnaire is over literature from the following sources: Cammann, Fichman, Jenkins and Klesh (1979), Seashore, Lawler, Mirvis and Cammann (1982). He has 14 items (approx. 5 minutes application time). He is the scale four "Michigan organizational assessment questionnaire", which is, overall, 11 scales for measuring attitudes and perceptions at work. Operation working group is concerned with 14 items grouped into five subscales including: the homogeneity of the group (items 4 and 8), clarity of purpose in group (items 2 and 6), group cohesion (items 1 and 11), opening the group / transparency (items 9, 5, 7 and 13), internal fragmentation of the group (3,10,12 and 14 items) .

Instruction questionnaire asked subjects to tick the answer sheet on a scale from 1-7 (1 = least ... 7 = maximum) to what extent the statements of items characterized the current state and ideal state of unit operation in which they work.

### ***Results, statistical processing and interpretation***

Presentations of data and statistical processing methodology is centered on "quantitative aspects - in either of the two meanings of the term: counting or measuring - and deterministic models-causal explanation" (Rotariu, 1999, p 11). They were have resulted in the use of SPSS for those sequences: description of variables, numerical description of the variables, partial correlation coefficient (Hoffitt and Cramer, 2006).

### ***Quantitative description of the variables***

Quantitative data were obtained from the application of the three questionnaires in 30 subjects. From these scores were calculated for the three sets of variables in the research plan. Thus, expressed numerically:

1. Intensity security needs, social, esteem, autonomy, self-actualization (achievement) and their satisfaction level (difference between current and ideal);



2. Subjective perceptions about job characteristics that are employed and quantifications for the whole group: skills required for job variety, task identity, task significance, autonomy, feedback from carrying out activities, feedback from superiors, relationships with others and motivational potential of job;
3. Scores given to each subject functioning working group characteristics of homogeneity, clarity of purpose, openness (transparency) and internal fragmentation.

Present results, broken down by items and subjects, in Table 1. Based on data in this table were conducted statistical operations necessary to verify assumptions.

For description of variables X (current needs) scores were calculated from data subjects arithmetic averages and standard deviations (see Table 2).

**Table 2. Averages and deviations of scores for needs**

No. step	Needs ...	No. subjects	Arithmetic average	Standard deviation
1	Security	30	5,30	0,83
2	Social needs	30	5,05	0,97
3	Self-esteem	30	5,13	0,82
4	Autonomy	30	5,17	0,98
5	Self-actualization	30	4,55	1,01
1	Securitate ideal (current)	30	1,10	1,09
2	Sociale ideal (current)	30	1,90	1,65
3	Ideal self-esteem (current)	30	3,00	2,63
4	Ideal autonomy (current)	30	4,90	3,98
5	Ideal self-actualization (current)	30	5,23	3,72

Boosted the current behavior of subjects is the following hierarchy of needs, with statistically significant differences between average, 95% confidence interval of difference: the need for security (rank I), need for autonomy (rank II), the need for esteem (rank III) , social needs (rank IV), self-actualization needs / self-realization (rank V).

Deficits needs (unmet needs) appear, by category, the following hierarchy: (1) self-actualization / self-fulfillment, (2) autonomy, (3) sincerely, (4) social (5) security. Employees have the largest deficit (low satisfaction) of the needs of self, followed by needs for autonomy and esteem needs. Employees have the smallest deficit (high satisfaction) of security needs, followed by social needs.

Table 1. Scores from quantifying variables

1	29	1	6	15	9	8	10	8	10	12	12	10	19	8	5	11	15	19	13	6	13	19	24	21	1	2	4	5	8
2	33	1	12	10	10	11	9	11	12	8	6	10	17	13	5	10	16	18	13	7	14	21	28	21	2	4	5	10	8
3	42	2	15	17	9	9	11	11	11	14	14	13	21	11	6	11	18	23	11	7	12	18	23	21	1	1	0	0	10
4	28	2	11	15	11	10	11	7	13	12	10	8	20	15	5	10	16	22	15	7	11	19	25	21	2	1	3	3	6
5	28	2	10	12	9	10	10	10	12	12	12	10	20	9	5	10	15	22	16	6	12	18	27	20	1	2	3	5	4
6	28	1	10	12	8	6	10	8	9	12	12	12	20	5	5	10	10	14	11	6	11	19	27	18	1	1	9	13	7
7	32	1	11	10	8	7	10	7	10	12	13	10	19	12	5	11	16	18	13	6	12	17	21	20	1	1	1	3	7
8	28	2	10	11	11	11	9	8	11	10	7	12	20	18	5	6	14	16	13	6	9	16	22	15	1	3	2	6	2
9	47	2	12	17	11	8	11	11	11	12	12	13	17	8	6	11	18	24	21	6	12	18	26	21	0	1	0	2	0
10	34	2	12	11	9	11	7	10	12	9	10	10	10	19	7	6	16	26	14	7	8	16	27	13	0	2	0	1	-1
11	31	1	10	13	8	9	11	13	11	13	11	9	18	15	4	8	12	16	11	6	11	18	24	19	2	3	6	8	8
12	29	2	9	17	9	11	16	10	11	13	12	12	16	10	6	10	19	28	17	7	13	21	28	21	1	3	2	0	4
13	23	2	12	9	7	10	10	9	12	11	13	11	19	7	5	12	11	25	16	6	13	15	24	18	1	1	4	-1	2
14	29	2	12	10	10	12	12	7	10	4	4	3	9	19	7	8	21	18	18	7	8	21	28	18	0	0	0	10	0
15	27	2	9	14	8	9	10	10	9	12	12	12	18	7	4	8	14	17	8	4	8	13	24	15	0	0	-1	7	7
16	49	2	16	16	15	12	7	9	12	12	14	12	16	19	5	8	13	19	12	6	13	17	25	19	1	5	4	6	7
17	31	2	11	11	10	11	11	8	12	14	14	11	20	9	4	14	17	27	16	6	14	16	23	10	2	0	-1	-4	-6
18	29	1	11	15	6	7	9	10	11	11	13	10	19	8	5	10	15	23	15	7	11	21	28	21	2	1	6	5	6
19	23	2	13	14	13	14	12	13	13	8	8	12	16	11	6	14	16	22	17	7	14	16	24	21	1	0	0	2	4
20	26	2	15	14	11	9	9	10	12	5	12	12	14	9	5	12	14	13	10	6	12	19	25	21	1	0	5	12	11
21	30	2	11	12	9	10	11	7	12	11	10	10	14	9	6	10	11	18	8	3	10	18	24	17	-3	0	7	6	9
22	29	2	11	10	8	11	12	10	12	11	8	9	16	14	5	11	16	20	19	7	11	19	25	21	2	0	3	5	2
23	33	1	10	12	11	10	12	8	11	13	13	12	19	11	4	8	16	20	13	7	14	21	28	21	3	6	5	8	8
24	29	1	12	10	7	7	10	8	10	9	13	11	20	10	5	11	17	19	15	6	12	17	22	20	1	1	0	3	5
25	28	2	11	11	7	11	11	16	11	11	11	12	14	11	5	12	18	28	11	7	14	21	28	21	2	2	3	0	10
26	36	2	11	16	9	11	10	10	11	6	12	13	21	13	6	11	13	19	15	7	14	16	26	21	1	3	3	7	6
27	22	2	11	14	10	11	10	12	12	11	11	12	20	16	5	10	16	18	16	7	14	21	28	21	2	4	5	10	5
28	24	1	11	11	11	11	8	11	11	10	5	7	13	8	7	8	14	21	16	7	12	21	28	21	0	4	7	7	5
29	26	2	10	11	9	11	9	10	11	12	10	9	17	11	5	11	17	23	15	7	14	18	27	20	2	3	1	4	5
30	25	2	11	10	9	11	11	15	12	11	11	14	12	5	11	17	24	13	13	7	14	21	28	21	2	3	4	4	8

Motivational potential of job has a whole lot of subjects, scores between 28, 57-106, 66 points. Subjects were provided with average scores of 54.24, median 51 and standard deviation of 17.40. Reported in the focus of theoretical scale, subjects recorded the central tendencies are distributed on a left curve asymmetry. So, subject's assigned stations have highly motivational potential, derived from all measured characteristics (skill variety, task identity and significance, job autonomy, feedback, relationships with others). Subjects perceive workstations as having the characteristics evaluated in the hierarchy shown in Table 3.

**Table 3. Characteristics hierarchy workstations**

Characteristic of job	Arithmetic average	Standard deviation	Rank
Identity tasks	4,22	0,82	I
Variety of skills required	3,73	0,62	II
Relations with others	3,46	0,35	III
Feedback from job	3,41	0,57	IV
Job autonomy	3,32	0,59	V
Feedback from others (bosses, colleagues)	3,27	0,73	VI
Significance of tasks	<b>3,13</b>	0,62	VII

Test differences between the average sample pairs is calculated from the values  $t = 2.72$  (NS = 29, two-tailed  $p = 0.01$ ) at  $t = 6.88$  (NS = 29,  $p < 0.001$ ). Identity and variety of tasks are perceived as the most powerful features of workstations. Feedbacks by others (bosses, colleagues) and significance of tasks are perceived as the weakest features of workstations.

Functioning working group is charged with quantified characteristics on average: from  $m=5.38$  to  $m = 5.30$  for clarity of purpose, group cohesion, group homogeneity,  $m = 4, 30$  for the opening group,  $m = 2.29$  for fragmentation group.

Clarity of purpose shows that the group knows what to do and each group member has a clear vision of group goals. High score means clear purpose.

Group cohesion is reflected in the feeling of inclusion in the group and willingness to meet with colleagues. Higher mean score group cohesion.

Group homogeneity is in the variety of skills and abilities of group members, as well as different historical experience. High score means low homogeneity and diversity group members.

Opening group refers to the fear of expressing opinions on the group (the quotes around), involvement in decision making, sharing feelings and opinions. Greater score means transparency in the group.

Internal fragmentation of the group refers to the isolation that comes with ideas, lack of respect among group members, feelings that divide, frequent quarrels. High score means fragmentation.

### ***Checking the assumptions***

A statistical hypothesis was achieved by simultaneous correlation of three sets of variables: the needs of employees, job characteristics and operation features of the working group. Indices were determined partial correlation for the relationship needs - group characteristics, situational variables control - Workstation features. The result is extensive information, as has been done to establish correlations between variables X (need employees) and Y (features working group), with control, in turn, the characteristics of each job.

### ***Needs employees - features control group skill variety***

Significant correlations between employee needs and performance characteristics of the working group, the control characteristic variety of skills required by the workstation are statistically significant and supports the alternative hypothesis:

- The correlation between current security needs and group homogeneity, which is - 0.38 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between current security needs and clarity of purpose, which is -0.47 (DF = 27, two-tailed  $p < 0.01$ );
- The correlation between current security needs and group cohesion, which is - 0.36 (DF = 27, two-tailed  $p = 0.05$ );
- The correlation between current security needs and open group, which is -0.55 (DF = 27, two-tailed  $p = 0.002$ );
- The correlation between current social needs and fragmentation of the group, which is -0.56 (DF = 27, two-tailed  $p = 0.002$ );
- The correlation between need for autonomy and homogeneity current group, which is 0.39 (DF = 27,  $p < 0.05$ );
- The correlation between the degree of satisfaction of security needs and open group, which is 0.37 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between the degree of satisfying the need for independence and homogeneity of the group, which is -0.48 (DF = 27, two-tailed  $p = 0.007 < 0.01$ ).

In fact introducing the situational variable influencing relationship "variety of skills required by post", the current security needs of employees is seen as having high intensity and uniformity, clarity of purpose and cohesion of the group are seen at low scores. Intensity means greater needs subjective fact that they are the forefront of the dynamic behavior. When employees have high security needs, the group is less diverse and cohesive, and the purpose is unclear. When the group has great diversity and cohesive, and the purpose is clear, employees have low security needs. Also present social needs have the same type of relationship with the group fragmentation that is, when security needs are high, fragmentation is likely to be small. Meeting the security needs lead to the closure / lack of transparency group.

Opposite is the relationship between need for autonomy and homogeneity of the group, namely, the need than the need for autonomy implies homogeneity of the group.

#### ***Needs employees - features control group identity tasks***

A significant correlation between employee needs and performance characteristics of the working group, task identity feature control work station are statistically significant and supports the alternative hypothesis:

- The correlation between need for security and homogeneity of the group present that is -0.46 (DF = 27, two-tailed  $p < 0.02$ );
- The correlation between current security needs and clarity of purpose, which is -0.51 (DF = 27, two-tailed  $p < 0.005$ );
- The correlation between current security needs and group cohesion, which is -0.40 (DF = 27, two-tailed  $p = 0.05$ );
- The correlation between current security needs and open group, which is -0.63 (DF = 27, two-tailed  $p < 0.001$ );
- The correlation between need for autonomy and homogeneity current group, which is 0.38 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between the degree of satisfaction of security needs and openness / transparency group, which is 0.42 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between the degree of satisfying the need for independence and homogeneity of the group, which is -0.46 (DF = 27, two-tailed  $p < 0.02$ );
- The correlation between the degree of satisfying the need for autonomy and clarity of purpose in the group, which is -0.37 (DF = 27, two-tailed  $p < 0.05$ ).

An identity control task raises the significance of association between the need for security and openness of the group and makes it statistically significant correlation between the degree of satisfying the need for autonomy and clarity of purpose.

***Needs employees - meaning control task group features***

Significant correlations between employee needs and performance characteristics of the working group, task significance control feature work station is as follows:

- The correlation between current security needs and group homogeneity, which is -0.42 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between current security needs and clarity of purpose, which is -0.42 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between current need for security and openness, which is -0.56 (DF = 27,  $P = 0.001$ );
- The correlation between need for autonomy and homogeneity current group, which is 0.37 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between the degree of satisfaction of security needs and openness /transparency group is 0.38 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between the degree of satisfying the need for independence and homogeneity of the group is -0.44 (DF = 27, two-tailed  $p < 0.02$ ).

Maintain control tasks meaning the significance of the association of high need for security and openness of the group and makes it statistically significant correlation between the degree of satisfying the need for autonomy and clarity of purpose. Also falls below the statistical significance of association: the intensity of security needs and group cohesion and the degree of satisfaction of the need for autonomy and clarity of purpose.

***Employment needs - Job autonomy control group characteristics***

A significant correlation between employee needs and performance characteristics of the working group, meaning self-control feature work station are statistically significant and supports the alternative hypothesis:

- The correlation between current security needs and group homogeneity, which is -0.38 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between current security needs and open group, which is -0.52 (DF = 27, two-tailed  $p < 0.005$ );

- The correlation between current social needs and clarity of purpose, which is 0.37 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between social needs and internal fragmentation of the group, which is -0.57 (DF = 27, two-tailed  $p < 0.001$ );
- The correlation between need for autonomy and homogeneity current group, which is 0.50 (DF = 27, two-tailed  $p < 0.005$ );
- The correlation between current need for autonomy and clarity of purpose, which is 0.41 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between the degree of satisfaction of security needs and openness / transparency group, which is  $\pm 0.44$  (DF = 27, two-tailed  $p < 0.02$ );
- The correlation between the degree of satisfying the need for independence and homogeneity of the group is -0.52 (DF = 27, two-tailed  $p < 0.005$ );
- The correlation between the degree of satisfying the need for autonomy and clarity of purpose, which is -0.49 (DF = 27, two-tailed  $p < 0.01$ ).

In fact, introducing in relationship to influence situational variable "job autonomy", that gaining statistical significance and other relationships, such as the negative correlation between social needs and clarity of purpose, negative correlation between social needs and internal fragmentation of the group, negative correlation between need satisfaction autonomy and clarity of purpose. Also, there is high probability of acceptance of alternative hypothesis for the association between need for security and open group, social needs and group fragmentation and the need for independence and homogeneity of the group. Other associations lose statistical significance: the need for Security - security and the need for group cohesion and clarity of purpose.

#### ***Needs employees - features feedback control group at post***

Significant correlations between employee needs and performance characteristics of the working group with feedback control feature work station are statistically significant and support the alternative hypothesis:

- The correlation between need for security and homogeneity of the group present that is -0.44 (DF = 27, two-tailed  $p < 0.02$ );
- The correlation between current security needs and clarity of purpose, which is -0.44 (DF = 27, two-tailed  $p < 0.02$ );
- The correlation between current security needs and open group, which is -0.58 (DF = 27, two-tailed  $p < 0.001$ )

- The correlation between current social needs and fragmentation of the group, which is -0.46 (DF = 27, two-tailed  $p < 0.02$ );
- The correlation between the degree of satisfying the need for independence and homogeneity of the group, which is -0.43 (DF = 27, two-tailed  $p < 0.02$ ).

Feature feedback filter and its workstation, specifically, the constellation of correlations with statistical significance, but between categories and thresholds already checked the previous filters. Enter below the statistical significance of associations: the need for autonomy - homogeneous social needs - clarity of purpose, need for autonomy-group homogeneity; meet security needs - opening group, satisfying the need for autonomy - clarity of purpose. Also, joint probability decreases as compared with previous control factor correlations.

#### ***Needs employees - features feedback control group of leaders***

A significant correlation between employee needs and performance characteristics of the working group with feedback control feature heads are statistically significant and supports the alternative hypothesis:

- The correlation between current security needs and group homogeneity, which is -0.43 (DF = 27, two-tailed  $p < 0.02$ );
- The correlation between current security needs and clarity of purpose, which is -0.43 (DF = 27, two-tailed  $p < 0.02$ );
- The correlation between current security needs and open group, which is -0.58 (DF = 27, two-tailed  $p = 0.001$ );
- The correlation between current social needs and clarity of purpose, which is 0.37 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between current social needs and fragmentation of the group, which is -0.50 (DF = 27, two-tailed  $p < 0.005$ );
- The correlation between need for autonomy and homogeneity current group, which is 0.42 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between the degree of satisfaction of security needs and openness / transparency group, which is 0.47 (DF = 27, two-tailed  $p < 0.01$ ).

Feature feedback from others also filter specifically, statistically significant correlations constellation. There is high probability of negative relationship between need for security and open group, and between social needs and group fragmentation.



***Needs employees - features control group relationships with others***

Significant correlations between employee needs and performance characteristics of the working group, the control characteristic relationships with others are as follows:

- The correlation between current security needs and group homogeneity, which is -0.43 (DF = 27, two-tailed  $p < 0.02$ );
- The correlation between current security needs and clarity of purpose, which is -0.44 (DF = 27, two-tailed  $p < 0.02$ );
- The correlation between current security needs and open group, which is -0.58 (DF = 27, two-tailed  $p < 0.001$ );
- The correlation between current social needs and clarity of purpose, which is 0.37 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between current social needs and fragmentation of the group, which is -0.60 (DF = 27, two-tailed  $p = 0.001$ );
- The correlation between need for autonomy and homogeneity current group, which is 0.40 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between the degree of satisfaction of security needs and openness / transparency group, which is 0.41 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between the degree of satisfying the need for independence and homogeneity of the group, which is -0.48 (DF = 27, two-tailed  $p < 0.01$ );
- The correlation between the degree of satisfying the need for autonomy and clarity of purpose, which is -0.39 (DF = 27, two-tailed  $p < 0.05$ ).

Relations are mostly identical to that variable when control through "Feedback from heads". Add the high threshold of significant positive relationship between social needs and fragmentation of the group. They go naturally together because their relationships with others means sharing the burden and sharing ideas. This control enables the association between the degree of satisfying the need for autonomy and clarity of purpose.

***Needs employees - group features motivational potential of job control***

Significant correlations between employee needs and performance characteristics of the working group, the motivational potential of job control work are statistically significant and supports the alternative hypothesis:

- The correlation between current security needs and group homogeneity, which is -0.42 (DF = 27, two-tailed  $p < 0.05$ );

- The correlation between current security needs and clarity of purpose, which is -0.41 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between current security needs and open group, which is -0.55 (DF = 27, two-tailed  $p < 0.002$ );
- The correlation between current social needs and clarity of purpose, which is 0.40 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between current social needs and fragmentation of the group, which is -0.59 (DF = 27, two-tailed  $p < 0.001$ );
- The correlation between need for autonomy and homogeneity current group, which is 0.44 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between the degree of satisfaction of security needs and openness / transparency group, which is 0.39 (DF = 27, two-tailed  $p < 0.05$ );
- The correlation between the degree of satisfying the need for independence and homogeneity of the group, which is -0.49 (DF = 27, two-tailed  $p < 0.01$ );
- The correlation between the degree of satisfying the need for autonomy and clarity of purpose, which is -0.41 (DF = 27, two-tailed  $p < 0.05$ ).

Associations and statistical significance are similar to those resulting from previous variable control. The relationship between security and open group, and social needs and fragmentation of the group are statistically highly significant in this case.

### Conclusions

In the research working group was analyzed in psychosociological perspective to secure the expression of functional parameters. Analyzed for major models - model cohesion and identity - there is coexistence of objective factors and subjective factors in the function, vitality and effectiveness of any group, including group work. Functional parameters of the group are likely to be influenced by individual motivation and motivational characteristics of workstations.

The analysis of questionnaire responses of subjects for evaluation of needs / needs hierarchy revealed that will guide the organization in determining ways to motivate staff. Current hierarchy of needs is the need for security (rank I), need for autonomy (rank II), the need for esteem (rank III), social needs (rank IV) self-actualization needs / self-realization (rank V).

By analyzing the difference between current needs and ideal needs have resulted in the following hierarchy of deficits (unmet needs): (1) lack of self-actualization / self-fulfillment, (2) lack of autonomy, (3) lack of respect, (4) lack of

satisfaction social needs, (5) lack of satisfaction of security needs. So employees have the largest deficit (low satisfaction) of the needs of self, followed by autonomy needs, esteem needs and the lowest deficit (high satisfaction) of security needs, followed by social needs.

Motivational potential of job is distributed by the subjects on a left curve asymmetry. So, subject's assigned stations have not a potential highly motivational for all evaluated characteristics: skill variety, task identity and significance, job autonomy, feedback, relationships with others.

Identity and variety of tasks are perceived as the most powerful features of workstations and feedback from others (bosses, colleagues) and meaning tasks are perceived as the weakest features of workstations.

Functioning of the work is characterized by clarity of purpose, cohesion and homogeneity of the group. However there is a large fragmentation of the group in terms of isolation that comes with ideas, lack of respect among group members, feelings that divide, frequent quarrels.

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