

## Organisation Development in the Context of Good Governance: Job Motivation Attitude

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### Abstract

In this article organisation development in the context of good governance is analysed. Theoretical analysis involves the possibility of organisation development and the role of job motivation in organisation development. The basic idea is implementation the model of job motivation process development in the interaction with the job motivation field in the organisation. The job motivation projected through incentives and opportunities for field job motivation saturated formation, taking into account the specific organisation by quantitative and qualitative structure. Successful implementation of job motivation model will enhance employee's motivation because today it is impossible to force staff to work efficiently and implement good governance.

**Keywords:** organisational development, job motivation, job motivation model, job motivation field.

### Introduction

Organisation development while being of benefit to society is not merely skilful management of the employees by creatively and flexibly reacting to the challenges and changes in the external environment but also a special focus on the employee as a unique resource. Motivation at work serves this purpose with the aim to induce employees to accomplish their goals and in this way to satisfy human needs of each staff member. Employee needs satisfaction by employing individual physiological and intellectual abilities in the work environment implies a direct link with the organisational productivity, which, in turn, influences the life quality of the individual, organisation and society therefore resolution of the job motivation process development problem must be conceptualised through search for and introduction of motivation mechanisms. Job motivation reveals opportunities to improve public administration staff functions performed, and thus the first to implement good governance within the organisation

**The research novelty and relevance.** Organisation development is the practice of helping organisations solve problems and reach their goals and planned effort to increase an organisation's relevance and viability, intended to change the

basics of beliefs, attitudes and relevance of values. Researches of organisation development process [Boonstra, Cummings (2008), French, Bell, Zawacki (2004), Zakarevicius (2002), Kvedaravicius (2005)] focus on the problem how to make the working relationship function best. This explains the interest of organisation to strengthen staff motivation. Scientists in job motivation process development in the organisation [Armstrong (1988), Noe, Hollenbeck, Gerhart, Wright (2003), Sakalas (2000), Samoukina (2006)] search employee motivation by classifying motivation methods into financial and non-financial types. Still relatively little attention has been paid to finding out the model of job motivation.

To search new model of job motivation it is a matter of great relevance to management science. Job motivation-building perspective reveals the possibilities of organisation to improve the work done by the staff functions, while at the same time, the implementation of good governance within the organisation first. The proposal implementation job motivation models should opened possibilities for organisation development. This justifies the relevance, timeliness and novelty of the problem analysed in the article.

The concept of good governance is derived from the concept of good administration, primarily understood as a professional and ethical manner excellent public servant, which can only be sufficiently motivating the staff of the organisation.

**The object of the article:** employees' job motivation

**The purpose of the article:** to analyse the modern model of job motivation and propose its applicability on organisation.

**Research methods:** comparative analysis of scientific literature and an online survey methods are used in the article.

### Organisation Development in the Context of Good Governance

According to the political scientist Rhodes (1996), the concept of *governance* is currently used in

contemporary social sciences with at least six different meanings: the minimal State, corporate governance, new public management, good governance, social-cybernetic systems and self-organised networks. The European Commission established its own concept of governance in the White Paper on European Governance, in which the term *European governance* refers to the rules, processes and behaviour that affect the way in which powers are exercised at European level, particularly as regards openness, participation, accountability, effectiveness and coherence (Graham, Amos, Plumptre 2003).

Governance includes the state, but transcends it by taking in the private sector and civil society. The state creates a conducive political and legal environment. The private sector generates jobs and income. And civil society facilitates political and social interaction - mobilising groups to participate in economic, social and political activities. Because each has weaknesses and strengths, a major objective of our support for good governance is to promote constructive interaction among all three (UNDP, 1997).

Although definition *governance* is as old as human history, the researches concentrated on the intellectual debates of UN-related ideas as decolonisation, localisation and human rights. A central analytical perspective is the tension between many academics and international practitioners who employ *governance* to connote a complex set of structures and processes, both public and private, while more popular writers tend to use it synonymously with *government* (Weiss, 2010). Good governance is an ideal which is difficult to achieve in its totality. Good governance is perceived as the performance objectives with a minimum of public resources to align public and private interests. The organisation meets its mission and is operated effectively in the best interest of the stakeholders: members, clients, fund-providers, employees and the community at large. One of the organisation's development directions in the context of good governance are employees motivation.

In Lithuania scientific research on good governance context has been analysed the national development tendencies (Makstutis, 2006), public and private partnerships (Tamosiunas, Zilakauskyte, 2010), the theoretical and conceptual foundations of the New Public Management (Babravicius, Dzemyda, 2012), the situation and development tendencies of municipal international cooperation (Jonaityte, Lazauskiene, 2011). Yet there is a lack of scientific research on public sector institution employees motivation by the implementation job motivation models. This justifies the relevance, timeliness and novelty of the problem analysed in the article.

Organisational development in the context of good governance allows governments to align their

workforce with their goals. It enables governments to have the right number of people with the right skills at the right place. Such practices help governments increase efficiency, responsiveness and quality in service delivery. The employee knowledge and skills, their loyalty and motivation is the most important source of prosperity the organisation. Because employees are the key resources of the organisation, it is important to enhance their motivation during implementation scientific job motivation models.

## **The Role of Job Motivation in Organisation Development**

Organisation development is influenced by a variety of factors, but the results are significant directional selection expediency. According to D. Gibson, organisation development is an organisational approach to the manage changes, the changes in training and organisational conditions in order to optimise the organisation's performance and increase employee participation in the organisation's long-term strategy (Kvedaravicius, 2005). A systematic approach guiding the organisation to understand development as a process of bringing together human resource and organisations potential of technology and structure.

Getting into the organisation's development, it is important to assess the dualism of organisation's management: first, regulated economic, commercial, financial processes, and secondly, regulated social (human activities and relations) processes (Zakarevicius, 2002). Most organisations, forecasting the development policies and objectives, consciously formulate and produce organisational development sub-objectives, such as the relationship to work change, behavioural modification, policies and changes in the structure and as such the relationship of work and behaviour modification changes within the job motivation of the development area.

Since the development of work motivation has direct links to the organisation's existence and development, and the organisation as a socio-cultural system is fully aware that the more developed the system, the less dependent on the external environment, and work motivation opportunities offered by creative use of performance implies growth. Even the antique Greece provided that, if the organisation's goals and activities consistent with the four principles: the benefits, the truth, goodness and beauty, it is then possible to speak of development, providing benefits not only the organisation but also employed people (Kvedaravicius, 2005). Human development is linked to the understanding, knowledge, wisdom, development, and level of development of the human quality of life, develops a person becomes less manageable and more controls: the ruling subsystem must understand this.

Along with the development of the organisation has become a topical and staff motivation problem. In the process of job motivation some authors distinguish the following eras of researches: assessment the employee needs and motivation system in the organisation [Savareikiene (2011), (2012); Matuziene, Gaidamaviciene (2009); Serikova, Matuziene (2006); effectiveness of staff motivation [Maslow (2006); Noe, Hallenbeck, Gerhart, Wright (2003); Samoukina (2006); Sakalas, Silingiene (2000)]. Klok, Goldsmit (2004) proposed a new paradigm about job motivation essentiality: staff today can not be forced to work efficiently, you can try to do so, they wanted by themselves. Vandenabeele (2008) pointed out that the presence of public service motivation positively correlates with the preference for prospective public employers. For government organisations that display a high degree of publicity, the effect of public service motivation as a predictor for employer preference is stronger. There is a lack of specific scientific job motivation models that can be used in organisation practice, that enhance employee motivation and operational effectiveness.

To sum up significance of analysis of scientific literature on job motivation process development,

it should be noted that, on the one hand, this comparative analysis shows a variety of attitudes towards the issue and has widened understanding of the job motivation concept; on the other hand, has enabled to outreach a variety of research into the issue tendencies and identify its weak side, i.e. that the domain is understudied and can be chosen for further research. Findings of empirical research into employee needs in Lithuania are somehow specific if compared to employee needs in the EU and other countries because here social and safety needs are dominating. Comparative analysis has enabled to ascertain the fact that employee priority needs are determined by, firstly, the level of the country's economic development, and secondly, by historically developed cultural aspects conditioned by historical heritage (Savareikiene, 2011).

Theoretical analysis of job motivation development in the organisation has enabled to gain new insights into the potential of job motivation process development. The model of job motivation process development in the interaction with the job motivation field was created and one of the objectives is to analyse the essence of this model and possibility of its implementation in public sector.

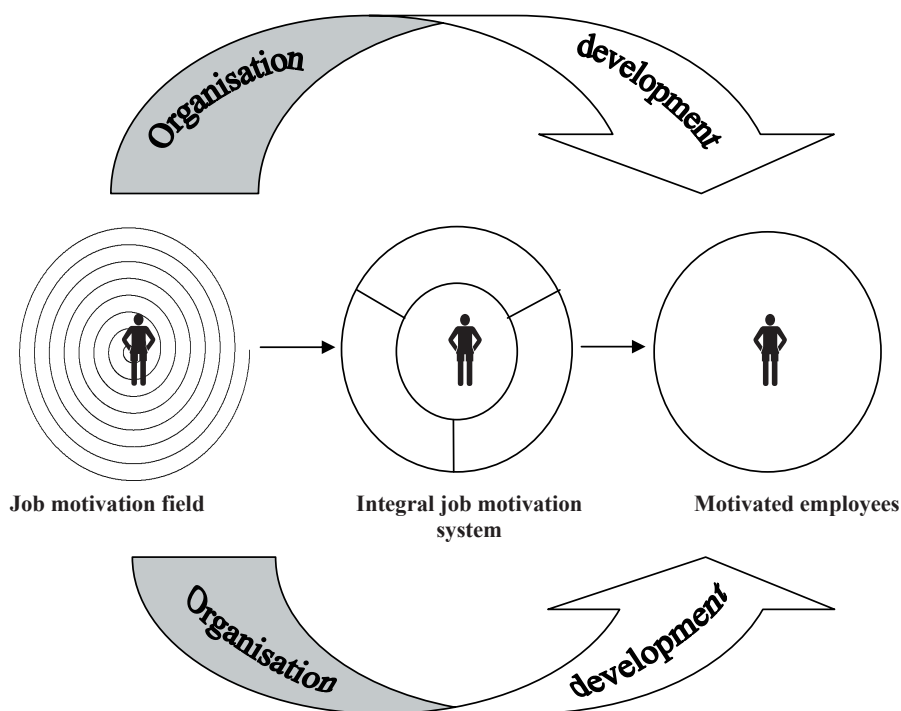


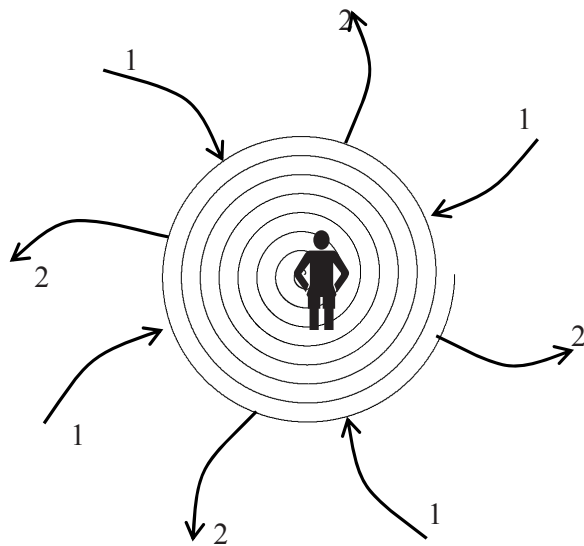
Fig. 1 Job motivation process development in the organisation

### The Model of Job Motivation Process Development in the Interaction with the Job Motivation Field

There is a lack of scientific model of job motivation process development. For the ways

of solving the job motivation problem in the organisation Savareikiene (2011) has constructed a model of job motivation process development in the interaction with the job motivation field. For the construction of this model a new concept *job*

*motivation field* (JMF) has been developed where the job motivation process implies that solution of the job motivation problem should be understood through search for and introduction of motivation mechanisms (Savareikiene, 2011). Job motivation conceptualisation is prognosticated through the formation of the job motivation field saturated with stimulus and opportunities while evaluating employee qualitative and quantitative structure in a particular organisation from the activity direction viewpoint.



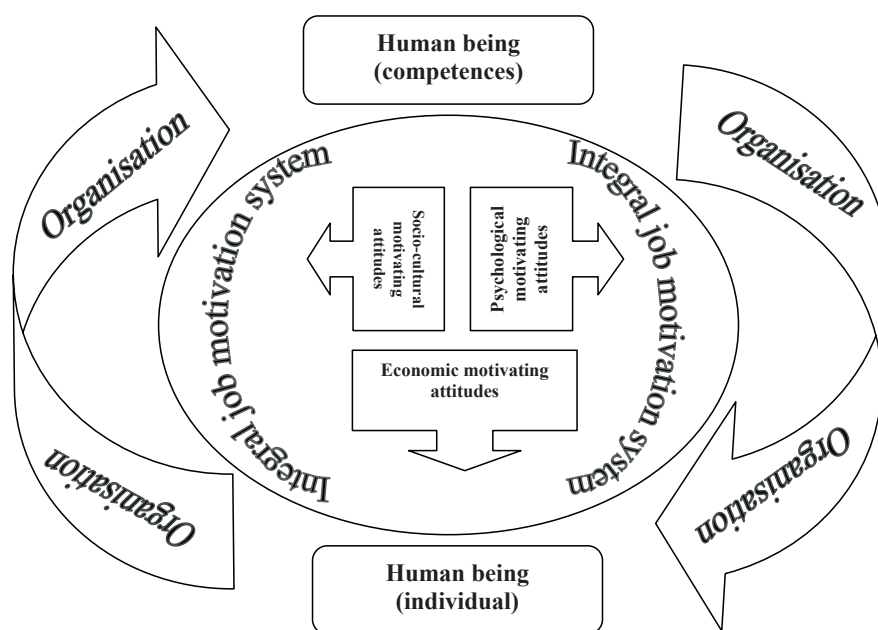
- 1 – external forces
- 2 – internal forces

**Fig. 2** Job motivation field (JMF)

The problem of job motivation field formation is that use of scattered job motivating factors or shifting from one to another do not allow the organisation achieve the planned effect; a systematic approach to key needs identification and selection of such motivating attitudes that respond to those needs must be practiced. Another problem is that the process of job motivation field formation is related to implicit employee needs and complexity of their evaluation opportunities. Job motivation process development in the organisation (see Fig. 1) starts from job motivation field formation, followed by development of an integral job motivation system and an expected result of all that is motivated staff.

With the aim to clarify the concept job motivation field (see Fig. 2) the author has proposed the following definition: the job motivation field is an aggregate accumulation of intrinsic (employee needs) and extrinsic factors (organisational profile, mission, vision, goals, corporate culture) as motivating implicit and explicit forces that, as a magnetic field, make influence on staff in enhancing motivation in the workplace and enabling them to fulfil personal needs.

The energy generated by such job motivation field constructs as organisational profile, mission, vision, goals corporate culture (extrinsic factors) and priority needs of employees' groups in the organisation (intrinsic factors) shape the field of job motivation which predetermines the direction and scope of employee endeavours.



**Fig. 3** Integral expression of job motivation

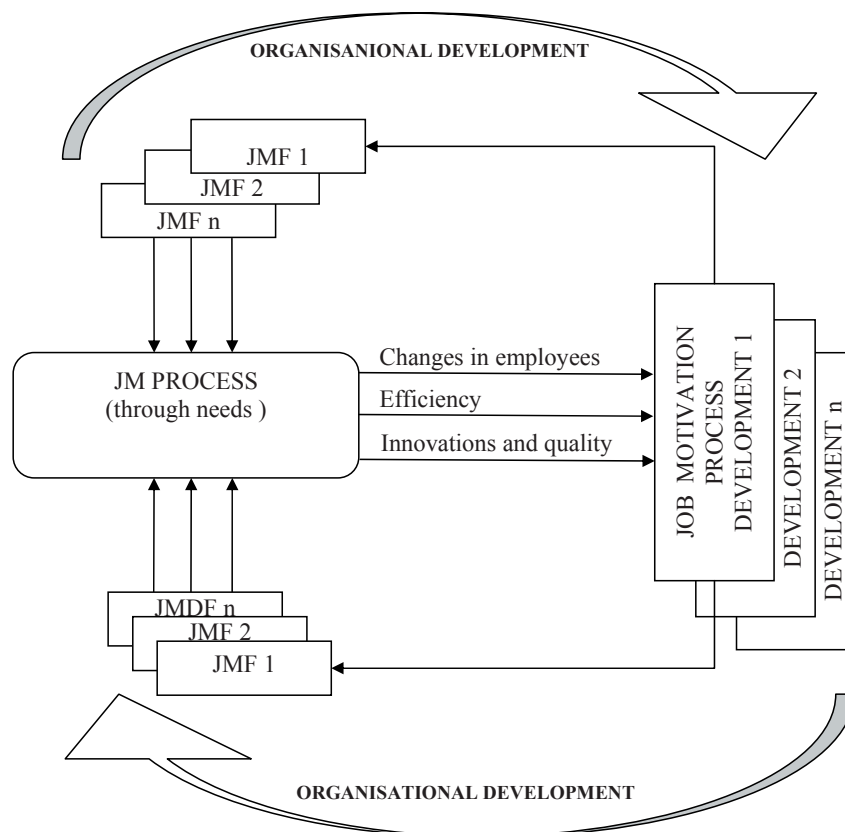
A significant condition is that the organisation had a motivated concern in attracting competent staff focusing on the selection of already motivated candidates and recognising them among all the applicants, only then the job motivation field will function with a stronger force.

Uniqueness of job motivation manifestation is predetermined by the employee structure in a particular organisation where two criteria are significant: firstly, an approach to man as an individual through his personal traits and appreciated values and personal needs formed in this context; secondly, an approach to man through his competences: gained knowledge, skills (see Fig. 3). Thus the constructed job motivation field reinforces the impact of an integrated job motivation system on staff and enhances employee involvement in organisational strategy implementation through fulfilment of personal needs.

The job motivation field while being under the influence of extrinsic and intrinsic factors is in the state of ongoing changes and develops by the principle of a dynamic spiral gaining new quality (see Fig. 4) and directly impacting the job motivating process through transformations in employee needs.

Job motivation process transformations occur in the direction of organisational and staff viewpoint manifestation and transfigure into job motivation process development.

Depending on the dynamics of changes generated by JMF forces, the JM process develops in three directions: changes in the staff, efficiency and innovations and quality, moreover, a reversible process of job motivation process development should be highlighted as that presupposes new quality of the job motivation process and in turn has influence on a new state of organisational development, that is identified as a development state in the following progression: 1, 2, 3...n (see Fig. 4). Analogically, the JMF transforms into new states: 1, 2, ...n. In this way a new model of the JM process is constructed and identified as *a model of JM process development in the interaction with the JMF*. The essence of the model of JM process development in the interaction with the JMF is that the process develops qualitatively renewing itself and that presupposes organisational development thus the constructed model is presented by the author as a new trend in job motivation process development.



**Fig. 4** The Model of job motivation process development in the interaction with the JMF

Summing up, it is important to note that organisational development should be linked with setting higher goals and implementing wider opportunities therefore organisations should strive to

make use of the potential of the model of job motivation process development in the interaction with the JMF as that has an impact on staff development and manifests innovativeness in the organisation; likely

outcomes could be manifested work intensity, staff efficiency and creativity and all that preconditions aggregate reinforcement of the organisation's potential, successful organisational development and ensures its competitiveness because all that is highly relevant to organisations in today's world.

## Conclusions

- Since during the whole period of existence the definition *good governance*, scientists discuss the use and feasibility, demonstrate this fact that realisation of good governance is a complex process. Scientists and researchers both global and local aspect should pay more attention to this problem.
- As the organisation's staff today is a key resource in the organisation, good governance depends on the extent to which the organisation will motivate staff as well to perform their assigned duties. Considering that it is impossible to force an employee to work effectively, so today one of the possible directions of development of the organisation is the job motivation in the organisation.
- A model of job motivation process development in the interaction with the job motivation field oriented towards job motivation process development in the organisation through employee needs satisfaction. A new concept in job motivation, the job motivation field, based on the principal of a magnetic field has been developed oriented towards educating motivated employees in the organisation. Only motivated staff of an organisation can implement good governance.
- Although was proposed in the concrete job motivation model for organisations to enhance employees motivation, the research should be carried out in future in this area to suppose implementation possibilities and ways.

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## Organizacijos vystymas gero valdymo kontekste: darbo motyvacijos požūris

### Santrauka

Organizacijos vystymui įtakos turi faktorių įvairovė, tačiau rezultatus lemia esminės krypties pasirinkimo tikslingumas. D. Gibson teigimu, organizacinis vystymasis – tai organizacinis požūris į valdymo pokyčius, tų pokyčių parengimo ir reguliavimo procesas organizacinėmis sąlygomis, siekiant optimizuoti organizacijos veiklą ir padidinti darbuotojų įsitraukimą į ilgalaikės organizacijos strategijos realizavimą (Kvedaravičius, 2005). Sisteminiis požūris orientuoja suvokti organizacijos vystymasi kaip procesą, susiejantį žmogiškuosius išteklius ir organizacijos potencialą su jos technologijomis, struktūra ir vadybos procesais.

Gilinantį organizacijos vystymąsi, svarbu įvertinti organizacijos valdymo dualizmą: pirma, reguliuojami ekonominiai, komerciniai, finansiniai procesai; antra, reguliuojami socialiniai (žmonių veiklos ir santykių) procesai (Zakarevičius, 2002). Dauguma organizacijų, prognozuojamos vystymosi kryptis ir tikslus, sąmoningai formuoja ir išskiria organizacinio vystymosi potikslus, tokius kaip santykių su darbu pokytis, elgsenos modifikacija, politikos ir struktūros pokyčių skatinimas. Tokiu būdu santykių su darbu ir elgsenos modifikacijos pokyčiai patenka į darbo motyvacijos vystymo sritį.

Kadangi darbo motyvacijos vystymas turi tiesiogines sąsajas su organizacijos gyvavimu ir vystymu, todėl organizacija, būdama sociokultūrinė sistema, aiškiai suvokia, kad kuo daugiau išsivysčiusi sistema, tuo mažiau ji priklauso nuo išorinės aplinkos. Darbo motyvacijos teikiama galimybių kūrybingas panaudojimas suponuoja rezultatyvumo augimą.

**Tyrimo objektas** – darbo motyvacija. **Tyrimo tikslas** – išanalizuoti darbo motyvacijos modelį ir pasiūlyti jo taikymo galimybes organizacijoje. **Tyrimo metodai**: mokslinės literatūros ir interneto šaltinių lyginamoji ir loginė analizė.

Pritaikomumas aktualus, kadangi motyvacijos stiprinimo perspektyva atskleidžia galimybes šiuolaikinėse organizacijose pagerinti atliekamas personalo darbo funkcijas ir kartu įgyvendinti *gerą valdymą* pirmiausia pačioje organizacijoje. *Gero valdymo* sąvoka kildinama iš *gero administravimo* koncepto, visų pirma suprantamo kaip profesionalaus ir etiškai nepriekaištingo valstybės tarnautojo darbo, kuris įmanomas tik pakankamai motyvuojant tos organizacijos narius.

Straipsnio tikslą siekiama įgyvendinti analizuojant bet kurio tipo organizacijos vystymąsi per darbo motyvacijos stiprinimo aspektą, įdiegiant darbo motyvacijos proceso vystymo, sąveikaujant su darbo motyvacijos lauku, modelį. Darbo motyvacijos vystymas turi tiesiogines sąsajas su organizacijos gyvavimu ir vystymu, todėl organizacija, būdama sociokultūrinė sistema, aiškiai suvokia, kad kuo daugiau išsivysčiusi sistema, tuo ji mažiau priklauso nuo išorinės aplinkos, o darbo motyvacijos teikiama galimybių kūrybingas panaudojimas suponuoja rezultatyvumo augimą. Straipsnyje darbo motyvacijos konceptualizacija

prognozuojama per stimulais ir galimybėmis prisotinto *darbo motyvacijos lauko formavimą*, įvertinant konkrečios organizacijos darbuotojų kiekybinę ir kokybinę struktūrą veiklos krypties požūriu.

Šiame straipsnyje atskleidžiamas bet kurio tipo organizacijos vystymosi šiuolaikinėmis sąlygomis būtinumas per darbo našumo didinimo galimybių paiešką, stiprinant jos darbuotojų motyvavimą ir asmeninių bei kolektyvinių interesų harmonizavimą. Analizuojamas *darbo motyvacijos lauko dizainas*, darbo motyvacijos lauko formavimo mechanizmas ir jo kūrimo procese būtini principų visuma. Atskleidus darbo motyvacijos lauko formavimo instrumentus organizacijoje ir kompleksinės darbo motyvacijos raiškos aspektus, teikiamas darbo motyvacijos proceso vystymo, sąveikaujant su darbo motyvacijos lauku, modelis. Darbo motyvacijos stiprinimas organizacijose turi tiesiogines sąsajas su *gero valdymo* koncepto vystymu ir įgyvendinimu.

Apibendrinus atlikto tyrimo rezultatus, galima daryti tokias išvadas:

- Per visą definicijos *geras valdymas* egzistavimo laikotarpį vyksta mokslininkų diskusijos dėl šios sąvokos naudojimo ir tinkamumo, o tai rodo, kad gero valdymo įgyvendinimas yra sudėtingas procesas. Mokslininkai ir tyrėjai tiek pasauliniu, tiek lokaliu aspektu turėtų daugiau dėmesio kreipti šios problemos tyrinėjimams.
- Personalas šiandien yra pagrindiniai ištekliai organizacijoje, todėl geras valdymas priklauso nuo to, kokių mastu organizacija gebės motyvuoti savo darbuotojus gerai atlikti jiems paskirtas pareigas. Atsižvelgiant į tai, kad neįmanoma priversti darbuotoją dirbti efektyviai, šiandien viena galimų organizacijos vystymo kryptų yra darbo motyvacijos proceso vystymas.
- Darbo motyvacijos proceso vystymo, sąveikaujant su darbo motyvacijos lauku, modelis nukreiptas į darbo motyvacijos proceso vystymą organizacijoje per personalo poreikių tenkinimo prizmę, išlaisvinat organizacijos personalo potencialą ir nukreipiant jį išskeltų organizacijos tikslų įgyvendinimui. Modelis remiasi vidinių ir išorinių jėgų vystymosi dinaminės spiralės principu, kur darbo motyvacijos proceso vystymasis vyksta trimis kryptimis: personalo kaitos, rezultatyvumo ir inovacijų bei kokybės
- Nors ir siūlomas konkretus darbo motyvacijos modelis organizacijoms, siekiant stiprinti darbuotojų motyvaciją, tačiau ateityje irgi turėtų būti vykdomi tyrimai šioje srityje, kad būtų atskleisti šio modelio praktiniai įgyvendinimo keliai ir būdai.

**Reikšminiai žodžiai**: organizacijos vystymas, darbo motyvacija, darbo motyvacijos modelis, darbo motyvacijos laukas.

The article has been reviewed.  
Received in August 2012; accepted in September 2012.