

CAPÍTULO 8

CAN - ONE CREATE AND RUN A COMPANY WITHOUT THE THREE PILLARS OF THE MOTIVATION: MONEY, WORK, RELATIONS?

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INTRODUCTION

Favorite Instrument of the resource administrators human and managers during several decades the motivation was found as an obviousness forgotten because of results which were not with the height of the initiated hopes. A theoretical concept representing an action is not the single thing in charge for a failure in the action, but with other elements, other concepts like the personality, the economic and political context, it takes part in it.

One had taken for practice to define the motivation in work like the final remedy for the problem of the productivity after having tried to solve it by successive decompositions of the processes of work or more simply by an increase in the technological share in work itself. These decompositions were even qualified scientists or progress and it was sometimes true. The analysis of the work whose history is relatively recent compared to the phenomenon of work himself even takes part in this research on the organization of the human societies which propose to us social sciences. Our reflexion on the motivation falls under the same step. A critical glance on an instrument considered as factor of improvement of the life of the organizations must be used for including/understanding its place as a whole social and possibly increasing its relevance, if could find one of them to him.

But, to think that the motivation is only or the most important means of solving the problems of life of the public or private companies is a serious error whose results are with the measurement of disappointments of those which agreed to believe in it. It acts of a dangerous illusion which transforms a major element of the everyday life of the men in their behaviors into a receipt of kitchen, for the organizations, drowned in an ocean of magic beliefs.

This element forms also part of the quality of life of the individuals apart from the organizations. It is in this mixture between two distinct fields which are those

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of the professional life and the private life that one can try to understand how the motivation can be a concept useful at the same time for the organizations and those which make them live. For that it is thus advisable to give the motivation to its place, i.e. to disencumber it of often very expensive delirious which places it as the miracle solution of the world economic difficulties or with the daily difficulties of an individual.

The motivation is component psychological of the everyday life, it is thus normal that one finds it in the business management. What is less normal and even worrying it is that of this element extracted from a complex unit, one makes a single remedy. This also means that one can define pathologies of the company and that it results from this a form of normality, it is an imprudent step. In spite of the creed financial which announces to us that only the financial result of a company is the expression of normality, and its reason of living, we can affirm that the social place of the economic organization induced the results which are not only in financial logic. At side or with the financial results, the psychological or social aspects are produced and contribute to the richness or the total misery of a social unit.

The normal search of the scientificity is a very university step which is not always appropriate to the managers often too anxious to be satisfied with a supposed rationality or a search for rationality. The decisional anguishes of the managers (large or small) are not looked after with rational talks but with answers to their waitings which can be rational but not obligatorily. The managers ready "to invest", not to say to spend, some capital in practices worthy of sorcery, cannot be satisfied with the answers (universitary) which are more centered on their own coherence (universitary) intern only on waitings of those which pay to be reassured.

An academic who puts (or try to) in order a social or psychological phenomenon as the motivation in a company, worries initially his university or scientist relevance before being concerned with waitings of a contractor on which it does not depend. A consultant is initially worried to answer waitings of his customers, on which it is dependent, for that he uses the instruments which are at its disposal on the market without always checking the bases of them. The intersection between the two steps is fortunately sometimes possible, some consultants mix the common sense with the scientific contributions to make an effective professional application of it. Certain academics add a detailed attention to waitings of the professionals in more of their necessary attention for their pairs. The academics can be consultants and these additional incomes oblige them with certain compromises.

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HUMAN RELATIONS, HUMAN RESSOURCES

Discovered with the introduction of the personal element into the business management analysis, the social sciences bring elements of comprehension of the walk of these companies. For as much, they should not be taken for the beneficial source of all the remedies for the mysteries of the economic behaviours. In fact a little the case of the motivation had become in the years 1980 the means of facing the world economic crisis. The human resource management is a space of mode subjected to transitory, the solutions which it conveys too.

Sold by eloquent gurus, it was to make it possible to face the geopolitical or political problems. It was not the case. The sessions of training of consultants of company specialists in the motivation as Christian Lemoine in France contained assertions as heavy as; "There is no economic crisis, it never was economic crisis, it is only one crisis of the motivation". This seizing reduction does not help to management because it rests on two delicate constraints.

The first it is that it is false. For example, the facilities of production and the price of a not very expensive energy are not dependent on the goodwill of the employees of the refineries, they will not be compensated by a strong motivation of these same employees when the prices are changing. The example of the oil or the price of the electricity of wind origin is rather convincing.

It is not by making feel guilty the employees that all the problems of competitiveness are solved. It is a little the step which one applied to the parents become "parental managers" guilty of the bad education of their children. As if the parents were the only teachers of their children in societies where the sources of information became multiples. Workers, executives or simple executants, even motivated, do not control all the geopolitic datas of their environment.

The second it is that it rests on hypnotic and oratorical qualities of a man. Out of its field of influence, these reductions seem fortunately less relevant. The end of the solutions suggested by a "guru" is profiled with his departure or its distance. The vehemence of certain demonstrations is not always enough to make them right. It is often the default of those which confuse their talent of exposure with the contents of their speech. The anxious contractors are sensitive to the eloquence.

But do we have for as much putting at the pilori the motivation like ingredient of the kitchen of mangement?

Admittedly not and we will try to show why and how.

If we do not integrate in the reflexion on the motivation which it is a psychological mechanism among others, we reduce this mechanism to a little thing and especially to an incomprehensible phenomenon for his observers. When we place the study of the organization in the axis of the individual the motivation is not whereas an element of a more broad and more complex unit which is subjected to a series of permanent interactions between factors very diverse but very present. It is often the defect of the presentation of the motivation in the organizations, it would be this single and decisive element for the correct operation of the company. The men who are in action, as the organizations in which they act, become isolated actors then putting in action a isolated factor from their comportement.

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This vision is not very acceptable.

One can consider the motivation as an element of the management of the enterprises. It is then necessary to integrate it into an interactive phenomenon in which the rules of psychology as the rules of the sociology of the organizations mix with the rules the macro one or microeconomy. Without that, the step is incomplete and especially producing of ineffective distortions. The large one and small companies which made call in years 1980 and 1990 with the gurus of the motivation are not inevitably given without damage of the passed through crises and the solutions suggested.

It is difficult to check if the disappearance or the maintenance of an activity on a market is directly related to the intervention of a consultant. The speeches of justification are always easy, the checks much less. This phenomenon is also known for the procedures of recruitment or the choice of a method of management which one can say with difficulty if they are responsible for the success or the failure of a company. The excess of a saving speech, if it reassures temporarily, does not put safe from noncontrollable external factors. If the psychological receipts with the social and economic crises were effective definitively the psychologists or social psychologists would be the Masters of the world. It is not yet the case.

MOTIVATION TO WORK

The study of motivation to work is the study of work under a particular angle which should not close the other influences acting on this social phenomenon. It is one of the conditions of the development of this element which forms part of a vast unit that it is unrealistic to seek to embrace in its totality in a simultaneous way. When a study tackles a particular subject it is essential to recall its dependence to other elements, even if one draws aside temporarily, for the facility of the study, these elements.

A first difference is to be made between the motivation and the implication. The motivation is perhaps the general psychological mechanism of action which allows a more personal result: the implication. The implication would be to be it in the object. The sociologist Rene Lourau defined the analysis of the implication of the researcher in social sciences like "the sociology of the sociologist in action". If we transpose this definition in the world of work and the organizations, it would be the personal intensity of investment in the work¹ whose reasons can light by the analysis. Analyze showing how the various mechanisms of the motivation are working.

1. Sandra Michel. Peut-on gérer les motivations ? P.U.F. Paris 1989.

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The first theory of the motivation is often regarded as the work of Abraham Maslow² which thanks to its theory of the needs could and it is largest of its merits, to present a simple and acceptable theory by a large audience. The character aesthetically acceptable of the theory of Maslow must be included in the Movement of the Human relations. Movement which besides is the strange demonstration of a surprising discovery : in the center of work an object of study is who had escaped with the vigilance of the enlightened observers: the man.

One of the paradoxes of the knowledge of the organizations is that it touches at the same time researchers and men of action and the intersection between the two is not always easy. Interests of the first are not the same those of the seconds. The theories of the motivation are an example of this distortion. If the academics can take pleasure in the theories of the motivation reformulated by the psychoanalysts, the leaders or the employees of a company will have more evil to penetrate the specific mysteries of unconscious explained by the followers of Freud.

The presentation of the theory of the needs for Maslow and later theories X and Y of Douglas Mc Gregor³ reflect the proximity of their research with the world of the company and a response to needs for action more than of comprehension.

The principal contribution of this partially exact theory, therefore partly distorts, is the contribution to the recognition and with the reinforcement of the personal element in the organizations which until had there been unaware of it and it is one of its great merits.

The great ideas on the acting of an individual vis-a-vis of the needs that it must satisfy can be understood with the first degree and seem of an undeniable obviousness. By way of example here two definitions of the same concept one by Maslow, the other by a consultant set on psychoanalysis. For the first one speaks about theory of the "six needs", for the other of "six forms of the fundamental need which is the ceaseless search for balance of ego by the harmonization of the instinctual requirement of that, for the ethical constraint of me and the reality of the environment, i.e. by reduction in the anguish, the culpability and the fear⁴".

Without wanting too much to simplify the presentations of a complex psychological phenomenon we can advance that one of the presentations will be more easily accepted by anxious managers.

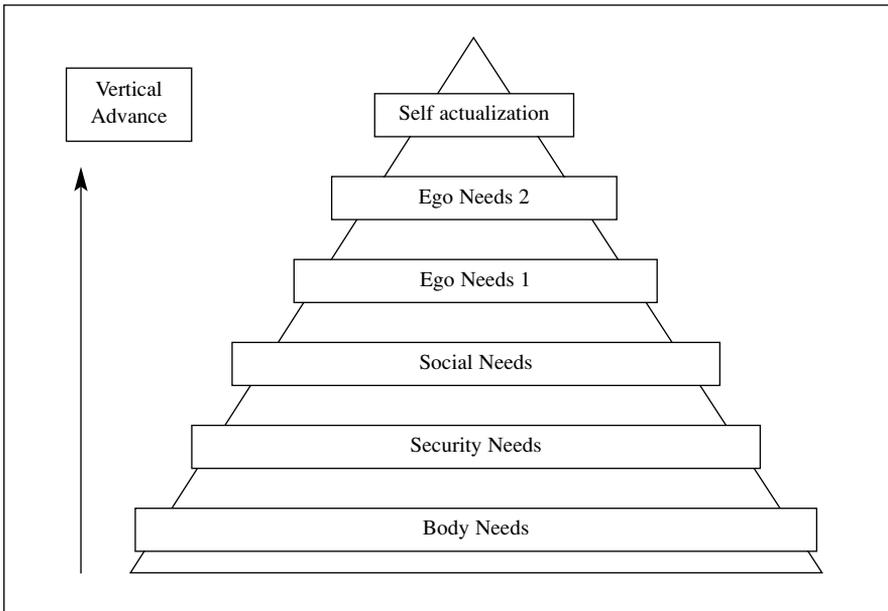
Here, for memory, the diagram of the theory of the needs :

2. A. Maslow. Motivation and personality. Harper Brothers. New York. 1954.

3. D. Mc Gregor. The human side of enterprise. Mac Graw Hill 1960.

4. Y. Enregle. Du conflit à la motivation : la gestion sociale. Les éditions d'organisation. Paris 1985.

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To take again the theory of the needs and to look at it more closely we have to see that certain levels of “the pyramid of Maslow” are doubtful. For example, the physiological need plunges us in biological abysses which are not completely compatible with the current theories on biology, neuronal sciences and the genetics. The psychological data sails about it at the time of Maslow, even if the common sense can recognize a part like exact of it, largely grew rich by biological data. The contributions of the neurobiologists to the understanding of the brain or the phenomena of the sleep and the dream are important and disturbing. The current determination by the biologists of the nature’s needs which push the individuals of a species to stereotyped behaviors regulated by genetic mechanisms is exemplary. One starts to foresee their influence on the behaviors and one can reveal situations in which the freedom of the individuals is relatively reduced. The unconscious share of the reproduction of the species or the mechanisms of survival escapes for a good part from the choices of the people, even if the cultural preparing proposes other visions to us. This vision does not exclude of course step the other approaches from the human behaviors, they must be taken into account in a complementary and nonexclusive way.

Can we then still speak about psychological motivation when the determinants are genetic?

In the normal psychological meaning of this term that seems not to be the case.

Second level of the pyramid of Maslow, the need for safety is not either a universal need, certain individuals find in the search for a more or less controlled insecurity a rather strong passion and means of regard of them and others which

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reverse the pyramid. The pilots of motor bikes of races speed are in the search of a satisfaction, of a need for regard or realization of oneself which is only not very compatible with the base of safety. Many trades are in this case and these trades are often enthralling for their practise without for all this safety is their concern first. In certain cases the stimulation born of the absence of safety forms part of the motivation. These trades at the risk allow only seldom an accession the best places, it is necessary thus that those which practise them are particularly well justified.

Let us point out that the best pilots speed (car or motor bike) are pilots of factory paid relatively well, therefore the privileged employees of large manufacturers who need this image in the high-level competition. It is the realization of a passion and a trade. The others try with often a not very conceivable energy to achieve the same goals but with less means for which they absorb personal fortunes, it remains in this case only the concept of passion not that of trade. To satisfy a passion, therefore a realization of oneself, passes in this case of figure by a negation of the principle of safety such as Maslow proposes it.

The physiological consumption of adrenalin (as result or research of the action) is not an innovation in the human behaviors. Does it belong to the first or the last level of the construction of Maslow?

We can answer that it relates to both simultaneously and that it is what makes it difficult to understand. The first two levels, physiological and safety, under the normal conditions, correspond rather largely to a need for money or can be satisfied by money, which one will name under conditions of reading more complex or more targeted towards a university public of the economic needs. One of the pillars of the motivation is in this approach.

The third level inserts to us in a more social dimension, which lets suppose that it was non-existent before, since for Maslow the higher levels are possible when the needs for the lower levels were satisfied (what is shown in its diagram by the arrow of the vertical progression). A phylogenetic vision would show us the opposite easily. This does not mean that this need (psychological) for membership is completely non-existent, there still, the good feeling shows us that it of it is nothing and the knowledge lived of the individuals on the need for membership can only reinforce this idea. Those which live permanently in human groups and it is rare that it is different, are not aware of this membership but this feeling will be able to emerge, if a rupture arises. The concept of group which, recall, is it partly at the origin of the reflexions on the personal element in the organizations after work of Lewin, imposes that one has a definition of possible group the most precise. In this particular case of the motivation it remains rather vague. For example, difference between group of membership (that from which one comes) and groups it referes (that to which one wants to belong) often explains a motivation of action. An individual excluded from a group will react according to the perception which it has of this group like membership or reference.

The membership of a company of mediatized reputation, is a specific feeling which the fear of losing its employment during one difficult economic time can reinforce. It is making safe.

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The need for membership is real for a lot of people, it is even in the mankind a need, the man is a gregarious animal. It is difficult to argue its presentation on the complex notions of the phylogenèse and the constraints of the evolution, but the daily experiment of many individuals enables them to measure the relevance of it. It is possible, to this concept of membership in the scale of Maslow, to transmit a simple message on a complex concept, we will retain this interest.

We find this distortion already evoked between the needs for recognition of a theory by people in search of explanations or by users in search of action.

The fourth level of the pyramid is the need for regard of the others, it is necessary to add to it the fifth level, that of the regard of oneself. The qualitative concept introduced compared to the need for membership, is still a rather common concept in the daily experiment of the individuals, it thus does not shock. Nevertheless, it is not a universal concept and its permanent interaction with the need for membership human definite, makes its approach difficult.

Between the fact of wanting to feel to like others with the general meaning and the need for being accepted in a social group to which one belongs or one dreams to belong there is a great difference. One can want to be accepted by a group without wanting to be accepted by another, one also can without that being a too serious pathology to refuse to be accepted or liked by the others without that harming the concept of membership or sécurité. The forms are multiple.

The absence of complexity should not however completely close the possibilities of comprehension which "the pyramid of Maslow » offers to us. It was an invaluable help at one time when human dimensions of work were not accepted easily. Sensitizing with phenomena ignored and yet essential with the life of the men to work is a progress because it allows their catch in consideration. The relations between the men are complex, very complex, they are the reflection of a human behavior which combines simultaneously a search of rational and a search of the magic one. But the relational one is as strong need at the man as the need for safety when it is not completely molten with it. Around relational and the emotional one that it contains, the concept of desire and love can be profiled and it is not one of the least aspects of the working relationships⁵.

It is another pillar of the motivation which that of the relations.

The last two levels are those which are attached to work and its quality.

The realization and the regard of oneself through a work are a non-financial luxury towards which many individuals would like to be able to direct their energies. The work of the man became a possibility of being carried out when the social conditions enabled it to become a statutory value. That was not always the case, the advent of the democratic societies makes it possible. The concept of individual and collective work leave this value punishment which the feudal societies and their religious instruments allotted to him. The success and the merit replace the values of blood or not (elitic) and a positive symbolic system

5. Eugène Enriquez. *Jeux de pouvoir et du désir dans l'entreprise*. Desclée de Brouwer. 1997. Paris.

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dimension penetrates a little more this human branch of industry. The concept of work widens in the concept of construction of an organization and does not remain any more in the field of the artisanal realization of a companion. The transformation of our companies by the transformation of the forms of work reverses old values. Universalization imposes for example a form of trade-guild on the level of planet and not only on the level of a country. The concept of working aristocracy expressed this strange feeling of the hardness of a task which became a source of satisfaction, it was transformed into escape towards other cleaner trades, without physical consequences.

It is the pillar of the work and its troop of symbols, of imaginary constructions which one finds in these last levels of Maslow.

To summarize these remarks on the theory of the needs for Maslow, oddly used in formations for commercial and less in the formations for managers, one can say that the elements proposed are not entirely false. They are neither general nor universal, they can apply different manners according to the individuals and the environments. What poses problem is the hierarchisation and the order of the needs suggested, because in the daily experiment of the actors the needs are often simultaneous.

What is significant for the sociological reflexion it is the esthetics of the concept compared to the public, the theory of Maslow is certainly simple and incomplete but it is presentable. This concept of "presentability" is surely difficult to accept for sociology but it however seems to us quite real in this case.

Without it the organizations would not accept the elements of reflexion which are provided to them and they would remain dead letter.

The theory of the needs for Maslow is not the only theory suggested to understand the motivation and with the need to increase it. Around the three pillars we propose, we can find several authors or several concepts which reinforce this proposal.

The theory of F Herzberg and aesthetic appearance of the common sense.

By proposing the factors of hygiene, i.e. the reduction of the factors of demotivation which are the bad wages (money), uninteresting work (work) and bad working conditions (partly the relational one), F. Herzberg points out obviousnesses to us. In this case, the taking into account of the personal element is done on the basis of remark which raises more of the common sense that only of the application of theories of the behavior come from scientific research, it is particularly relevant.

The position of consultant of Herzberg partly explains this recourse to the sensible understanding, but of course, it is not the only reason.

Aesthetically presentable to a public of heads executive, the reduction of the reasons of demotivation.

One of the most interesting theories of the motivation also functions with back, it defines what it is necessary to do to avoid the demotivation: it is that of the objectives.

The objectives structuring for the action are reference marks necessary to the actors. It is acted in fact often of a miss of information which was forgotten, serious

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and attends error. To give information on what one wants within the framework of a common action with employees who take part in the action can seem of a great simplicity. It is to forget the dimension of power which contains the information and the bad habits of those which think of keeping capacity by keeping information. We are in relational dimension, magic of humanity and his secrecies. The objectives which one must give can be several natures and meet different needs for information.

The short term, the quantitative one and the information feedback. Any person acting on his behalf or that of somebody of other, must and likes to have objectives which fixes a direction to him towards which it moves. Once these objectives laid down a return on its action is obligatory. This return (the feed back) can take several dimensions. Simple financial remuneration with the public or private emotional recognition of the results it is always essential. But it is necessary before to have defined the directions in which one wanted to go if one wants to be able to say or show the place where one is.

These objectives must be quantified, their comprehension is easier, the return must also be quantified, the quantitative is necessary in certain situations. It is an illustration of the dimension of the wages which one pays either out of virtual or silver cash. The report which the sportsman compared to his quantified performances maintains is significant justifying quantitative objectives which it needs.

The long term and the ideology, the share of the dream necessary to the human action. But the men do not only require numbers, it need also dreams. We can always find figures in the dreams but the qualitative one of certain objectives gives a more human dimension to the action in the companies. The GRH often forgets this qualitative characteristic. When a company defines a project on the long term, it proposes dream, thus satisfying this request which the men apart from their need for safety have. Need for adhesion to new social structures as the economic organisation which can replace the political or official organization.

CONCLUSION

If we review the theories of the motivation in the companies we can see that they rest on three permanent pillars which are the money, work, and the human relations with the necessity of accepting the definition of the motivation like the mode of research of the satisfaction of a need determined by a personality and an environment. There is no question of finding a permanent hierarchy between these various needs, if it exists it is dependent on the interaction between the individual and his environment. Built by a temporary situation where the contents are in interaction with the history and the interests of the people

We can synthesize theoretical working of the motivation on these relatively simple bases which make it possible to integrate sometimes relevant remarks on

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the human mechanisms which make the company at the same time as they are made by them.

Money

As symbol and as physical reality (in transformation) is the quantitative base thus measurable that a modest experiment in the world of work makes it possible to highlight. The money is not only and the first means of motivation but it can be it. Some individuals acknowledge to only work to gain much money. It offers safety for many aspects of the everyday life but fortunately not for all the aspects of the life. Its dimension symbolic system is strong enough for the share of the dream which contains an important money sum is a constant of the everyday life of many individuals in the developed companies. Even those for which it is a single concern can deny the oneiric share only it conveys.

Work

We often forget that work by himself even can constitute a sufficient means of motivation, as it can be an element of a configuration more complexe. This is the case of the three basic notions of the motivation which we evoke, they can be alone and first or built in a dynamic interaction-intersection between the elements that we tried to propose for this study. Work is subjected to considerable pressures by technology, it changes his nature, his perception .

It upsets a thousand-year-old report but there remains a zone of investment of oneself which exceeds the simple financial need.

Our societies even succeeded in making absence of work a means of living under acceptable conditions, which reinforces the idea by déculpabilisant it that work is a punishment. But work is not that an individual activity, it is also an economic, social and political stake. Its share in the motivation is real but once again it is not an insulated element.

Relations in work

They are a new data related to the size of the organizations of productions of goods and services. They imply also the concepts of group inside the organizations. From the lived simple one of the hierarchy to the complexity of the relationship between pars the working relationships can be a very powerful element of the motivation. The relations, built on emotional bases, are difficult to imagine when one does a too surface analysis of the motivations or work. We should not make them inaccessible in giving a too complex structure which would take as bases the traumatismes of the intra-uterine state. The systems of relations in work are a

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powerful engine which can as well act alone or as an interaction with the others pillars, the cases of figure are multiple.

If we can advance a conclusion with this reflexion on the motivation it will be for saying that is with each one through its experiment to build a theory of the motivation. It is necessary for that to integrate data as normal as:

- That of the absence of hierarchy enters the concepts, a level does not need obligatorily a level before him to be carried out.
- A concept like the motivation, is not isolated, it lives in a permanent intersection between concepts.
- There is no single and final solution with the economic or human problems.
- Interlacings of quantitative and qualitative are permanent, the theory of a certain form of knowledge which we try to work out, if it is rather close to the experiments which we know and which we try to restore, holds account of these unequal mixtures, unbalanced. The concept of balance in the alive one seems to us illusory.

The motivation is the example in Humam resource management of the use of a transported temporary single technique from a situation to another without understanding. It is necessary to think the motivation like an interactive element in an intersection between several sets. The “thought miracle”, i.e. the application of miraculous formulae to their problems of human stock management involves a considerable shift between the possibility of theorizing their daily practice and the needs for scientific working which animate the researchers.

Our personal experiment which is located between the management of the firms that we created in social economy or public organisation and university research pushes us to believe and theorize the following elements:

The motivation is well an ingredient of human resources, but with it only it cannot produce any miracle. This waiting of miracle is perhaps the result of a shift between the daily practices which are full with irrational and rationality necessary to the representation of the activities of the company. The induced complexity of the human relations does not have any satisfying instrument of representation which can account for the practical experiment. For example the decision makers or managers are often unable to speak or design the mechanisms of their own motivation and await their collaborators a step more logical than theirs. In practice the decision makers are often animated by a powerful motivation of which they know only little thing. The thought of the object which they can implemant too often evacuates a reflexion on the subject that it represents. The managers can too often think it “they” and not rather often it “I” or “us”. The thought managériale is an external thought, the managers do not need to justify themselves or then in secrecy. The concepts of money, work and relation which we subject to criticism of our colleagues are used to implement this thought of the intersection which we defend.