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Applications of the Motivation Theories in the Management
of the Romanian Police

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Abstract: Currently, there is a world tendency to rejuvenate police units. This trend is compounded by the fact that this category of staff is subject to intensive fluctuations, which is an issue for the police system in the U.S., Canada and not only, even if this problem has varying degrees of severity from one country to another or from one unit to another. One of the reasons explaining the fluctuation of the staff is the lack of motivation in the police service employees (Brodeur, 2003, p 301). Given these issues, as well as the fact that meeting the aims of the Romanian police is not possible without the management in this field laying the „foundations" of effective motivation strategies, this article aims to analyze the motivational theories and models applicable in the management of the Romanian police, their advantages and disadvantages, so as to provide those interested a clear view of the phenomenon of motivation and the necessary elements to develop coherent programs to motivate the special public servants of this institution.

Keywords: needs; performance; motivation; the concept of motivation; the factors that influence motivation

1. Introduction

In order to achieve objectives and ensure sustained success, it is imperative for any organization that employee motivation be an essential objective of management, given the fact that "people's motivation largely determines both the quality and the quantity of work" (Drăghici et al., 2011, p. 193). Knowing the factors that trigger, guide and perpetuate employees' behaviors, the factors affecting their motivation or the means and ways of action which may be used to increase the motivation of workers can both increase the efficiency of activities, increasing the likelihood of explanation and prediction of human behavior and success of the employees and the organization's major achievements.

Currently, there is a tendency worldwide to reduce the average age of people working in the police. For example, in the U.S., the average age of police officers was between 40 and 50 years in 1972, it ranged between 31 and 35 years in 1982, and it is now below 30 years (Brodeur, 2003, p. 301). The same tendency to rejuvenate police unit is manifest in our country (the average age was 38 years in the Romanian police in 2004 and within four years, in 2008, it decreased to 35 years). This trend is compounded by the fact that this category of staff is subject to intensive fluctuations, which is an issue for the police system in the U.S., Canada and not only, even if this problem has varying degrees of severity from one country to another or from one unit to another. One of the reasons explaining the fluctuation of the police employees is the lack of motivation in the police service. Jean-Paul Brodeur (2003, p. 301) says that less than 10% of those employed in the police units are interested in police

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work and most people seeking employment in a police unit do so to avoid unemployment and continue to declare themselves in search for a job in another field.

2. The Link between Performance and Employee Motivation

Performance and motivation are two of the most discussed aspects of corporate life.

Performance reflects, on the one hand, the achievement of organizational objectives and on the other hand, the performance of all employees in the organization. Therefore, the quantity and quality of the work of each employee is one of the decisive factors influencing organizational performance. Therefore, to ensure success, organizations must achieve a competitive advantage by improving the performance of the people working there, and by the development of teams.

Employee performance is the extent to which they are contributing to the organization as one of its members (Plum, 2007, p. 194). The employee performance is influenced mainly by two factors:

- their ability to perform the assigned work;
- their motivation to do so (Currie, 2009, p 229).

For a police officer to carry out their tasks properly, they should have both knowledge and skills, and the desire to succeed, to self assert. These are influenced, in turn, by the attitude, experience and training of the police officer (Lynch, Lynch & Bender, 2005, p. 96).

While these attributes are required to perform police work, it not necessarily guaranteed that their owner will use them for the benefit of the organization. A proof that few employees work at their full capacity can be represented by the studies performed in numerous companies. These studies showed that in some situations, employees may work well below their potential (40-50% less than what they are able to) without losing their job or that an employee may work an average performance in only two thirds of their capacity to work (Cândea & Cândea, 2005, p. 180). According to experts, the difference in performance between two individuals who perform the same activity and who are as competent may be explained, in most cases, by the difference in their motivation. Furthermore, some authors believe that "people only do what they are motivated to do" (Currie, 2009, p. 229).

Police managers, managing different types of people, should try to do their best in order to make their staff more productive. Lynch, Lynch & Bender (2005, p. 96) mentions three aspects that are necessary to obtain motivated and effective police employees, capable of high productivity, namely:

- assuming they have the ability to perform the work, the police need time to grow and develop, time which the manager can grant;
- the police need more knowledge to operate and it can be provided by the manager through effective individual and group training programs;
- the desire or motivation, which is the most important ingredient and which must come from within the individual; without motivation neither the employer nor the employee should expect any growth and development.

For this reason, it is imperative for police managers to try to better understand their subordinates, to determine their past behavioral problems and to enable them to foresee exchange and control future behaviors. For this, they must design and develop effective incentive programs, which should work towards the maximization of productivity of workers, a work environment that would lead to satisfaction and which should cause them to become more involved in achieving organizational goals.

Motivation and performance are connected with the so-called *optimal motivational,* which is the level of intensity of the motivation at which the work is performed with maximum efficiency. The relationship between motivation and performance, which is one of mutual conditioning, is expressed in or *the law of motivational optimum***,** or *the Yorkes - Dodson law***,** according to which efficiency is highest at a certain amount of motivation intensity, called motivational optimum, or in other words,

the growth of performance is proportional to the increased motivation to a point, beyond which there is stagnation or even decline. Using these considerations and given the expected performance, the manager knows how to motivate people to achieve the desired results. It is also important for managers to know the individual objectives of the police officers – these being the actual reasons for their work, and whenever they are consistent with the objectives of the management, to help them reach their goals. In this way, managers can refer to how the police want to be motivated, but also the desire to achieve certain performance.

3. The Concept of Motivation and the Role of Needs in the Motivational System

Etymologically speaking, the term "motivation" originated in the Latin word "movere" which means moving away.

Over time, the breadth and scope of complex motivation was discussed in numerous specialized works, so there are many definitions for the concepts involved in the training of personnel. Although opinions on this issue are quite varied, they revolve, however, around a common element: *the needs of the employees,* the unmet needs which are energizers for all human behavior.

Thus, some experts (Nicolescu & Verboncu, 1999, p. 491) believe that "Motivation can strictly be defined as the correlation of the needs, aspirations and interests of staff within the organization with the carrying out of objectives and duties, powers and responsibilities assigned within the organization", while others (Cândea & Cândea, 2005, p. 181) define motivation as "a force that energizes, directs and maintains behavior" or as "the process by which managers determine their subordinates to achieve success, giving them grounds to do so" (Drăghici et al., 2011, p. 197).

So motivating is the action to motivate or trigger the process of motivation and motivation means all the motives - internal (inborn or acquired) or external, acknowledged or not, physiological needs or abstract ideals - that initiate, direct and maintain behavior of a person towards the achievement of a purpose, which, when it is reached, meets an individual need. In connection with this definition, we can make the following comments:

- the internal needs of the person (such as hunger, the need for security and recognition) cannot be isolated and observed, only the behavior they started can;
- a motivational process analysis draws on the individual characteristics, observing his behavior and on the issue of assumptions about the needs that have initiated them;
- motivation has always resulted in action, in other words, to meet their domestic needs, people act towards the objectives that they consider to be generating satisfaction;
- Behavior and motivation are notions that can not be mistaken, the first being determined by many factors (biological, social, cultural, organizational and psychological), among which an important factor is motivation.

In terms of employee motivated behavior, we can say that it is the result of the interaction between internal or individual factors (perception of tasks, attitudes, needs, interests, value systems, etc..) with the external or organizational factors (the salary system, specifying tasks, the working group, the control system, monitoring, communication, feedback, leisure). Motivated behavior of the employee results in the meeting of some needs, which determines a balance of the individual physically, mentally and spiritually, however, this balance is fragile and transient, because meeting of one need leaves other needs to be met, so there will always be a new imbalance which will require individual remotivation.

According to some authors (Currie, 2009, pp. 230-231), motivation to have a good performance is influenced by many factors, which can be grouped into two categories, as follows:

- *organizational factors,* related to the work environment, including:

- − training and development programs for employees;
- − the state of relations with employees;
- − methods of reward used within the organization;
- − communication and leadership style of managers;
- − organizational culture, etc...
- *individual factors* that relate to employee attitudes towards work, his position, and the organization and the factors of his personality.

Donald Currie (2009, pp. 230-231) presents the main organizational factors that influence motivation, as follows:

Table 1 Organizational Factors Influencing Motivation
(According to Currie, 2009, p. 230)

No.	The factor	The effect
1.	Training and development	It raises morale and develops the sense of competence, causing visible changes in the behavior of employees and tangible benefits in terms of better performance. It increases the versatility of the employee, the joint planning and execution of complex tasks give birth to trust and mutual respect.
2.	Relations with employees	Reasonable and fair policies and procedures support an individual's motivation to work. From the '80s onwards, mutual recognition that managers and employees share in the survival and prosperity of the organization has a motivating effect.
3.	Rewarding	It plays a crucial role in work motivation. Financial rewarding of employees is seen as a gain on their investment of time, effort and application of skills. If therefore they believe they are fairly and equitably rewarded, they will continue to be motivated and work.
4.	Leadership	Many employees still see themselves working "for" their managers rather than "together" with them. The style in which managers communicate with their staff therefore exercises a significant effect on the level of effort that the employee is willing to make *for the manager!*

Motivation at work is closely related to at least three categories of variables involved in the process of work: individual characteristics, job attributes and characteristics of the working environment, all these sets of variables determining employee motivation to achieve performance.

The core of the phenomenon of human resources training is motivation - the psychological factor with a role in activating employee performance and efficiency.

3. Motivational Theories

At the core motivation lie human needs, that is the physiological or psychological states caused by a lack or discomfort, which must be corrected to maintain a balanced state of the human body.

Motivation has been the subject of many theoretical investigations over time so that there are several approaches to understanding and explaining it. We shall not dwell here on the motivational theories that specialists grouped into several categories, according to several criteria, but we will summarize, in the table below, one of the classifications considered to have greater applicability in human resource management:

Table 2. Motivational Theories

NO.	TYPE OF THEORY	NAME	PROMOTER	YEAR	BASIC PRINCIPLES
1.	THEORIES FOCUSED ON CONTENT	1.1. **Instinct theory**	William James, William McDougall	1890, 1908	The outbreak of human behavior is due to instincts
		1.2. **Murray Theory**	E. Murray, Charles Carver, Michael Scheier	1964	Individual behavior is determined by twenty "social reasons", whose hierarchy differs with each individual
		1.3. **The hierarchy of needs theory**	Abraham Maslow	1954, 1972	Human behavior is always motivated and determined biologically, culturally or situationally. People seek to satisfy ongoing needs, which are ranked as a pyramid with five levels and are satisfied in a particular order of priority.
		1.4. **ERG Theory**	Clayton Alderfer	1972	Individual behavior is explained by the existence of three needs: existential, relational and development.
		1.5**. The double folded theory (the motivation-hygiene theory)**	Frederick Herzberg	1957	Employee attitudes toward work depend on two factors: hygienic (which cause dissatisfaction) and motivational (responsible for staff satisfaction).
		1.6. **The X-Y theory**	D. McGregor	1960	Managers base their work on two sets of assumptions, generalizations and hypothesis about human behavior: one considered negative, called theory X, and another, considered positive, called theory Y.
		1.7. **The theory of acquired needs**	David McClelland	1965	People who acquire one of the needs of affiliation and power (which can be acquired through experience and learning) behave differently from those who lack that need.
		1.8. **The job characteristics**	J. Richard Hackman, Greg R. Oldham	1976, 1980	How employees react to the nature and configuration of their work varies with individual characteristics. For a job to be more stimulating, it is necessary to act on its characteristics.
2.	THEORIES FOCUSED ON THE PROCESS	2.1. **Theory of expectations**	Victor Vroom	1964	The employee will choose one behavior of several possible options, depending on the likelihood of the alternative behavior leading to achieve the desired, expected outcome.
		2.2. **Theory of expectations**	Lyman Porter, Edward Lawler	1968	The employee perceives performance as an opportunity to receive intrinsic or extrinsic rewards, which they expect to achieve by providing a better efficiency.
		2.3. **Theory of equity**	J. Stacey Adams	1961	Employee motivation is based on concepts of justice and fair trade continuously assessed by comparison with others, regarding their efforts at work and the rewards they get as a result of these efforts.
3.	THEORIES FOCUSED ON STRENGTHENING	.1.**Strengthening theory**	B.F. Skinner	1957	Behaviors with positive consequences tend to be repeated and behaviors with negative effects tend to be avoided.
		3.2. **Theory of rewards**	F. Landy	1987	Motivation is a result of environmental stimuli determining the individual to take action to achieve certain desirable objectives or to avoid unwanted events.

4. Applications of Motivation Theories in the Management of the Romanian Police

In developing programs to motivate police officers, managers should bare in mind that motivation is strongly individualized, depending on the importance assigned by each of the subjects to the meeting of needs, the rewards and values pursued and the motivational factors underlying their behavior are not static but continuously changing.

Next, we will focus on the motivational theories considered to have greater utility in the human resources management of the Romanian Police.

Maslow's theory is one of the most popular motivational theories in use and it can be used in the human resource management of the Romanian Police. Abraham Maslow described human behavior in terms of human needs. He argued that the needs are complex and hierarchically arranged in five steps and that one always wants something, because once one need is satisfied, another takes its place, but only unsatisfied needs are sources of motivation.

Based on this theory, to really motivate and effectively utilize personnel under their command, police managers should first assess the needs of their subordinates through the motivation needs hierarchy; if the staff is on one lower level of the pyramid, it is likely that the rise to the next level be prohibited by barriers imposed by organizational structure and not by the quality of the staff.

Following investigations, a correlation was established between Maslow's hierarchy of needs and the needs expressed by police officers.

Thus, the starting point for the motivation theory developed by Maslow is the basic *physiological necessities* such as food, water, oxygen, shelter, rest, etc..; whose satisfaction ensures individual survival. If police officers aim to satisfy physiological and safety needs, motivating them should focus on financial rewards.

Security and safety needs are above physiological needs, being the following category of needs that can motivate. At the organizational level, this set of needs involves paying attention to the management regarding work safety conditions, wage growth with inflation, securing the existence of a pension, medical care etc. Although this has not be fully verified, managers should not forget that some people who have chosen to enter the police are convinced that government agencies provide a safe and financially stable workplace and therefore they want stability more than anything else (personal security protection against threats and hazards, job security, etc.). If you want to meet security needs expressed by these police officers, who see everything in black and white, managers can focus on traditional trade union requirements and reduce any risk of the activity undertaken by them.

Security needs must also be analyzed when promoting a person as a manager, because it can provide valuable information about that person. Thus, a manager driven by such needs will be well organized, and they will make outstanding efforts to please the upper levels of management. They can ignore the needs of their subordinates and they can use manipulation, when necessary, often believing that subordinates do not need to control their life (Miller & Braswell, 2010, pp. 24-25).

Social needs include the needs of belonging to a group, the need of acceptance, friendship, comradeship, love, etc. They can be satisfied through communication, involvement and social interaction and they become active after the needs of the lower orders are met. If police officers that obviously face social needs fail to meet these needs within the organization, they will manage and use time improperly and thus have low productivity. To avoid this undesirable situation, the manager must promote social interaction with these individuals, which can be achieved through activities such as training in gyms, attending parties or sports activities, etc.

The management of the institution must monitor the social needs because their presence may indicate an increased degree of personal needs in the detriment of the needs of the organization.

Self-esteem needs are above social needs and they concern each individual's desire to be respected by others, to have their prestige and achievements, their reputation and status in the organization recognized. They refer to two categories of needs, according to Maslow, as follows: on the one hand, self-esteem, power, social adequacy and reliability to the world, on the other hand, the prestige, reputation, attention and appreciation from those around.

Police officers whose esteem needs were not met by their work are, as existing studies show, dissatisfied employees. It is therefore important for managers to recognize a task or activity well

executed by their subordinates, as meeting esteem needs generates a sense of self confidence, self appraisal, power, confidence that can be useful. On the other hand, not acknowledging employees' merits causes feelings of inferiority, weakness, helplessness, inability, which can lead to discouragement or neurotic behavior. (Pânişoară & Pânişoară, 2010, p. 38). At the organizational meeting this set of needs can be provided in the performance evaluation process by providing positive and negative feedback by considering the employee work with the delegation of responsibilities, etc. (Cândea & Cândea, 2005, p. 189).

Needs of self accomplishment ("self-actualization" or *accomplishment)* concern the need of spiritual development, training, self-esteem, fulfillment and realization of individual potential and this is the maximum level, at the top of the "pyramid of needs". This need describes the condition in which the individual needs to develop feelings of professional growth and maturity. At this stage, the police officer progresses, becoming more competent earning more and overcoming difficult situations with skill and mastery. Motivation is fully internalized and it does not require external stimulation (Miller & Braswell, 2010, p. 25).

Policemen led by the need for self-realization / fulfillment usually focus on constructivism, utility and creativity in their work. Therefore, a police officer whose need for self-actualization is strong is most appropriate to participate in special missions, as they have the opportunity to express creativity in their activities.

The motivation-hygiene theory developed by Frederick Herzberg argues that employee attitudes to work depend on two categories of factors: hygiene (extrinsic, relating to context) and motivating (intrinsic, development or content). The first category of factors are usually related to working conditions and it includes: payment of unethical labor, annoying supervision, unfavorable working conditions, tense interpersonal relationships - formal and informal -, questionable job security, unexplained uncertain and distant personnel policies of the organization management, different from the wishes and aspirations of employees, etc. (Drăghici et al., 2011, pp. 210-211). The second category refers to the work itself and revolves around the values of achievement, advancement, recognition, responsibility and personal development. Hezberg's theory argues that job satisfaction is determined only by a kind of factors (the motivators), while dissatisfaction is due to another type of factors (the hygienic). According to this theory, hygienic factors have a greater potential to cause dissatisfaction than satisfaction, and motivational factors are responsible for the appearance of satisfaction. Managers must consider that the presence of hygienic factors does not generate satisfaction, but simply serves to prevent dissatisfaction, while their absence or insufficiency increases dissatisfaction at work. They also must take into account the fact that the presence of motivational factors results in increasing job satisfaction, while their absence does not cause dissatisfaction.

Developed by Douglas McGregor, *the XY theory* supports the idea that managers based their work on two sets of assumptions, generalizations and presuppositions about human behavior: one considered negative, positive called theory X, and another one considered negative, called theory Y.

Theory X, which is the traditional view of management and control was the predominant force in the previous period and it focuses on the following: employees really dislike work and will do whatever is necessary to avoid it, so that they have to be controlled and directed or coerced and threatened with punishment to achieve organizational objectives; safety is important to the employee, they have little ambition and it is enough to tell them what they have to do. This theory focuses on the control, direction and leadership activities, and procedures based on this, applied in the police, provide close supervision of workers and means to deliver punishment.

Theory Y can be used to motivate police officers who have developed social esteem or self-actualization needs and it is based on the following assumptions: employees do not naturally dislike work, and it is an important part of their lives; to achieve organization objectives the management can also use other techniques than control and direction, such as, for example, commitment. Involvement in achieving the organization goals depends on personal rewards associated with achieving them. Employees have the potential (imagination, ingenuity, creativity, etc.) to achieve these goals.

Applying Theory Y is limited to the need of external control, using other management techniques to achieve organizational objectives. In the light of this theory, managers should consider police officers as assets of the organization they belong to, and stimulate development of interpersonal relationships (Miller & Braswell, 2010, p. 26).

Expectations Theory was documented by Victor Vroom, and it is based on the concept that internal and external forces affect the police officer, who will act in a specific manner to perform an activity, if they will consider that it will lead to an expected, desired result.

5. Conclusion

Human motivation in general, and policemen motivation in particular, represent a complex and dynamic process, which cannot be achieved in one single way, or by using one single factor which can influence people's abilities; as a result, motivating police officers can only be achieved by taking into account a multitude of factors.

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