

Leadership and Motivation, Determinants of Sustainability

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Abstract: This article pays more attention to the analysis of the direct relationship between staff motivation and applied leadership, with the final result - the sustainability of the organization's activity. Organizational culture and the environment are characterized by mutual adaptation, by the way in which human practices and organizations are led to a cohabiting relationship. Their adaptation is defined as a learning process, rather than an activity in itself, guided by material forces. Through this article we aim to highlight the importance of the interdependent relationship between staff motivation, leadership and sustainability. A big obstacle is the lack of awareness of this triangular relationship, at the level of the organization's management. Starting from the theory of self-motivation and from the research of psychologists Edward Deci and Richard Ryan, we deduce that each individual has three basic psychological needs: the need for connection, the need for competence and the need for control, which must be met. If, at the level of the organization's management, there is a real concern about these needs, employees will feel motivated to maximize their involvement in achieving proposed objectives. The need to connect refers to the desire to be visible, valued, respected, unique, self-confident, connected, belonging to a group. The need for competence implies the need to be able, to succeed. The need for control is the power to make decisions, to make choices, to be the source of your own behaviors. Satisfying these needs of the team members must be a real concern of the leader, if the sustainability of the organization's activity is desired.

Keywords: *sustainability; motivation; leadership.*

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1. Introduction

The modern world is changing very fast. The local, regional, national and global trend influences the way people live, the way business is done, and the way the natural environment is exploited, in other words, the way sustainable development is implemented [4].

Lately we have witnessed dramatic economic changes globally, which have resulted in increased competition. In addition, the growth of the explosion and convergence of information and communication technology is reshaping the world's economy in a fundamental way that has never happened before in history [7].

The current challenge is the ability of leaders to constantly adapt to human resource motivation strategies, as the latter is increasingly informed and more difficult to integrate [9].

2. The importance of intellectual capital and knowledge in relation to the development of sustainability

The issue of sustainability of organizations' activities should be a priority for local, national, global strategies. In order for the organizations to survive the challenges of the external environment, to gain competitive performance and competitive edge on the market, it must develop as much as possible skills, competences and knowledge of its employees [14].

Intellectual capital and knowledge gained through in-depth study, self-improvement, used in the management of the organization, can engage the entire team to act with all resources to achieve performance [11].

In an innovation-driven economy and a world characterized by the emergence of a great diversity of lifestyles, a wide variety of cultures, the new generation of knowledge capital becomes vital for economic, social, cultural and environmental development [3].

Karl Marks said that "intellectual production changes its character in proportion to material production." The meaning of these words, in a sense, is given by the fact that the ideas accepted from any period are those that serve the ruling elites and the dominant economic interests. An even deeper second meaning is also important [2]. This is given by the coevolution of the material conditions of the self-conception of a society, that is, of its systems of belief and value, of its guiding metaphysics, of its conceptions of nature and human nature etc. [10].

As the population grows and economic activities expand, the demands for a natural and sustainable environment intensify [6]. Capital sustainability theory provides guidance for allocating resources now and in

the future. It is recommended that both public and business policies be in line with environmental policies. Economists point out that discussions about sustainability revolve around substitution issues. A good starting point for discussions on the economic principles of managing the sustainability of natural resources is an assessment of several links between the economy and the natural environment [8].

Pursuing sustainable development requires a radical transformation of economic goals, along with the widespread adoption of entirely new principles of action [1]. We believe that the local authorities have the necessary conditions for implementing sustainable development principles, but at this stage, a concentrated effort towards the training of their employees is needed, with a view to learning the mechanisms and policies to implement at territorial level [5].

The novelty of the theme is to put in a direct relationship of intellectual capital and knowledge with sustainable development, starting from the way the leader concentrates his resources to motivate and integrate the entire human resource in the organization [12].

3. Aims of the research

The purpose of this research is to validate the hypothesis that there is a direct relationship between leadership, staff motivation and sustainability of the organization's activity.

The scientific approach lies in the need to demonstrate that leadership and staff motivation are the determinants of sustainable development.

Through this article we aimed to highlight the aspects related to the skills and characteristics that a leader must be aware of and develop. Thus, we enumerate and describe: responsibility, capacity, participation, situation and accumulations.

Responsibility is defined as initiative, perseverance, self-confidence, the desire to excel. Capacity lies in intelligence, agility, judgment, originality, freedom of expression [15]. Participation involves sociability, adaptability, cooperation, sense of humor. The situation refers to the mental level, abilities, objectives to be achieved, interests and needs of the team members. Accumulations are the result of study, professional training, knowledge, progress [13].

4. Research Methods

The scientific research process took place in four stages:

1. The first stage consisted in the study of the specialized literature. Bibliographic and information sources consist of books and treatises published in the country and abroad, articles published in ISI-listed journals or indexed in international databases, specific strategies, European directives, etc.;

2. The second stage of the research involved the application of a questionnaire to the employees under investigation;

3. The third stage represented the processing and interpretation of the obtained data, with the help of the agreed software;

4. In the fourth stage, the relationships were validated that validate the hypothesis that there is a direct relationship between leadership, staff motivation and sustainability of the organization's activity.

The study was conducted on a sample of 143 respondents, employees with management and execution positions within representative organizations in Romania.

5. Interpretation of research results

In this chapter we will analyze and interpret the results of the quantitative research based on the application of the questionnaire.

The research results are represented in the tables below.

Using Tables 1. to 13. we can highlight the respondents' answers, depending on the evaluated variables, to the question How do you appreciate the following aspects of behavior as characteristic of the leader in the organization in which you work?

Table 1. When assigning tasks, take into account the skills and interests of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Small measure	20	14.0	14.0	14.0
	Indifferent	43	30.1	30.1	44.1
	Big measure	80	55.9	55.9	100.0
	Total	143	100.0	100.0	

Source: authors research

According to the research results, Table 1. shows that respondents positively assess, at 55.9%, the quality of the leader in the organization to assign tasks according to the skills and interests of employees. It is worth noting the high percentage of 30.1% of respondents who are indifferent to

this approach. Not to be overlooked is the result of 14% of respondents who believe that the leader does not take into account the skills of each when sharing tasks, which makes it difficult to perform them.

Table 2. He has confidence in himself and in his abilities

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Big measure	143	100.0	100.0	100.0

Source: authors research

Table 2. shows that the leader in the organization is an assumed leader, a statement supported by 100% of the result to the question with the variable self-confidence and skills.

Table 3. He has high expectations from others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Big measure	133	93.0	93.0	93.0
	Very big measure	10	7.0	7.0	100.0
	Total	143	100.0	100.0	

Source: authors research

Regarding the opinion of the respondents regarding the high expectations that the existing leader has from the members of the team he leads, from Table 3. the percentage of 100% affirmative can be observed.

Table 4. Try not to work less than others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Small measure	29	20.3	20.3	20.3
	Indifferent	32	22.4	22.4	42.7
	Big measure	82	57.3	57.3	100.0
	Total	143	100.0	100.0	

Source: authors research

According to the results highlighted in Table 4., the existing leader works with the team members, not just giving orders. The percentage of

57.5% comes in support of supporting this variable, but the result of 20.3% of those surveyed should not be neglected either, who consider that the leader works less because he is the boss.

Table 5. Try to empathize with others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Small measure	1	.7	.7	.7
	Big measure	121	84.6	84.6	85.3
	Very big measure	21	14.7	14.7	100.0
	Total	143	100.0	100.0	

Source: authors research

The results in Table 5. come to support the fact that in the organization the leader has a specific characteristic of a good leader, namely empathy. 99.3% is an impressive percentage.

70.6% of the respondents positively stated that the actions of the leader are clear and decisive for the others (Table 6.).

Table 6. His actions show others what he expects of them

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Small measure	21	14.7	14.7	14.7
	Indifferent	21	14.7	14.7	29.4
	Big measure	101	70.6	70.6	100.0
	Total	143	100.0	100.0	

Source: authors research

The respondents' opinion (Table 7.) on the rules and expectations they have towards others and the impartial and without exception application of all is not gratifying. It is noteworthy and correct for the existing leader, that 71.3% of respondents believe that the principle of impartiality in the management of expectations and rules does not apply.

Table 7. He applies the rules and expectations he has towards others impartially and without exceptions to everyone

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Small measure	102	71.3	71.3	71.3
	Indifferent	31	21.7	21.7	93.0
	Very big measure	10	7.0	7.0	100.0
	Total	143	100.0	100.0	

Source: authors research

According to the research results (Table 8.) it is observed that 77.6% of the respondents, greatly appreciate the quality of the leader in the organization to stimulate the creative side of the team.

Table 8. Stimulates the imagination of those he leads

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Small measure	1	.7	.7	.7
	Indifferent	31	21.7	21.7	22.4
	Big measure	111	77.6	77.6	100.0
	Total	143	100.0	100.0	

Source: authors research

It is noteworthy that 99.3% (Table 9.) of the respondents positively appreciated the way in which the existing leader manages to guide individual desires towards organizational goals.

Table 9. Guides individual desires towards organizational goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Indifferent	1	.7	.7	.7
	Big measure	142	99.3	99.3	100.0
	Total	143	100.0	100.0	

Source: authors research

Table 10. shows that the existing leader must correct his ability to create harmony at the level of the organization by interrelating people. The

relatively small percentage of 36.4% draws attention to the lack of importance that the existing leader pays to the harmonization of inter-collegial relations.

Table 10. It creates harmony through the inter-relationship of people

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Small measure	91	63.6	63.6	63.6
	Big measure	52	36.4	36.4	100.0
	Total	143	100.0	100.0	

Source: authors research

70.6% of respondents positively assess (Table 11.) the ability of the existing leader to capitalize on the skills of team members and how he creates obligations by participating in the activities of the organization.

Table 11. Capitalize on the skills of team members and create obligations through participation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Small measure	10	7.0	7.0	7.0
	Indifferent	32	22.4	22.4	29.4
	Big measure	101	70.6	70.6	100.0
	Total	143	100.0	100.0	

Source: authors research

To a large extent, 55.9% of respondents (Table 12.) argue that the leader in the organization can set distinct and exciting goals.

Table 12. Set distinct and exciting goals

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Small measure	42	29.4	29.4	29.4
	Indifferent	21	14.7	14.7	44.1
	Big measure	80	55.9	55.9	100.0
	Total	143	100.0	100.0	

Source: authors research

According to the respondents, 84.6% of them (Table 13.) positively assessed the existing leader's ability to set clear guidelines and give precise tasks to each team member.

Table 13. Establish clear guidelines and give precise tasks to each team member

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Indifferent	22	15.4	15.4	15.4
	Big measure	121	84.6	84.6	100.0
	Total	143	100.0	100.0	

Source: authors research

5. Discussion

This article is intended to draw the attention of leaders of organizations to the emphasis they need to place on the relationship between management and executive staff. If the execution staff does not feel motivated by appreciation, respect, valorization, fair and impartial approach, the long-term organizational performance cannot be achieved.

This scientific approach is limited in terms of generalizing the results and interpretations, which is due, for objective reasons, to the impossibility of extending the research to a higher level.

Conclusions

Following the analysis and interpretation of the data, it results that the hypothesis that there is a direct relationship between leadership, staff motivation and sustainability of the organization's activity is valid.

Leaders, as mentors, must ensure that team members have the freedom to seek information through an open exchange of views and ideas. Employees must also be given the opportunity to demonstrate initiative, thus promoting confidence in decision-making and supporting knowledge and competence in their own skills. The goal of leaders should be to create a stable and supportive environment that encourages the professional growth of individuals within the group [16].

In conclusion, the hypothesis that staff leadership and motivation are the determinants of sustainable development has been demonstrated.

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