ACHIEVEMENT MOTIVE AND SOCIAL INTELLIGENCE IN THE SELECTED WORKING AREAS

Tatiana Lorincová[296]
Ivana Ondrijová[297]
Anna Tomková[298]

Abstract: *The research study analyzes the motivational factors of employees in the work process and the related characteristics. Motivational factors are analyzed in terms of the work areas. Consequently, we focus on the description and results of employee motivation research, as well as on specific examples in the work process of the selected sample of respondents. The research sample consisted of 79 employees (M= 36,46 ; SD=7,59), specifically 21 executive employees, 37 employees from education and 21 employees from production. The research data were collected through MESI methodology [2], which measured social intelligence and DMV questionnaire [2], which measured achievement motivation. We did not find statistically significant differences in the level of achievement motive between employees working in selected working areas. We did not find statistically significant differences in the level of achievement motive and in the level of social intelligence between employees younger than 35 years and employees older than 36 years.*

Keywords: *achievement motive, social intelligence, working areas*

1. INTRODUCTION

The perception of the performance motive as a system of functioning of the organization, in order to achieve its goals, is now based on working with people, because people are the most important element of the organization. We meet situations when even after creating all the formal, material and personal prerequisites for the functioning of the company its performance does not reach the desired level.

The most of employees experience their existence within organizations, under their influence or in interaction. Even professional life of most part already adolescent population is taking place in the context of the enterprise. Employees are integrated into the structure of professions and functions, their positions are set in the formal relationships hierarchy, there are defined the rules of cooperation and ways of mutual communication. Often there are defined desired ways of working behavior and so on. By specific level of technology, working conditions, prevailing social climate and a number of purposeful activities the organization affects the attitudes of employees and their willingness to work, their efficiency and satisfaction [19].

[296] Department of Managerial Psychology, Faculty of Management, Prešov University in Prešov, Konštantínova 16, 080 01, Prešov, Slovakia
[297] Department of Managerial Psychology, Faculty of Management, Prešov University in Prešov, Konštantínova 16, 080 01, Prešov, Slovakia
[298] Department of Managerial Psychology, Faculty of Management, Prešov University in Prešov, Konštantínova 16, 080 01, Prešov, Slovakia

The motivation as a process activates the employee to carry out his activities with the intent to achieve the stated goals. Motivation can also be understood as a chain of reactions that follow. Unfulfilled goals and desires create a sense of tension [4]. This condition causes the emergence of activities that are directed towards achieving the needs. The ultimate consequence of the motivation process is to achieve satisfaction.

We understand the motivation of human activity as one of the basic personality substructure. The motives orientate the activity of the employee, activate it and maintain [1]. In addition to the emotional component that is based on the feeling of lack of something, motivation has also a cognitive component, when an employee is aware of what he is doing and with what overall result.

Employee performance affects particularly those inner motives that are associated with a high level of internal aspiration. By aspiration we understand the personally significant amount of entitlements that the employee places on his work performance [1]. The employee chooses and decides what, how much and what quality would like to achieve. This in fact reflects his view of his abilities, qualities and possibilities to achieve the set goals. The overall higher level of life demands is manifested by perseverance and the ability to overcome the obstacles of life [3]. Aspiration by its effect adds to the motivation of the employee a certain belief that the task is realistically achievable for him.

Fatigue and stress also contribute to changes in employee achievement. Often, professionals also admit that under their influence they are unable to concentrate to perform satisfactorily. However, fatigue and stress may be a motivational incentive, especially when the stated objective is attainable at a certain time. An exhausting environment, such as demanding work, deadlines or success orientations, leads to deliver the best of performance of most employees [15]. The real problem with stress starts when under its influence an employee becomes overloaded. Nowadays, it is often a problem to avoid stress, but it is possible to eliminate it. That is why one of the requirements for the work of the employee is also the ability to work under pressure. Tasks whose importance increases proportionally to management level and focus on the successful fulfillment, create a certain amount of tension for the employee in relation to time. An appropriate way to reduce this tension is optimal arrangement of working time, what is called time management.

Robbins and Coulter [16] assume that there are three elements needed to achieve the set goals of the enterprise, which is the effort, the organizational goal and the need. Effort is a measure of intensity or inner strength. A motivated employee is seeking very intensively and reliably. But the high level of effort does not lead to high performance if it is directed in a different direction than the objectives of the enterprise. Therefore, it is important to know that the quality of effort is as important as its intensity. Motivation is essentially a process of meeting needs. Nákonečný [13] emphasizes the aspect of the expected results of the activity, which means:
• Whether the given job will be met;
• What reward values I can get;
• What costs will be associated with it (i.e. effort and time).

Brooks [4] highlights the coherence and performance of the group. We can understand the coherence of the group as its pulling power, the ability to retain its members.

2. METHODOLOGY

The main goal of the research is to compare achievement motive and social intelligence in the selected working areas of employees.

Research sample consisted of 79 participants aged from 34 to 53 years (average age was 36.46 with standard deviation of 7.59). The proportionality of gender was uneven- the sample contained 44 women and 35 men. Research sample consisted of administrative employees (21 participants), employees working in education (37 participants) and employees working in production (21 participants).

D-M-V Questionnaire

The questionnaire of achievement motivation [14] consists of three subscales (scale of achievement motive, scale of anxiosity supporting achievement and scale of anxiosity braking achievement).

We used scale of achievement motive for research purpose, which contains 24 items, which are considered in 6-points scale (1- "totally not for me", 6- "totally for me"). The scale of achievement motive captures level of aspiration, effort of high social status and time- based orientation for the future with Cronbach´s alpha= 0.876.

MESI- Manipulation, Empathy and Social irritability

The MESI methodology is inspired by PESI methodology, which was developed by Kaukiainen et al [9]. The original methodology was created for children of same age or their teachers to identify the level of perception of social intelligence. It contains 10 items within its internal consistency (Cronbach alpha is 0,90). The methodology MESI contains 21 items, which are considered in 5 – points scale (0 – never, 4 – very often). By factor analysis were extracted three main factors – empathy, manipulation and social irritability. Frankovský and Birknerová [6] extracted 3 factors of social intelligence:

Empathy: The individual with higher scores know how to identify intentions, feelings and weakness of the others. They can adapt to new people and fulfill their expectations.

Manipulation: The individuals with higher scores in this factor are able to convince others to do what they need. They know how to use them and convert them to stand on their side. They do not hesitate to use lies as a resource for their own benefit.

Social irritability: Persons with higher score in this factor are annoyed by communication with other people, not able to adapt, can't stand weakness.

These factors by number and content correspond with results of MESI methodology on Slovak research sample [2]. Extracted factors showed 47,7 % variance, which is acceptable and allowed to specify factors by content. Internal consistency of individual factors was determined by Cronbach coefficient and the values are acceptable.

2. RESEARCH RESULTS

The objective of the research is to compare achievement motive and social intelligence between employees under 35 years and employees older than 35,01 years. The results were processed in statistical program IBM SPSS 20.00 and assessed by using nonparametric equivalent of One-way Analysis of variances called Kruskal- Wallis test and t-test for two independent samples.

Table 1: Comparison of statistically significant differences in the level of achievement motive in selected working areas

Dependent variable	Independent variable	N	Mean	Standard deviation	Average rank	KW	p
Achievement motive	Administrative employees	21	3.94	0.53	40.69	0.11	0.94
	Employees in education	37	3.92	0.50	39.09		
	Employees in production	21	3.93	0.54	40.90		

Results analysis between selected working areas did not show statistically significant differences between administrative employees, employees working in education and employees working in production. Comparison of average rank did not show statistically significant differences (p= 0.94, KW= 0.11).

Table 2: Comparison of statistically significant differences in the level of achievement motive and social intelligence considering to age

Dependent variable	Age	N	Mean	Standard deviation	t	Degree of freedom	p
Achievement motive	>35	37	3.89	0.41	-0.68	77	0.50
	<35	42	3.97	0.64			
Social intelligence	>35	37	3.08	1.01	-1.15	73.67	0.25
	<35	42	3.33	0.93			

Table 2 did not show statistically significant differences between employees under 35 years and employees older than 35,01 years in the level of achievement motive and social intelligence. Specifically in the level of achievement motive was p= 0.50 and t= -0.68 and in the level of social intelligence was p= 0.25 and t= -0.25.

3. DISCUSSION

Comparisons of employees in each work field did not indicate existence of statistically significant differences in achievement motive as a part of achievement motivation. Results of study [10] points out that achievement ambition correlates with neuroticism, conscientiousness and openness to new experiences. Authors of the study found out several connections between personal characteristics and aspects of achievement motivation. Highly successful people are more likely to set their own efficiency goals. Different level of success needs has significant influence on efficiency [17]. Research results of administrative employees, employees working in education and employees working in production did not show statistically significant differences in the level of achievement motive which is a part of achievement motivation. Based on results is not possible to give evidence if they get higher level of ambition to reach success or higher level of fear of failure.

Comparisons of employees under 35 years and older than 35.01 years did not indicate existence of statistically significant differences in achievement motive as a part of achievement motivation and in the level of social intelligence. Individuals with higher success need explain success as their own high ability level and the effort spent. On the other hand they explain failure as a lack of effort. It is a reason why are people with increased fear of failure described as ones, who refer success to low level of task difficulty or to accident and they explain failure as a lack of ability [5]. Research [12] proves that people usually do not perceive negative aspects of behavior as a part of social intelligence. Other research findings prove that social intelligence construct can be predictor of ethical or unethical behavior [3]. Also researchers [11]; [9] assume that social intelligence has neutral charge, it involves also using of social techniques to manipulate others ergo and it is a construct than can be used in social positive sense as well as in social negative sense. Researchers [6] conducted analysis of relation between social intelligence factors and factors of Machiavellian intelligence. They found that higher rate of cynicism and use of lie for own benefit is linked with higher rate of ability to persuade others, to use others for own benefit and to manipulate them. Also higher frequency of cynicism expression was connected with higher level of social irritability. In this context, we can explain cynicism as a defense mechanism when person has a difficulty in social contact.

SUMMARY

Comparisons of employees from selected working areas and employees under than 35 years and older than 35,01 years did not show existence of statistically significant differences in the level of achievement motive and in the level of social intelligence. Research of achievement motivation highlights support of employees to achieve high-quality results. Accordingly, one of the essential organization´s objectives is to ensure that employees work for company with maximum use of their skills. One of the options how to reach goal is to use appropriate system of rewards. The reward is employee´s compensation received for work done. It can be provided in tangible or intangible form but the major part is financial reward earned by employees in the form of wages [8].

Financial reward of employees is important factor that influences work comfort and significantly support whole work place [7]. For a certain part of employees it is a major variable that affects overall happiness. But it is not applicable for everybody and in every situation [18].

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