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GOOD ORGANIZATIONAL BEHAVIOR MOTIVATIONAL TOOL USED AS A KEY COMPONENT IN VITICULTURE AND WINE RESEARCH AND DEVELOPMENT

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Abstract

The present research proposes to analyze psychological mechanisms involved in making researchers motivated and how good organizational behavior can improve research advances in viticulture and wine science. Organizational behavior implementation was monitored via the use of raw data from human resource department. It is well know that a number of internal and external factors can increase or decrease motivation. Income can be an important instrument used in for the development of a good organization behavior and its significance varies person to person. Economic instruments, the environment, community, exposure to scientific events outside the workplace are also among the important tools used for a motivational boost. This current study identifies the main difficulties present specifically at "Bujoru" Research and Development Station for Viticulture and Winemaking (SCDVV) research facility but the principals can be applied to all types of research facilities and institutes. The present research can conclude that implementation of a good organizational behavior can increase research performance and provides stability from a human resource point of view. A motivated researcher will have a higher level of goal achievement, which will increase the overall scientific standards and productivity.

Key words**:** *organization behaviour, motivational tool, viticulture and wine research*

INTRODUCTION

Organizational behavior represents how people interact with each other within an organization and explains the dynamics that occur between individuals and groups at their work.

"Organizational behaviour" applies where people interact within groups in companies, so its principles are first applied in an attempt to make businesses work more efficiently and therefore it can be an efficient tool in research and development used as a motivational tool [1]. These behaviours influence how the organization itself behaves in the future and how it functions. In research domains, especially food security and development, organizational behaviour streamlines work, increases productivity whit an added advantage for innovative ideas [4, 23].

A good organizational behavior is necessary in order to maintain and obtain motivated researchers. Motivations defined as an internal process, which works differently for each individual, energizes the person and directs his resources to have a certain behavior and satisfy the tasks he has[13, 2, 4].

The process of motivating researchers has become more and more complex lately and is influenced by several factors - the lifestyle, their needs their career path and non the least difficulties that come naturally whit the innovation process [12, 21, 24].

The present research propose to analyze psychological mechanisms involved in making researchers motivated and how good organizational behavior can improve research advances in viticulture and wine science [22], [15].

Elements of Organizational Behavior

These elements are: People, Structure, Technology, External environment.

People

People are the workforce in any organization because they perform the routine activities required to achieve business goals [20]. People roles, skills, goals, drive and aspirations differ. In addition, the company needs a good reward system to encourage competent staff to stay [12], [2].

It is known that without incentives to motivate high performers, they can feel discouraged over time.

Structure of Organizational Behavior

The structure refers to the formal relationship between the manager, scientific director or project manager and the researchers, from the bottom to the highest level. These types of relationships are structurally classified and are designed to work effectively. Everyone has it role, obligations, responsibilities and duties.

Technology

Technology is one of the important parts of the organization in, because it determines the work process, gathers resources and influences the outcome of most of the innovations in this sector. The current trend in Romanian research and development makes it very difficult to keep up whit research standards. If technology is missing, innovative development in areas such as: food security, precision vineyard practices.

The External Environment

These factors could be social, political, economic, or technological. It is vital that these factors can relate to each other. Anyway, external factors influence individual behavior in their workplace too [9], [10].

By understanding how these elements interact with one another, many improvements can be made.

About motivation, psychologist Abraham Maslow created the best-known theory of it which was adopted by the most companies to obtain from employees a greater desire to perform. Maslow established a pyramid of needs that influence people's behavior and people's unsatisfied needs can be used as motivating factors.

Maslow's pyramid contains 5 categories of needs:

1.Physiological needs - refers to basic needs: food, water, shelter, protection, mobility/transportation;

2.Physical and social security needs - refers to financial security, the security of a job, a salary, a pension, etc.;

3.Social or affiliation needs - they are satisfied in a social context, in relation to those around and belonging to groups;

4.Esteem and social recognition needs - refers to self-esteem, to the respect of people from the same group;

5.Self-actualization and affirmation needs - refers to personal development and the fulfillment of professional potential [14, 7, 25, 24, 11].

Holistic humanist perspective

Moreover, in the study of motivation was also imposed the holistic humanist perspective by Catalin Mamali in the work "Motivational balance and coevolution" - “The holistic humanist perspective was gradually born, some ideas, concepts, techniques belonging to it were shaped in the framework of research carried out under the sign of the physicalist ideal" [8].

He formulates the main characteristics of this perspective:

- Socio-cultural conditioning of human values and motives is a perspective of postulating an evolution of motivation which is distinguished by the conditioning of the transition from one stage of development to another, the higher personality, by the transformations that took place at the level of the individual's motivational structures;
- Another characteristic of this perspective refers to the "reevaluation of the principle of homeostasis [7], [21], and it is a vision that postulates the existence of a motivational structure which belongs to an integrated system so it is not necessary to analyze an isolated reason, but a constellation of reasons;
- It is wrong to make a classification of human reasons because the personality is aware to different degrees of its own motives and the motives of others, the awareness of motives is also accompanied by a structuring of attitudes towards it;
- The motivational structure should relate to the dynamics of social and individual values; there are theories that propose a reevaluation of human needs that are instinctive in nature;

- Another perspective says that the distinction should be between extrinsic means and intrinsic means of stimulating the activity and this highlighted the concept of anticipation, overcoming the vision of the determinism of human actions.

The present research propose to analyze psychological mechanisms involved in making researchers motivated and how good organizational behavior can improve research advances in viticulture and wine science.

MATERIALS AND METHODS

Organizational behaviour implementation was monitored via the use of raw data from Human Resource Deparment of "Bujoru" Research and Development Station for Viticulture and Winemaking, Galati County, Romania.

Sensible resource human data files were censored. Statistical analysis was done using basic Microsoft excel functions.

Organizational behavior evalutation was done whit the help of indices that monitored the following:

-difficulties regarding facility for good organizational system

-motivational opportunities for the success of good organizational implantation

-organizational levers of motivation

-relationship between motivation and organizational behavior

Performance indices for good organizational behavior resulted from ISO 9002 quality management system.

RESULTS AND DISCUSSIONS

Difficulties that Bujoru Viticulture and Wine making Research Station is facing regarding facility for a good organizational system implementation:

Staff employed, statistical analysis based on past and current organizational chart showed the following tendencies:

- young staff fluctuation, due to poor financial remuneration, compared to present expenses and needs; Financial motivation would attract larger numbers of young researchers whit a more select background. This would lead to an increase academic visibility of fundamental and applied research.

Analysis done on raw data from 2015-2023 showed that since 2015 an average number of 5 research assistants were hired. 3 from 5 promoted to researcher and 1 in 5 reached the highest level of their professional career, CS I. On average from research assistant to CS I, it took about 15 years to reach the highest level of professional career.

From all new staff hired an average of 55% left viticulture and wine research, development sector.

The lack of funds necessary for existing equipment the maintenance or the procurement of new up to date equipment;

Equipment maintenance or procurement can be funded through the following financial tools: local budgetary allocations and ADER projects and MADR governmental and EU funds.

Development of the vine plantations

From the development stand of view, there are large areas of aging plantations for which reconversion is mandatory within all the experimental bases. Since 1977 when Bujoru wine and viticulture research station was establish environmental indicators didn't allow vineyard reconversions. Currently 400 acres are occupied by vineyard plantations from a total of 700 acres.

-Although 70% of the costs for vineyard reconversion are allocated through governmental programs, "Bujoru" Research and Development Station for Viticulture and Winemaking is unable to co-finance the remaining 30%;

- Deficient constructive infrastructure and viticulture equipment to ensure the quality of the wine obtained;

Motivational opportunities for the success of a good organizational implementation

Through EU resilience plan, fundamental and applied research infrastructure was updated to modern technological standards used across Europe.

This program was implemented between 2012-2015, and it allows the development of new physico-chemical analytical methods, structural identification of organic and an organic components specific to viticulture,

food and pharmaceutical industry. Latest EU environmental directions did not include programs that could be applied for equipment maintenance or procurement.

Modern equipment will always attract eager researches that can build solid databases that can transform into large-scale scientific articles. Analytical range diversification regarding the classes of components identified in wine, by-products and compound extraction for alternative uses in derivative branches. This is a motivational objective for good organizational behavior in research.

Viticulture planting material is an important link on the basis of future development with massive implications on the whole food chain [25], [6]. That's why "in house" development plays a crucial role in phyto-sanitary security and the human resources involved in this process must be highly trained whit a strong sense of responsibility.

A number of 8 grapevine genotypes: White maiden, Royal maiden, Aligote´, Muscat Ottonel, representing white vine varieties and respectively: Burgund, Cabernet Sauvignon, Merlot, Black maiden, for red grapevine varieties are the main genotypes present in the Bujoru wine area.

Vineyard reconversion for vine varieties that produce high quality wines whit a large basis of requested on the market.

The aim of use of the AI in studies are identifying the existence of new suitable areas for both white and red varieties that can be exploited for the achievement of wines that reach their varietal potential. Another direction is variety diversification by new applied biotechnologies for new wine range development [19], [18]. The extension of the fundamental and applied research systems will have a direct effect in food security domains, development, health, while maintaining and conserving biodiversity. The result will translate to larger and more diverse classes of researchers.

Organizational levers of motivation

As an organization SCDVV is split in research and development sectors. The research sector in divided in two main laboratories:

-laboratory for improvement and viticultural technologies

-wine biotechnologies and wine chemistry laboratory

Each laboratory currently is composed from 4 researchers and 4 laboratory assistants. Every six months mandatory evaluations are implemented for all research staff.

An organization must differentiate between good, average and poor researchers and consequently reward performance and provide opportunities for the advancement of the best researchers and scientific projects in order to achieve the organization's performance.

This reward system must provide competitive compensation. Lawrence and Nohria (2002) show that these reward systems improved employee engagement and satisfaction [5], [7].

The desire to create bonds between colleagues is a vital part of research. Free collaboration and idea swap being one of the fundamental principles of the scientific community.

Good management practices that are implemented at SCDVV Bujoru encourage employee solidarity, whit the sense of taking care of each other, so that a sense of collegiality and belonging is created. Establishing new connections are a fundamental part of research good organizational behavior and often lead to scientific breakthroughs. All research related staff are challenged to use more of their creativity and contribute to make a difference for the organization processes. To achieve these features, performance management and resource allocation processes must be optimized. These stages make the evaluation and decision processes transparent, fair and clear. Management practices regarding personnel are implemented through approved ethics guide regulations. This set of regulations are validated by Academy of Agricultural and Forestry Sciences as a coordinator.

As we know, the four elements of organizational behavior are: people, structure, technology, and the external environment.

Some factors are more easily controlled by the organization like its structure or people hired,

but they have to respond to external factors and changes in the economic environment.

So, a productive and efficient workforce is the backbone of success. In order to have decisive influence in the research community, a constant motivational goals must be offered to the research collective.

Motivation in organizational behavior not only creates willingness but also encourages all research related human resource to fully utilize their abilities.

All evidences leads to the fact that motivated researchers have better organizational performance.

For example, some are motivated by rewards, while others focus on promotions or stability. Therefore, it is essential for this organization and its managers to understand what really motivates researchers if they intend to maximize organizational performance.

In order for talented and dedicated researches to develop lengthy careers at this research facility human behavior understanding is a key component for good organizational behavior.

Managers have to recognize how best achieve research engagement, so they can direct their capabilities to obtain the organization's goals and objectives. For example in the last five years 1 in 5 researches were promoted because of meeting all performance requirements.

The Relationship between Motivation and Organizational Behavior

Researchers have to be motivated in order to improve their performance in an organization and to show interest in their jobs using the following strategies:

1. Human resources and its managers should select the appropriate employees of the position and placement according to skills, interest and abilities. Main requirements for research recruitment are detailed by Romanian research legislation and internal regulations.

If employees are recruited and placed based on the mentioned characteristics in a company, it makes the work more interesting and less tedious. This contributes to increase productivity and performance.

2.Salary increases: All employees may be motivated when their salaries are increased, for example, because the wage increase will alleviate the current economic hardships that some of the employees may be facing. Salary increases are stipulated by current legislation and professional advancements as a result of achieving the necessary professional goals.

3.Payment of salaries without delays: Employees can be motivated to perform their tasks more efficiently when the payment of wages is constant.

The situation in which the employee does not know for sure when to receive the next income is the most discouraging for employees.

4. When employees perform spectacularly, they should be appropriately rewarded with bonuses and prizes because if employees are rewarded for excellent performance, they tend to be motivated and perform even better, according to Skinner's theory, which states that employee behaviors that lead to appreciation will be repeated, and behaviors that lead to negative outcomes will not be repeated.

5.Organizing training courses to improve the knowledge and performance of employees in the company: when employees are provided with continuous training, it helps them increase their skills in the workplace, which leads to increased productivity in the organization.

6.Employee participation in the organization's goal-setting and decision-making process enables employees to commit to achieving those goals.

7.Ensuring a favorable working environment: latest technology, tools or supplies.

8.Technology also creates new challenges for managers. Virtual teams and telecommuting require new methods of motivation to ensure employees are creative, flexible and committed.

9.Providing secondary benefits such as:

paying for transport or providing a staff bus

10.Interesting work: employees are motivated with interesting work because this makes them to like doing the job.

When all these strategies are implemented, they will bring about an improvement in

employee performance and thus boost organizational behavior and performance.
New trends regarding organic viticulture as a method of reducing climate change and carbon footprint is one of the many strategies that needs to be developed in this [16, 17, 3]. Development of a management tool to indicate the environmental impact of organic viticulture.
From a managerial point of view a good organizational behavior must take in to account carbon footprint management. Recent studies underline the importance of good organizational behavior in carbon footprint reduction. Cartmill et al. (2022), recommend the inclusion of carbon footprint reduction as a fundamental rule in good organizational behavior [5]. Current organizational behavior implemented at SCDVV Bujoru research station takes in to account carbon footprint reduction. These strategies are a part of outgoing climate protection strategies that have an end meaning in human resource protection. Good organizational behavior strategies that include carbon footprint reduction have been implemented in all scientific branches whit the common goal of environmental resource preservation [14].

CONCLUSIONS

Motivation is a key element in organizational behavior because employees must be motivated to exhibit a specific behavior that will lead to the achievement of goals and objectives and that, over time, will help improve research performance.
Motivating people as part of SCDVV Bujoru research facility is a mandatory management function that ensures organizational efficiency. Motivation is person specific and the importance of individual difference recognizes can create a work environment that satisfies research needs, expectations and goals, while keeping sources of dissatisfaction to a minimum.
The field of organizational behavior provides insights which enable managers to increase work quality and efficiency through employee engagement, job design, benefit packages and balancing work-life conflicts.
All being parameters of good organizational behavior that must be taken in to account for wine and viticulture Bujoru research station.
In essence, motivated researchers refers to the integration of individual needs into those of the organization, so that people can best satisfy their own needs and work effectively for common research goals.
The success in wine and viticulture research is based to a large extent on internal strategies for motivating human resources and updating them to current legislation and specific needs. A motivated staff will work efficiently that will bring plus value to the specific wine making and viticulture research sector and none the less improve knowledge regarding viticulture and wine making specific to eastern Europe.

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