

Motivational dominance, work satisfaction, reaction to conflict related to the preferred management style of teaching staff in pre-university education

Maria-Magdalena Dorcioman

Ph.D., Valahia University, Romania

Teacher, Deputy Director, National College "Dinicu Golescu", Campulung, Romania,

Abstract— Article rank sources of satisfaction and identify the so-called factor of the teaching staff of the school education in Romania. The group formed by professors who teach at a prestigious college is analyzed from the perspective of the way in which prefer to be driven and the manner in which they cooperate is in the case of the statutes of conflict.

Keywords— *Undying, Motivation, Management, Conflict, Teachers, Education.*

I. INTRODUCTION

The importance of the management of human resources for the success of the school organizations enjoys a special recognition, in many parts of the world because of the tendency toward management centred on the man, on an emotional leadership. The responsibilities of those who occupy a leading position in the education system are to diversify and multiply the standing committee. It is, therefore, should be in the study of human resources from various perspectives.

The motivation and satisfaction in the work of the teaching staff determine the manner in which they react in situations of conflict and the management style of the head of the preferred by them. In view of these aspects, the study analyses the sources of satisfaction in the work, identifies these factors which manifests itself with greater intensity. In the analysis have been used questionnaires bulbs. Test Thomas-Kilmann, Inventory Spector, the questionnaire motivational dominant -Ticu Dumitrescu.

Group to be analysed is composed of teachers who teach at a college of the reputation where the results of the educational achievement of pupils are very good and excellent, much above the national average.

For the determination of the style of the response if the conflicting situations have used the tool: the identification of the personal style of manager Blake-Mouton and for your favored style of driving was drawn up a

questionnaire the theory XY plane (Adaptive after McGregor).

The results of the research can be made by the managers in the education system in their role with teachers.

II. RESEARCH METHODOLOGY

1.1. The objectives of the study

The objective number 1 The ranking of sources of satisfaction in the work of the group under the research concerned: Payment, promotion, supervision, additional benefits, rewards conditioned, co-workers, the nature of the work, communication but also the extent to which each contributes to the total satisfaction in the work.

The objective number 2 The identification of the so-called factor in the work that is manifested with greater intensity at the members of the grouping.

The objective number 3 The determination of the style of the response if the conflict in view of the different levels of cooperation (i.e. The effort of each to meet the interests of the other) and taxation declaration (the force of each to satisfy their own interests).

The objective number 4 The determination of the suitability of the group members in the manner in which they are respectively led the orientation of the manager to a certain way of leadership of the organization.

1.2. Group Presentation

Group subject to the study is composed of 10 subjects, teachers, holders, qualified assigned in school education. All are graduates of higher education, two of whom are Ph.D. students one on the economy and the other in philology. The field of training is different as follows: history 2 subjects, romania 2 subjects, French 2 subjects, economy 1 subject, philosophy 1 Subject, Informatics 1 Subject, chemistry 1 Subject. The Group shall be composed of 5 persons of sex female and 5 males. The youngest a participant has 38 years and of the most has 63 years. The members of the group shall meet at least weekly in the staff room and with less frequency

at the meetings of the teacher's desk or flats. Their salary is different depending on the length of service, salary for the gradation of merit, the lecture was given and didactic level. 50 % have the mark of merit and 75% have to lecture given by all debris group are married and persons with maintenance.

1.3. Methods and Tools used

I used the following tools: The questionnaire for satisfaction in the work of Spector; The questionnaire Motivational Dominant Constantin Ticu; Test Thomas-Kilmann phishing scams to the style of response to the conflict; Test for the identification of style personal manager (Blake and Mouton); The questionnaire the theory Y/Theory X (Adaptive after McGregor).

The research was carried out at the place of work should the burden on respondents in my presence. It has been presented to and has signed the consent agreement which includes the aspects related to the duration, procedures, risks, benefits, rewards, privacy.

III. THE RESULTS OF THE RESEARCH AND THEIR INTERPRETATION

1.4. The assessment of the organizational structure

The structure of the organization is the functionary-hierarchical type of bureaucratic apparatus. The college is driven by the board of directors and the director. The director shall be appointed by the delegation, for a period of 1 year. The members of the Administrative Council shall be elected in the democratically and by secret vote usually at the beginning of each school year from among the teaching staff holders.

The items are in a number of 64. The functions of the encountered are of execution and the driving position. Driving functions are the following: Director, Deputy Director, and President of the Commission for the evaluation and Quality Assurance, Heads of Department /methodical commission Accounting; Secretary officer, Administrator. There are many compartments/departments: Administration, Education, etc. There are collaboration relations between persons placed in the similar positions in question: professor-teacher or between persons in different departments for example school psychologist with a professor or a project supervisor professor in the class, professor hazards with or to the employees who are concerned with the care of spaces. The relation of subordination encountered between the director-teacher; chief accountant, accounting; chief secretary- secretary, etc. the hierarchical Weight varies from one department to the next, for example, the president of the Commission for the evaluation and quality assurance system has 7 employees, the administrator 10.

IV. INTERPRETATION OF THE RESULTS

1.4.1. Test Thomas-Kilmann phishing scams to the style of response to the conflict

The test shall evaluate the manner in which the members of a group of work react in the event of a dispute. It shall comprise the 30 pairs of sentences which describe the possible reactions behavior. For each pair will choose the sentence ("A" or "B") that characterizes the more closely the behavior. The answers are grouped according to answer, on the grid test.

By checking the effort of each to meet the interests of the other and the effort of each to satisfy their own interests, we will classify the 10 members in sharks, teddy bear, fox, owls, and turtle.

In the Group subject to the study meet 3 sharks, 5 teddy bears, 1 little fox and an owl. The main features are the following:

Confrontation (prevention, forcing, victory/defeat) - The shark tries to dominate the opponents to get them to accept his solution in the case of a conflict. Its goals are personal are dominant in relation to the interrelation which they are sacrificing very easily. Seek to achieve their goals at any price. Not interested in the needs of others. He did not care if the others like him or it accepts.

The shark believes that a conflict to win than that Collaboration (Win/victory) - the owl values in equal measure personal purposes and relations with the others. She sees the conflicts that the problems to be solved and looking for solutions to meet both personal interests and those of others. The owl sees the conflict as a method for improvement of the relations by the reduced voltage between two persons or groups.

Compromise - The Fox has interested so personal purposes and the relations with the others. It tends to compromise, abandoning partly for the purposes of her trick the other side to do the same. In a situation, conflicting meadow foxtail solution will be that each party involved to lose and gain something out. Is able to temporarily drop her purposes in order to overcome the crisis situation.

Accommodation (calculus conversion in the chance of) - For teddy bear, interpersonal relationships are very important while their own purposes have an important less. His bear wishes to be pleasant and accepted by the others. He considers the conflicts that on something that should be avoided in favor of harmony and believe that people cannot discuss in the argument without affecting the relations between them. He is afraid that if the conflict continues someone has to suffer and that will compromise the relations with that person. Therefore, attempts at any costs, even abandoning to the purposes of the personal, to the ongoing conflict out of fear not to jeopardize the interrelation.

According to the different levels of cooperation (The effort of each to meet the interests of the other) and taxation declaration (the force of each to satisfy their own interests) group, the studios subject may be presented as follows:

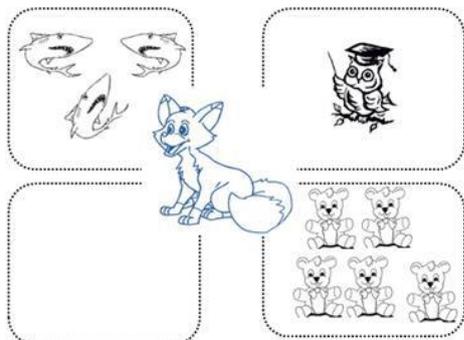


Fig.4.1: The relationship automounters - cooperation in the group analyzed

1.4.2. The inventory of satisfaction in the work of the Spector

This tool contains 30 questions. Each item is scored 1 to 6 are used the elections (options) the original response. High scores on the scale represent the satisfaction in the work so that the questions score with negative words (negative underselling) must be reversed before being gathered with those listed positive - on the fatter or scoring total. A score of 6 representing the most powerful agreement with an item negative flask is considered equivalent with a score of 1 representing the most powerful disagreement with a word (item), positive thus not be combined in a logical way and understood.

The scores of each of the 9 subscales of fate, based on four items manufacturer each, can vary from 4 to 24, while the scores for total satisfaction in the work, based on the sum of all the 36 items manufacturer may vary from 36 to 216.

Subscale Inventory of satisfaction in the work is the following: Payment (payroll), promotion, Supervision (monitoring), additional benefits, Rewards conditioned, the operating conditions (Procedures), co-workers, the nature of the work, communication, total satisfaction.

Nature of the work is the most important factor that affects the satisfaction in the work of having a ponder 14 % of total satisfaction.

The inventory of satisfaction in the work of the consist of 9 planes. The scores of each of the 9 subscales of fate, based on four items manufacturer each, can vary from 4 to 24, while the scores for total satisfaction in the work, based on the sum of all the 36 items manufacturer may vary from 36 to 216.

The satisfaction of the employment of the respondents is shown in the following figure.

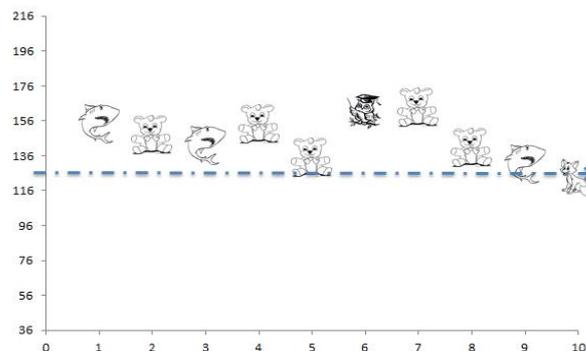


Fig.4.2: The total satisfaction in the work

Subscale payment of the recorded values between 8 and 17. Eight of the respondents which are above the average faster. The two persons who have previously registered score below the average are Sex Female and have the age of 42 years respectively 38 years. (This is explainable because the size of the salary increases according to the old, persons aged less than or more in the system of higher education have the salary less) minimum value has been registered by a topic of sex female under the age of 42 years and the maximum value 18 a topic of sex male in the age of 60 years.

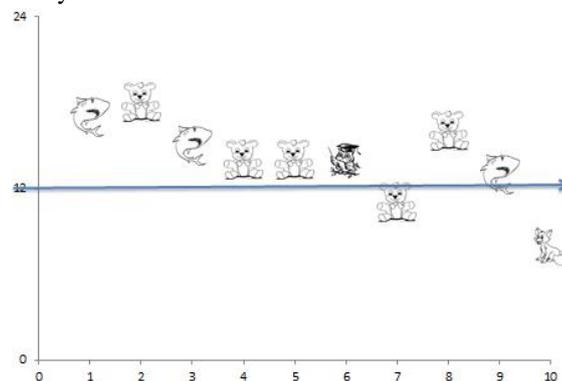


Fig.4.3: Subscale payment

Subscale promotion of recorded values between 14 and 19 all above average. It does not appear to be relevant in this case neither the age nor the sex of the participants in the study.

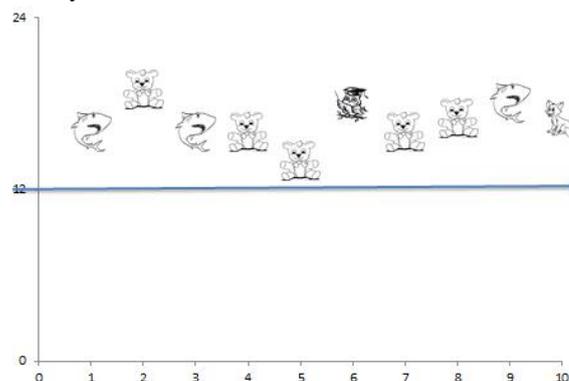


Fig.4.4: Subscale promotion

Subscale supervision of the recorded values between 13 and 24. A topic of sex male in the age of 60 years has recorded the lowest value of the group but above the average subscales. There are values of maximum subscales in which are to be found 3 subjects with a score of 24 and 2 subjects with a score 23. From this research does not show that there would be a connection between the age or gender and the amount of such subscale.

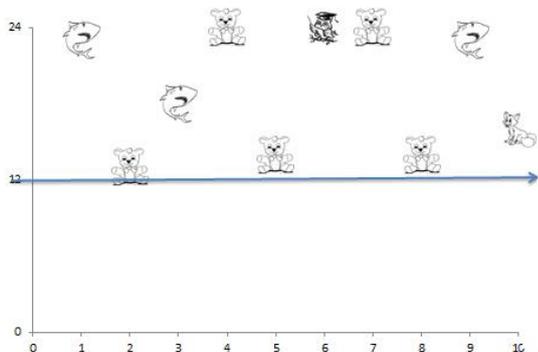


Fig.4.5: Subscale supervision

Subscale additional benefits of unregister values between 6 (woman in the age of 38 years) and 17 (man in the age of 59 years). The vast majority concentrating around the average value of subscales.

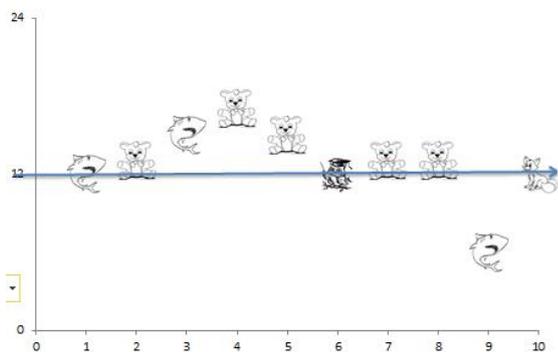


Fig.4.6: Subscale total benefits

Subscale rewards conditioned recorded values between 9 and 24. A single subject is below the average. The maximum value 24 II corresponds to women at the age of 38 years while the minimum all of a woman at the age of 42 years.

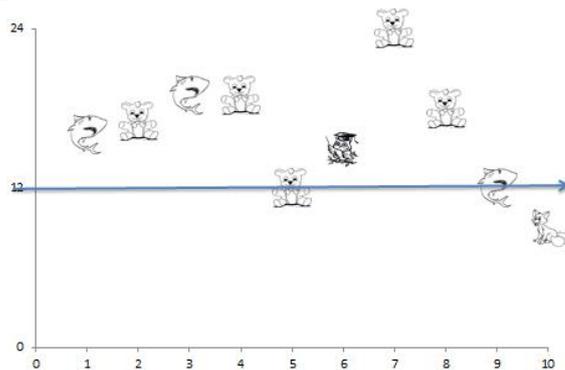


Fig.4.7: Subscale conditioned rewards

Subscale conditions of operation of the recorded values between 9 and 18. 6 the respondents are located below the average and the 4 pass with very little of it. Most in the age and the youngest respondent have recorded the minimum values of 9 (and equal).

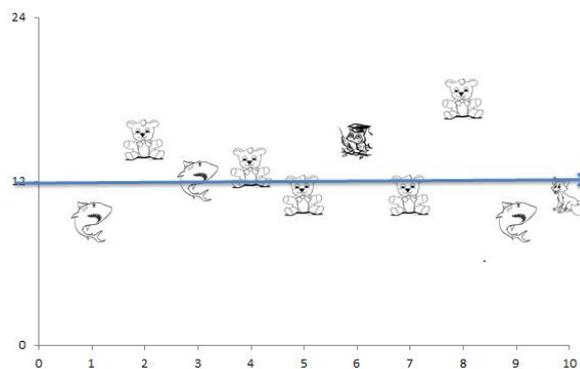


Fig.4.8: Subscale operating conditions

Subscale colleagues recorded values between 12 and 22. All of which is in the upper part. It seems that the age reprezintă a factor of influence as the persons around of 60 years are more pleased with the co-workers except for the young man.

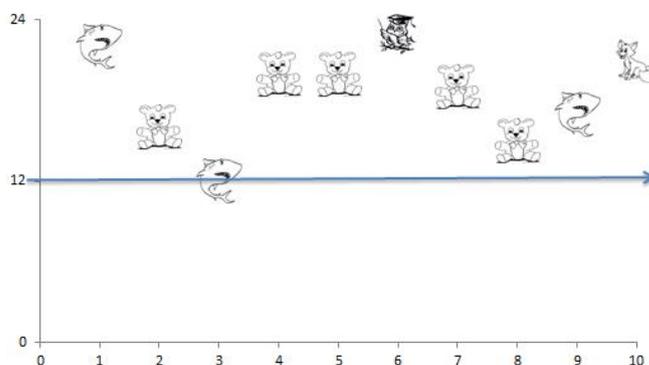


Fig.4.9: Subscale colleagues

Subscale nature of the work has been programmed with the scores between 19 and 23 than average people. There are no major differences between the scores in relation to the age or gender.

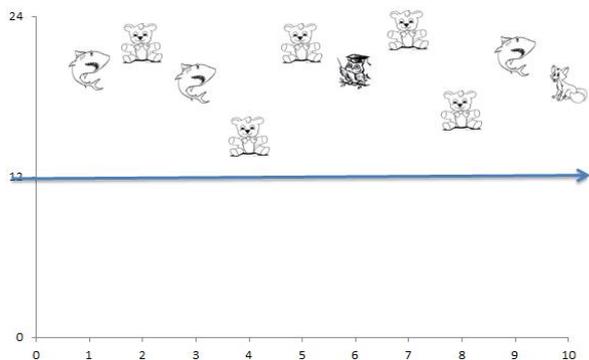


Fig.4.10: Subscale nature of the work

Subscale communication of recorded values between 11 and 23. The vast majority over the average subscales. The maximum value it belongs to a topic of sex female under the age of 38 years while the minimum all a subject is Sex Female under the age of 43 years.

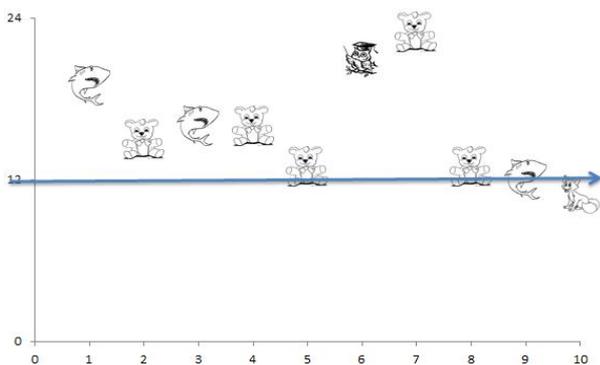


Fig.4.11: Subscale Communication

1.4.3. *The questionnaire motivational dominant (DM) Constantin Ticu*

The questionnaire contains 32 questions. The answers show the extent to which the respondents are you agree or not with the statements related to the professional activity from never agreed (1) to always agree (7). The factors of the questionnaire are driving, expertise, socializing, subsistence. With its find out to what extent manifest a factor. (Very low, low, medium, blacks, very intense).

By reference to the standard have become detached the following conclusions:

The factor that drives the desire to the influence of those around or. Mobilizing them toward the success or manipulating them in personal interest; to be successful, to run or does not depend on the others (the independence of the decision-making process) has an intensity between 3 and 5, 63. A topic (male) shows an intensity, very low

5 subjects a low intensity and 4 subjects show a medium intensity of this factor.

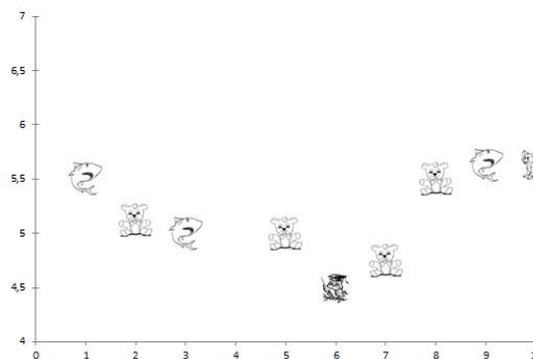


Fig.4.12: Driving factor

The factor expertise, trend or the desire to excel in the framework of the activities in which it commits itself to be considered an expert, a professional; to be "the man from the shadow" that influence the decisions (professional expertise) took values between 5 and 6 of the week to the environment. Three subjects (female, with different ages) have been a huge pie low stocking and the rest of the time (7 to sex female and the rest of the 5 Sex Male) a medium.

In conclusion, we can say that the desire to excel in the framework of the activities in which it commits itself is specific to a greater extent person male.

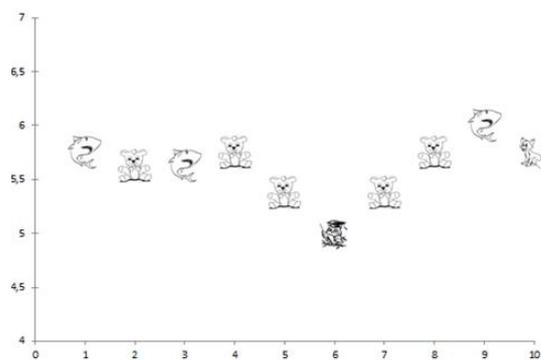


Fig.4.13: The factor expertise

Socializing, with which a man feels to establish and to manifest relations of friendship with the others; the desire to work with pleasure in a pleasant collective, with people understanding (harmonious relationships) recorded values between 5.13 and 6 respectively weak scores and environments. The lowest value recorded it a topic of sex female under the age of 42 years and the largest scores 6 that correspond to the average intensities two subjects of sex male in the age of 60 or 63 years. More than half 6 respectively feel thou art the relationship to a medium intensity of these 4 are male and 2 female.

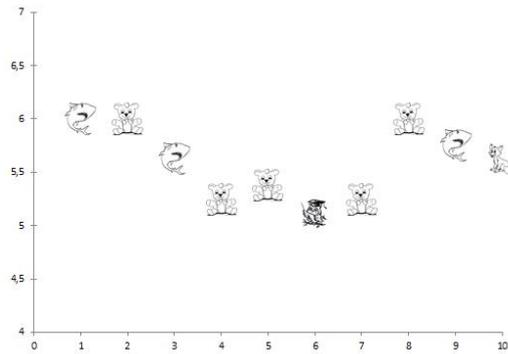


Fig.4.14: Socializing factor

Subsistence farms concern person for basic needs of the existence of the rest (, stability, money, food, etc.) recorded values between 4,38 and 5,5. All subjects show with low intensity the need for it. The extremes have been recorded by the subject's male.

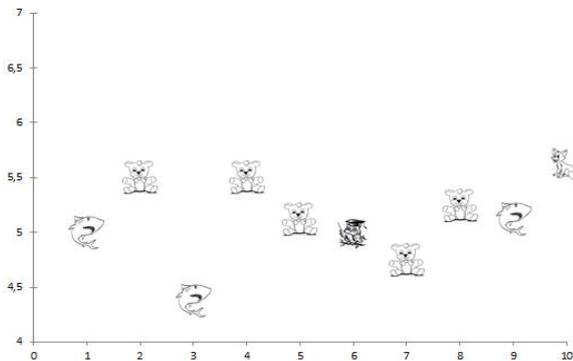


Fig.4.15: Subsistence factor

1.4.4. Identify bad personal style of manager (Blake and Mouton)

With a view to identifying the style of the respondent manager will choose from the set of 5 statements by one which is best. Each Statement II corresponds to a number of points 1 to 5. The grid styles are:

The style of 1,1 - Management of poor quality: interest very low for people and production;

The style of 9,1 - Management centered on the load (not the management): the emphasis on production - Heavy Duty of work;

The style of 9,9 - Management of the type of labor in the team: 'common interest',

The style of 1,9 - Management 'Country Club': the emphasis on the problems of the staff; comfortable rhythm of work; almost indifferent to the achievement of the objectives of the organization;

The style of 5,5 - Management of the media type: style balanced, performance, morally reasonable.

The style of 9, 9 is considered as being the best, having a high level of both the concern for humans and concern for

production. The two aspects investigated refers to the concern for the people and the concern for the task.

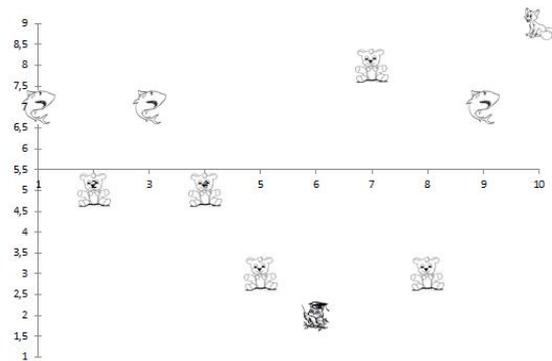


Fig.4.16: The concern for the people

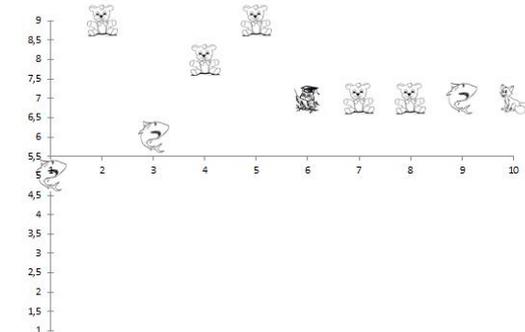


Fig.4.17: The concern for the task

The Study reveals the fact that these teachers are more concerned with the men than of the load. All are located at the top of the grille.

9	(1,9)	2,9	3,9	4,9	5,9	6,9	7,9	8,9	(9,9)
8	1,8	2,8	3,8	4,8	5,8	6,8	7,8	8,8	9,8
7	1,7	2,7	3,7	4,7	5,7	6,7	7,7	8,7	9,7
6	1,6	2,6	3,6	4,6	5,6	6,6	7,6	8,6	9,6
5	1,5	2,5	3,5	4,5	5,5	6,5	7,5	8,5	9,5
4	1,4	2,4	3,4	4,4	5,4	6,4	7,4	8,4	9,4
3	1,3	2,3	3,3	4,3	5,3	6,3	7,3	8,3	9,3
2	1,2	2,2	3,2	4,2	5,2	6,2	7,2	8,2	9,2
1	(1,1)	2,1	3,1	4,1	5,1	6,1	7,1	8,1	(9,1)
	1	2	3	4	5	6	7	8	9

Fig.4.18: Management style

Three subjects (sharks) are oriented toward the task than toward people. Seek to achieve their goals at any price, they are interested in if the other he likes or ii accept. For the four of them (teddy bear) interpersonal relationships are very important while their own burdens have an

important less. The manner in which they react to the conflict influences and management style.

1.4.5. *The theory of YX*

Includes two questionnaires, first preferably establishes the respondent to be driven in the style of the X or Y (according to the theory XY) and the second establishes management style/leader of the director.

The statements are rated so 5 = always, 4 = most of the times, 3 = quite often, 2 = not too often, 1 = rarely 0 = never.

The score shall be construed as follows: 60-75= obvious preference for the theory Y, 45-59 = preference for the theory Y, 16-44 = preference for the theory X, 0 -15 = obvious preference for the theory X

The preferences of respondents for the way in which they intend to be led shall be in the following format:

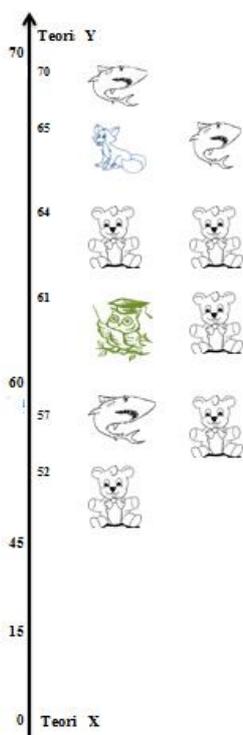


Fig.4.19: Favorited subjects on the way in which wanted to be led

The preference for the theory of Y corresponds to a number of 7 the respondents and the preference for the theory Y a number of 3 the respondents. These 3 are teachers located at the end of his career teaching around the age of 60 years. The preferences of respondents for management style/leader of the director is shown in the following figure.

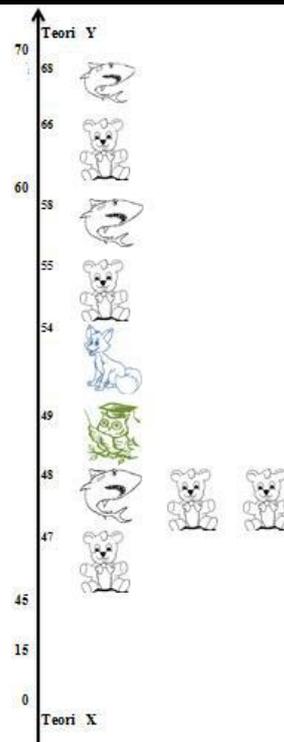


Fig.4.20: Driving mode of the director

The preference for the theory of Y corresponds to a number of 8 the respondents and the preference for the theory Y a number of 2 the respondents. No age or gender does not appear to be important in this case. In conclusion, teachers see in the work of an activity as nice and fun; work is considered to be a source of satisfaction. Work/activities may be achieved by considerations of intrinsic assume responsibilities, develop their own capacities (in particular those creative). The Headteacher shall change behavior depending on the manner in which he perceives colleagues. He seeks to find new ways of the motivation of co-workers who are to make the latter and directed its efforts toward the attainment of the objectives of the organization. Utilize to a very great extent intellectual potential of the people.

V. CONCLUSION

Having regard to the percentage of the big enough of the sharks existing within the group investigated 30 % should be a program of awareness of the available options and the constructive approach of the conflict, the development of skills where it is needed. It is important to focus on the fact that we have the ability to change your dominant. At the opposite pole is Frog cards which require a program of growth of the parity of esteem himself, development. Several people (wise owls) would be preferable in any organization.

The dominant motivation also highlighted the fact that the expertise and the clearing that needs is manifested in

intense among the teaching staff. I recommend the pursuit of the activities of leisure recreation, documentaries, visits, bilateral exchange programs. The involvement of the teaching staff to a greater extent in extracurricular activities, programs and projects national, European opportunity offers in this respect, but they are not sufficiently well publicized and promoted. In each unit of education person who has these powers in the job description must be more responsible.

Teachers have studied in relation to the activities of the management activities are preoccupied especially to the side of the human. This can lead to a bad indulgence administered in the relationship with students. I recommend the permanent awareness of the importance of the profession of teacher whenever possible within the framework of the consultative meetings desk, Academic Councils, etc.

The results study on the satisfaction in the work has confirmed that the professor works vocation and not for financial rewards. This aspect is the culprit because it has led to a low pay for teachers.

Initially and have expressed willingness to participate in research a greater number of subjects but were withdrawn by reason of the very long time of time required to complete the questionnaires.

BIBLIOGRAPHY

Z. Bogathy, *Manual de psihologia muncii și organizațională*, Iași, Polirom, 2008.

M. Chemers, *O teorie integratoare de conducere*, Iași, Polirom, 1997.

G. Johns, *Comportament organizațional*, București, Economică, 1998.

C. Mora, *Leadership și dezvoltare organizațională*, Cluj, 2008.

A. Neculau, *Analiza și intervenția în grupuri și organizații*, Iași, Polirom 2000.

<https://ro.wikipedia.org>

<http://www.biblioteca-digitala.ase.ro/>

*** Notes in progress

Figure 4.13 Subscale Communication	874
Figure 4. 14 Driving factor	874
Figure 4.15 The factor expertise	874
Figure 4.16 Socializing factor	875
Figure 4.17 Subsistence factor	875
Figure 4.18 The concern for the people	875
Figure 4.19 The concern for the task	875
Figure 4.20 Management style.....	875
Figure 4.21 Favorited subjects on the way in which wanted to be led	876
Figure 4.22 Driving mode of the director	876

THE LIST OF FIGURES

Figure 4.2 The relationship automounters - cooperation in the group analyzed	872
Figure 4.4 The total satisfaction in the work.....	872
Figure 4.5 Subscale payment	872
Figure 4.6 Subscale promotion	872
Figure4.7 Subscale supervision.....	873
Figure 4. 8 Subscale total benefits	873
Figure 4. 9 Subscale conditioned rewards.....	873
Figure 4. 10 Subscale operating conditions	873
Figure 4. 11 Subscale colleagues	873
Figure 4.12 Subscale nature of the work.....	874