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The relationship between self-esteem and the employees' motivation in work of state organizations

Rus Mihaela¹, Sandu Mihaela Luminita², Cheval Claudia Gabriela³, Ene Bianca Elena⁴

Faculty of Law and Administrative Sciences, Ovidius University of Constanta, Romania¹; Faculty of Psychology and Educational Sciences, Ovidius University of Constanta, Romania²; Independent researcher^{3,4}
psiholog_m@yahoo.com, mihaela_naidin@yahoo.com

Abstract. Work feeds many different aspects of people's lives. It influences self-identity, self-esteem and opportunities for personal development. Over time, researchers have paid considerable attention to the concept of self-esteem, trying to understand its influence on other psychological constructs such as motivation and performance at work, anxiety and risk-taking. In most companies today, motivating employees to perform to their full potential in the workplace is one of the key elements in modern human resource management. It is believed that when an employee is motivated, he will generally be satisfied with the job, which will have an impact on self-esteem. Abraham Maslow was the first modern psychologist to move away from the idea that people are passive and driven only by physiological impulses and external stimuli. His theory of human motivation suggested that people are motivated by both psychological and physiological needs. Motivation is the basic force that explains why people engage in certain behaviors. Some people seem to be driven by an increased interest in their work, a deep level of pleasure in what they do, and others seem to be more motivated by external incentives in their work, such as promotion, salary, recognition, and so on. An individual's self-esteem, formed around work and organizational experiences, plays a significant role in determining employees' motivation, attitudes and work-related behaviors. Self-esteem refers to an individual's overall self-assessment of his or her skills. In this sense, self-esteem is a personal assessment that reflects what people think about themselves as individuals. At the same time, self-acceptance is essential for mental health and performance at work. Lack of the ability to accept oneself unconditionally can lead to a variety of difficulties in the workplace. As a general objective, the paper aims to measure the relationship, the connection between self-esteem and motivation at work, with an emphasis on the branches of motivation. The relatively low number of participants and the fact that all individuals belong to the urban environment can be mentioned as limitations of the study.

Keywords. self-esteem, relationship, motivation, work, organizations

1. Self-esteem. general theoretical aspects

Iurchevici (2011) identifies the concept of self as the opinion we have formed about ourselves, founded or not, about our qualities and defects. In the construction of this concept, the most important role is played by the belief we have about having a set of qualities or defects, potentialities and limits.

The dimensions of the concept of self are listed by Curelaru (2014), as follows:

1. Self-esteem - the evaluative component of the concept of self, which deals with internalized judgments and social ideas and how useful a personal quality is. Self-esteem is an important factor in psychological health. People who feel good about themselves or have high self-esteem are shown to be more active, motivated, persistent, and happy than people with low self-esteem. Thus, our affective evaluation of ourselves, both positive and negative, has important consequences for how we behave in the future;

2. Self-image is the integrating and organizing element of the individual's mental life, with a defining role in choosing values and goals. Self-image includes: how we think we look; how we see our personality; what kind of person we think we are; what we think others think about us; how much you like yourself and how much you think others like you; the status we consider to have (Lupu, 2019);

3. Self-worth is defined as the meaning of our own worth or our worth as a person. This would have indicated less importance in measuring our value on the basis of external actions, and weighed more in assessing the value inherent in the person;

4. The ideal self - represents an idealized version of the individual, created from what he has learned from his life experiences, from the requirements of society and from what he admires in his models;

5. Role performance - is the way in which individuals perceive their ability to play significant roles. Normal changes in maturation lead to changes in role performance;

6. Identities.

Elliott (1984) states that self-esteem encompasses the degree of consideration or respect that individuals have for themselves, being a measure of the value they place on their abilities and judgments. It is divided into two branches: the ability to say "I am important, I count" and the ability to say, "I am competent. I have something to offer to others and to the world. "

According to Maslow (1970), self-esteem is divided into two different forms, which are described as the need for self-respect and the need to be respected by others. In Maslow's view, self-esteem is a basic human need and an integral part of the hierarchy of his needs. It states that respect from others implies recognition, acceptance, status, and appreciation, and, like self-respect or inner self-esteem, are necessary to promote fulfillment and to drive individuals to grow and achieve self-actualization.

According to Katja & Ulrike (2018), deeply rooted in three essential features of human life, the self-concept is based on human reflective consciousness, interpersonal relationships and interactions, and human capacity for executive functioning, which allows for aggressive and decisive behaviors. In order to function effectively, the fundamental motives of a person and the human power to maintain and protect positive self-opinions are of vital importance (apud. Gecas 1991; Stets & Burke 2003). Hosting multiple self-motives and also self-representations of the past, present, and future, people continually strive to have feelings of authenticity, self-worth, and self-efficacy. The various reasons relate to different features of the concept of self, for example, being more closely related to a person's membership in groups or more related to the actual adoption of the self. Self-concept is then linked to multiple outcomes, such as human well-being, adaptive functioning, or workplace performance.

2. Motivation. General theoretical aspects

Motivation refers to the question: why do people "do what they do?" Whether we realize it or not, we are all often trying to figure out the motives behind our own behavior and that of those around us.

According to Kanfer (1990), motivation is a hypothetical construct; we cannot see or feel it. We can see the effects or by-products that indicate different levels of motivation. To use an analogy, motivation is like gravity. We can't see or feel gravity, but its effects would become very clear if someone jumped out of a five-story building window.

According to Pinder (1998), motivation determines the form, direction, intensity and duration of work-related behavior. Thus, observing these dimensions of behavior, we can draw some conclusions about the impact of motivation on employee behavior.

Psychological forces according to García et al. (2019), resides in people. Basically, there are two types of psychological forces: intrinsic and extrinsic. Behavior derived from intrinsic motivation is accomplished for his own sake, and people who perform the behavior often enjoy it, experience a sense of accomplishment, and feel that they have done something significant. Behavior driven by extrinsic motivation is performed for purposes external to individuals, such as obtaining rewards and praise in money or avoiding penalties. Intrinsic motivation and extrinsic motivation must not be mutually exclusive. Sometimes people can be motivated both intrinsically and extrinsically at the same time. While intrinsic-extrinsic dichotomy provides a convenient means of classifying motivating factors and analyzing their impact on behavior, it oversimplifies the complex structure of motivation. For example, the promotion and avoidance of the supervisor's accusation are both extrinsic motivations at work, but we usually expect the promotion to be accompanied by more work effort and higher performance.

Given the importance of motivation in psychology, many theories of human motivation have been developed over the years. Many of these, however, have either not been developed to explain workplace behavior or are simply difficult to apply in the workplace. Thus, the theories of motivation were placed by Jex (2002) in four general categories:

1. Needs-based theories - Maslow tried to create a "universal" theory that would explain the driving forces behind all intentional behaviors. At the bottom of the hierarchy are physiological needs. This level represents the need for food, oxygen and water - things that are physiologically necessary to sustain life. When physiological needs are met, a person then moves to the next level in the hierarchy: safety needs, which include things like sheltering elements and protection from predators. If the need for security is met, the next level that becomes obvious is the need for love. This level represents the need to form meaningful social relationships with others and the desire to feel a sense of belonging. Once the needs of love are met, the next level that becomes important in motivating behavior is the need for esteem. The need for esteem is related to the desire to feel a sense of competence and mastery. As with social / affiliation needs, esteem needs can be met in a variety of ways. For many people, the workplace is a key environment in which the needs for esteem and competence are met. The highest level of need that can be achieved, in Maslow's hierarchy, is self-actualization; Job-based theories - place the source of motivation primarily in the content of the jobs employees perform. Needs-based theories of motivation are based on the premise that human behaviour is largely driven by the desire to satisfy needs. Job-based theories take this one step further; they propose that the secret to understanding motivation lies in the content of employees' jobs. Job-based theories are closely related to needs-based theories, due to the fact that needs satisfaction is often offered as an explanatory mechanism linking job content and motivation. Cognitive Process Theories - Another way to analyze employee motivation is in terms of the cognitive processes that underlie motivation. Knowledge, of course, means thinking. These theories emphasize the decisions and choices that employees make when allocating their efforts;

2. Behavioral approach - involves the use of principles adapted from behaviorism to influence behavior in organizations. The most commonly used principle is reinforcement,

although others, such as punishment, modeling, and extinction, may be used in certain situations..

3. Research methodology

3.1. Research objectives

In order for organizations to keep their employees motivated and to encourage them to show better results, thus increasing their self-esteem, they need to be recognized for their merits and rewarded according to their performance. Recognition can be considered the strongest ally of employee motivation because it helps build the foundation of self-esteem.

Based on these statements, as a general objective, the paper aims to measure the relationship, the link between employees' self-esteem and motivation at work.

Taking into account the personal findings developed around the observation of employees at work, as well as the study of the specialized literature, we aimed as objectives in this paper the following:

- 1) Identify the level of self-esteem of employees.
- 2) Administration of questionnaires on the chosen sample.
- 3) Identifying the influence of self-esteem on the need for power (leadership) in employees of state organizations.
- 4) Identifying the influence of self-esteem on the need for affiliation (relationship) with employees of state organizations.
- 5) Identifying the influence of self-esteem on the needs of existence (subsistence) of employees in state organizations.

3.2. Research hypotheses

Following our own findings and research in the literature on the relationship between employee self-esteem and motivation at work, the following hypotheses were formulated:

- 1) It is assumed that there is a positive correlation between self-esteem and the need for power (leadership) in employees of state organizations.
- 2) It is assumed that there is a positive correlation between self-esteem and the need for existence (subsistence) of employees in state organizations.
- 3) It is assumed that there is a positive correlation between self-esteem and the need for affiliation (relationship) with employees of state organizations.

3.3. The sample of participants

In this research, a sample of 60 participants aged between 21 and 60 years was investigated. In terms of nationality, all participants are Romanians from urban areas.

3.4. Measures

In order to achieve the proposed objectives, we started from the formulated hypotheses and we considered that the most important and useful measures in the methodological approach are:

- **Rosenberg Self-Esteem Scale**

The scale includes 10 items with a total of 4 answer possibilities, respectively "Disagree" (1 point) and "Total agreement" (4 points). Items that are quoted in reverse are: 2, 5, 6, 8, 9. Scores can be between 10 and 40; high scores showing high self-esteem.

When quoting the results, the values between:

- 10-16 points - indicates low self-esteem;
- 17-33 points - indicates an average self-esteem;

- 34-40 points - indicates a high self-esteem.

- **„Dominante Motivationale” Questionnaire**

This questionnaire was developed by Ticu Constantin (2004) in order to determine the predominant motivational factors of employees. The questionnaire includes the following factors:

I. Leadership (need for power) - The desire to influence one's entourage by mobilizing them for success or manipulating them in self-interest; being responsible, leading or not dependent on others (independence in decision making);

II. Expertise (achievement needs) - The tendency or desire to excel in the activities in which he is employed, to be seen as an expert, professional, to be a "shadow man" (expertise) who influences decision making;

III. Relationship (affiliation needs) - The desire that the individual feels regarding the establishment and manifestation of friendly relations with others, respectively to work with pleasure with understanding people, to belong to a pleasant team;

IV. Subsistence (needs of existence) - The interest of the individual to meet their basic, existential needs (such as food, rest, financial stability, etc.).

3.5. Research design

This research was conducted during the year 2021, from November to December 2021. After consulting the literature, the two measure methods were selected, the Self-Esteem Scale (Rosenberg) and "Dominante motivationale" questionnaire.

The questionnaires together with the informal consent were distributed through the online environment to the sample.

The dependent variables of the research are: the need for power, the need for affiliation and the need for existence and the independent variable is self-esteem.

The data processing was done with Microsoft Excel 2010. The data was inserted into a table, and then the calculation formulas for each variable and items were added. Following the summation of the scores, the data of both questionnaires were entered in IBM SPSS Statistics 20, where the hypotheses were verified by statistical analysis.

3.6. Research ethics

In terms of research ethics, the agreement of participation for each individual has been requested, and the results are transmitted further with their agreement. In carrying out the study, the names of the participants were not requested, but only the initials, thus managing to protect personal data. A communication of the results was also notified after a serious and prior verification.

3. Research results

First hypothesis: It is assumed that is a positive correlation between self-esteem and the need for power (leadership) in employees to state organizations.

To test the hypothesis, we applied to the subjects Self-Esteem Scale (Rosenberg) and the "Dominante motivationale" questionnaire. In order to achieve the objective and after processing the data in the IBM SPSS Statistics 20 program, the normality of the distribution was tested.

Table 1 Calculation of starting indices

			Statistic	Std. Error
Self-esteem	Mean		31.97	.740
	95% Confidence interval for mean	Lower Bound	30.49	
		Upper Bound	33.45	
	5% Trimmed Mean		32.43	
	Median		33.00	
	Variance		32.880	
	Std. deviation		5.734	
	Minimum		15	
	Maximum		39	
	Range		24	
	Interquartile Range		6	
	Skewness		-1.313	.309
Kurtosis		1.238	.608	
Leadership	Mean		45.87	1.519
	95% Confidence interval for mean	Lower Bound	42.83	
		Upper Bound	48.91	
	5% Trimmed Mean		46.74	
	Median		51.00	
	Variance		138.355	
	Std. deviation		11.762	
	Minimum		20	
	Maximum		56	
	Range		36	
	Interquartile Range		11	
	Skewness		-1.326	.309
Kurtosis		.149	.608	

In the analysis of table 1. which represents the calculation of the starting indices for the variable Self-esteem, we obtained an average of 31.97, with a standard deviation of 0.74. For the variable leadership we obtained an average of 45.87, with a standard deviation of 1.51.

Table 2. Calculation of the normality test

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Self-esteem	.188	60	.000	.869	60	.000
Leadership	.288	60	.000	.727	60	.000

Due to the fact that our research includes 60 participants, ie N is greater than 50, we are interested in the significance threshold p(Sig) from the Kolmogorov-Smirnov test. The analysis of the coefficient shows that the distributions are not normal, which allows the use of a non-parametric listing method.

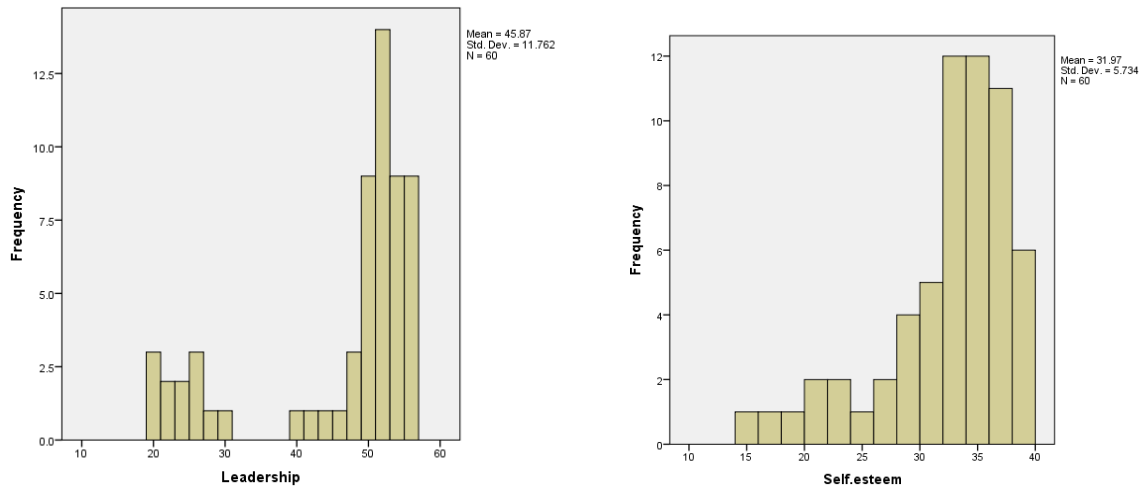


Figure 1. Histogram for the variable Self-esteem and Leadership

Table 3. Calculation of the correlation between the variables Self-esteem and Leadership

Correlations			Self-esteem	Leadership
Spearman's rho	Self-esteem	Correlation Coefficient	1.000	.719**
		Sig. (2-tailed)	.	.000
	Leadership	N	60	60
		Correlation Coefficient	.719**	1.000
		Sig. (2-tailed)	.000	.
		N	60	60

** . Correlation is significant at the 0.01 level (2-tailed).

From the analysis of the correlation coefficients, it is observed that there is a positive correlation between Self-esteem and Leadership, at a threshold of significance $p = 0.000$.

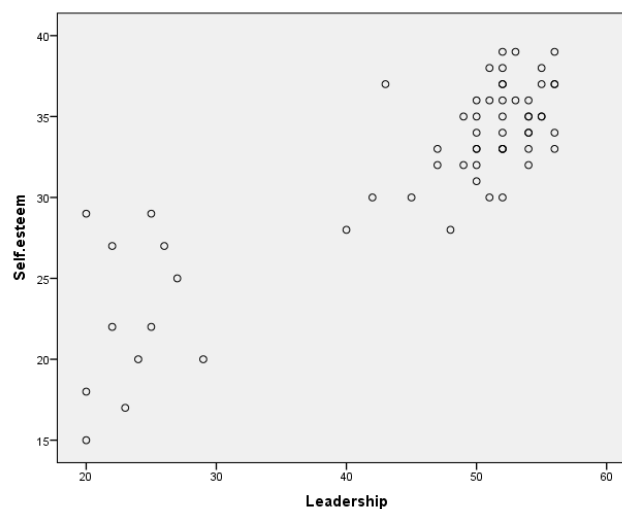


Figure 2. Graphical representation of the correlation between the variables Self-esteem and Leadership

The hypothesis is confirmed.

As a dynamic state that encourages the worker to choose an activity, to engage and persevere in carrying out the activity, with a goal in mind (Benabou & Tirole, 2004), motivation at work appears to be a complex phenomenon. Considering workers' self-esteem is of paramount importance as it is an intimate relationship with oneself that has an impact on an individual's thoughts, self-image, environment and behavior, and his emotions. As Daboné (2019) demonstrates, self-esteem predicts motivation at work, but not social well-being. However, the two variables together provide motivation at work. The researcher argues that a high level of self-esteem leads to the satisfaction of basic needs such as autonomy and competence in the workplace, thus strengthening the feeling that the individual can succeed on their own. It also determines his motivation to work, because the more the employee feels that he has control over the activity he carries out, the better the motivation at work will be. A worker who perceives his professional success as a result of his skills, will feel more secure, more competent and more motivated. For example, if a worker perceives himself as "strong" at work, he is probably one of those employees who likes to perform "that" task and puts a lot of effort into succeeding.

Following the analysis of the results obtained in the present research, the hypothesis according to which self-esteem correlates positively with the need for power (leadership), was confirmed. The results are empirically supported by the study by Aryee et al. (1996). In this study, a number of 350 managers employed in the public sector were investigated. They investigated the influence of individual and situational characteristics on the motivation to become a mentor for other employees. The results show that individuals with high self-esteem are motivated to engage in the role of mentor, because it will give them the opportunity to demonstrate their organizational competence, the ability to lead and guide their employees.

Power and self-esteem are in the process of merging. Power means the potential to influence and control others, while self-esteem is a response or an evaluative attitude toward self. Effective and stable control over others would be impossible for people who do not believe in their ability to do so, lacking consistent belief in their own worth. High self-esteem can give a person the confidence and initiative to take the lead in a group, to make decisions under pressure or uncertainty, and to expect others to conform to the individual's desires and aspirations.

Jha (2010) identifies a significant positive relationship between the need for power, self-confidence and the intrinsic motivation of employees. The need for power reflects an individual's desire to influence, train, teach, or encourage others to perform certain tasks. In the competitive world, individuals are constantly fighting for power and control over their environment.

It is the most fundamental and most recognizable of the primary needs. People are looking for anything that gives them a greater sense of power and prestige (Denton, 1997). The researcher's study supports the hypothesis that the size of the competence and the impact on others demonstrate the degree of self-confidence and influence that the individual has on the environment. The need for power makes an individual with high self-esteem motivated enough to continually improve their skill levels. Such an individual will also strive for better work performance, in an attempt to have an influence on the organization.

Autonomy is a beneficial environmental resource in the workplace (Bakker & Demerouti, 2007) and we expect it to influence employees' self-esteem experience as well. Thus, Pierce et al. (1989) show that the experience of control further increases the self-esteem

of employees at work, because organizations that allow employees to make decisions about their own jobs, imply that the employee is competent and trustworthy.

Less self-employed jobs, which are highly structured and controlled, may suggest to employees that they are incapable of good, unsupervised performance. The researcher concludes that employees' experience of responsibility for success is influenced by self-confidence.

The second hypothesis: **It is assumed that is a positive correlation between self-esteem and the need for existence (subsistence) to employees in state organizations.**

Table 4. Calculation of starting indices

			Statistic	Std. Error
Self-esteem	Mean		31.97	.740
	95% Confidence interval for mean	Lower Bound	30.49	
		Upper Bound	33.45	
	5% Trimmed Mean		32.43	
	Median		33.00	
	Variance		32.880	
	Std. deviation		5.734	
	Minimum		15	
	Maximum		39	
	Range		24	
	Interquartile Range		6	
	Skewness		-1.313	.309
Kurtosis		1.238	.608	
Subsistence	Mean		44.70	1.542
	95% Confidence interval for mean	Lower Bound	41.61	
		Upper Bound	47.79	
	5% Trimmed Mean		45.48	
	Median		50.00	
	Variance		142.654	
	Std. deviation		11.944	
	Minimum		17	
	Maximum		56	
	Range		39	
	Interquartile Range		21	
	Skewness		-.992	.309
Kurtosis		-.579	.608	

In the analysis of table 4. which is the calculation of the starting indices for the variable self-esteem, we obtained an average of 31.97, with a standard deviation of 0.74. For the subsistence variable we obtained an average of 44.70, with a standard deviation of 1,542.

Table 5. Calculation of the normality test

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Self-esteem	.188	60	.000	.869	60	.000
Subsistence	.242	60	.000	.798	60	.000

a. Lilliefors Significance Correction

Due to the fact that our research includes 60 participants, ie N is greater than 50, we are interested in the significance threshold p(Sig) from the Kolmogorov-Smirnov test. The analysis of the coefficient shows that the distributions are not normal, which allows the use of a non-parametric listing method.

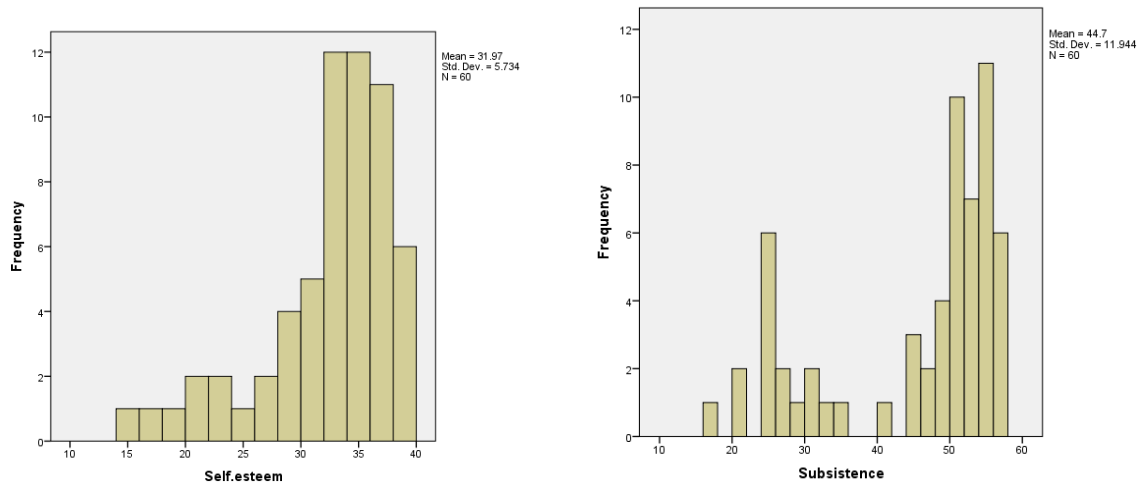


Figure 3. Histogram for the variable Self-esteem and Subsistence

Table 6. Calculation of the correlation between the variables Self-esteem and Subsistence

		Self-esteem	Subsistence
Spearman's rho	Correlation Coefficient	1.000	.800**
	Sig. (2-tailed)	.	.000
	N	60	60
	Correlation Coefficient	.800**	1.000
	Sig. (2-tailed)	.000	.
	N	60	60

** . Correlation is significant at the 0.01 level (2-tailed).

From the analysis of the correlation coefficients, it is observed that there is a positive correlation between Self-esteem and Subsistence, at a significance threshold $p = 0.000$.

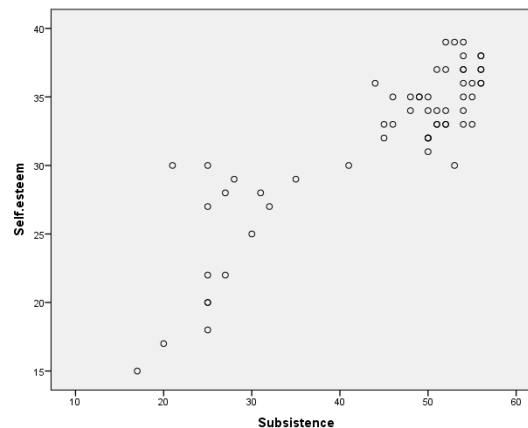


Figure 4. Graphical representation of the correlation between the variables Self-esteem and Subsistence

The hypothesis is confirmed.

People are motivated to defend, maintain, and improve their favorable opinions about themselves (Crocker et al., 2004). Self-esteem may be necessary because it facilitates social acceptance (Leary et al., 2000) and involves actively pursuing skills and the meaning of life (Ryan et al., 2003).

Money and self-esteem are both things that people need, want, and work hard to achieve. Second, money can mean the competence of its owner, so the symbolic meaning of money connects financial results with self-esteem. Money can increase self-esteem because a high profit indicates a person's competence. Money and self-esteem can partially replace each other, because the two have common components of satisfying human desires. At the same time, Zhang (2004) points out that the need for employees to earn as much money as possible is due to their feelings of competence, autonomy and pride.

The idea behind the hypothesis is that a company cannot reach its optimum potential if employees are not given the opportunity to grow personally and professionally. Consequently, understanding what motivates employees can help the organization create the most favorable growth climate. Zerbo (2010) assumes that the best growth environment is the one that allows employees to meet their basic needs for: security, connection, freedom and achievement. It states that at least three needs must be met to allow a person or organization to grow. These findings are important for both employees and the organizations in which they work. The data show that high levels of concern about losing autonomy have a strong negative impact on meeting the basic needs of employees. It has been shown that employees with high self-esteem who have control over their work are able to increase the level of satisfaction of basic needs at work (Carusone, 2021).

According to the study by Kim et al. (2021) on a number of 425 employees, it has been shown that employees with high self-esteem have a higher sense of security at work.

Third hypothesis: **It is assumed that there is a positive correlation between self-esteem and the need for affiliation (relationship) with employees of state organizations.**

Table 7. Calculation of starting indices

			Statistic	Std. Error
Self-esteem	Mean		31.97	.740
	95% Confidence interval for mean	Lower Bound	30.49	
		Upper Bound	33.45	
	5% Trimmed Mean		32.43	
	Median		33.00	
	Variance		32.880	
	Std. deviation		5.734	
	Minimum		15	
	Maximum		39	
	Range		24	
	Interquartile Range		6	
	Skewness		-1.313	.309
Kurtosis		1.238	.608	
Relationship	Mean		45.17	1.413
	95% Confidence interval for mean	Lower Bound	42.34	
		Upper Bound	47.99	
	5% Trimmed Mean		45.80	
	Median		50.00	
	Variance		119.870	
	Std. deviation		10.949	
	Minimum		22	
	Maximum		56	
	Range		34	
	Interquartile Range		21	
	Skewness		-.828	.309
Kurtosis		-.878	.608	

In the analysis of table 7. which is the calculation of the starting indices for the variable Self-esteem, we obtained an average of 31.97, with a standard deviation of 0.74. For the variable Relationship we obtained an average of 45.17, with a standard deviation of 1,413.

Table 8. Calculation of the normality test

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Self-esteem	.188	60	.000	.869	60	.000
Relationship	.270	60	.000	.822	60	.000

a. Lilliefors Significance Correction

Due to the fact that our research includes 60 participants, ie N is greater than 50, we are interested in the significance threshold p(Sig) from the Kolmogorov-Smirnov test. The analysis of the coefficient shows that the distributions are not normal, which allows the use of a non-parametric listing method.

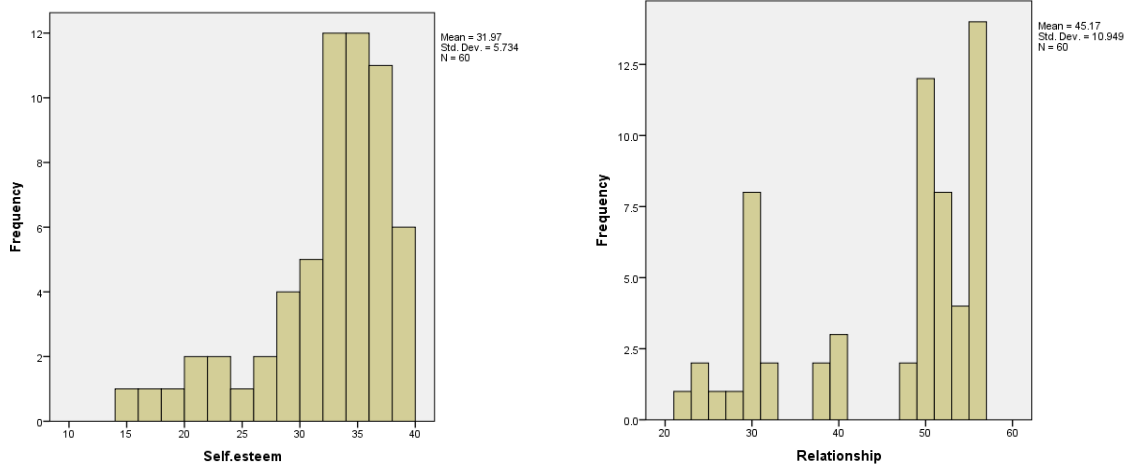


Figure 5. Histogram for the variable Self-esteem and Relationship

Table 9. Calculation of the correlation between the variables Self-esteem and Relationship

Correlations		
	Self-esteem	Relationship
Self-esteem	Pearson Correlation	1
	Sig. (2-tailed)	.000
	N	60
Relationship	Pearson Correlation	.815**
	Sig. (2-tailed)	.000
	N	60

** . Correlation is significant at the 0.01 level (2-tailed).

From the analysis of the correlation coefficients, it is observed that there is a positive correlation between Self-esteem and Relationship, at a significance threshold $p = 0.000$.

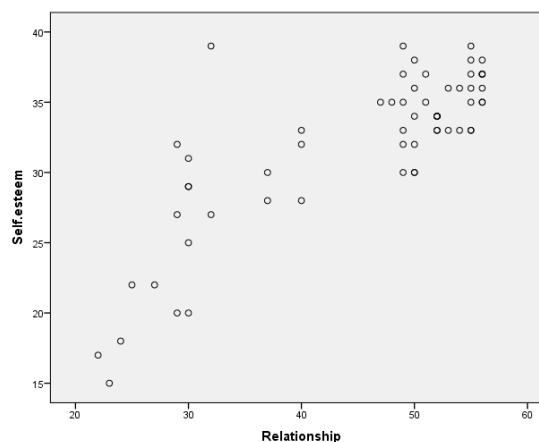


Figure 6. Graphical representation of the correlation between the variables Self-esteem and Relationship

The hypothesis is confirmed.

Human beings are social animals with an innate need to affiliate or associate with each other. Choosing someone to work with, asking for advice, sharing lunch, and even approaching someone at a party or at work are examples of the processes involved in engaging in an affiliate behavior (Astra et al., 2012). A co-worker is a person who holds a position or rank similar to that of an employee in the same company / organization. Co-workers are a distinct part of the work environment, and employees are expected to work harmoniously with other employees (Iqbal, 2010). People are looking for friendly, warm and cooperative relationships with others, not only for what these relationships produce in the immediate present, but also for what they offer in those times of need, such as social support.

Coetzee et al. (2014) suggest that employees should support each other technically, emotionally and socially. Harmonious interactions between an individual and his colleagues, as well as the group relationships that are formed at work, have a positive influence on the level of commitment and organizational motivation of an individual (Iqbal, 2010). Pleasant associations with co-workers have been found to have a positive influence on an individual's level of motivation (Ladebo et al., 2008).

Researchers have established that the similarity of opinions and beliefs between people is an important factor in interpersonal pleasure and friendship (Case et al., 2015). Regarding the similarity of self-esteem, Lloyd et al. (1995) conducted a study in which participants were initially paired, based on the same levels of self-esteem. Subsequently, new pairs were created with participants who had different levels of high and low self-esteem. Co-workers with the same level of self-esteem liked their partners much more than members of high and low self-esteem couples. However, even if Lloyd and her colleagues argued strong arguments for similarity theory, their results may not tell the whole story (Longinos, M. et al., 2013).

Another explanation is possible with the help of self-consistency theory. This theory argues that people are prone to be attracted to those whose perceptions of themselves seem to agree with their own perceptions of themselves (Chen et al., 2015). Moods also appear to be related to low self-esteem, and people with low self-esteem appear to have less pleasant moods than people with high self-esteem (Hofer et al., 2014). It seems reasonable to assume that most people would prefer to associate with others who are in a good mood and have a positive attitude. People with weak moods may be more likely than those who consider themselves happy and safe to seek the company of optimal and cheerful affiliates.

Therefore, the hypothesis was confirmed. Employees with higher self-esteem are more inclined to seek and form relationships at work, to affiliate and connect, unlike those with low self-esteem who do not initiate relationships to the same extent.

Conclusions

The general objective of this paper was to measure the relationship between self-esteem and motivation at work among state employees. In order to be able to measure more concretely and to organize the objectives more specifically, the needs towards which the employees tend, respectively, the need for leadership, the need for affiliation and the need for subsistence, were divided and analyzed. These three, in turn, were reported and correlated with the self-esteem of each participant.

The first hypothesis that there is a positive correlation between self-esteem and the need for power (leadership) in employees of state organizations was confirmed. Promotional opportunities significantly affect employee motivation. The desire for promotion is generally strong among employees with high self-esteem, as it involves changing the content of the job,

which is a challenge and an opportunity to demonstrate their skills, responsibility, independence, status and personal satisfaction who nourishes self-esteem. Maslow's theory of the hierarchy of needs also described that when people's esteem needs (autonomy, power, recognition, and status) are met, they will be more satisfied with their work.

The second hypothesis was confirmed, resulting in a positive influence between self-esteem and the need for existence (subsistence) of employees in state organizations. Nobody works for free and they shouldn't. Employees want to earn at least a reasonable salary to be able to support themselves and their families. Money is the fundamental incentive, no other incentive or motivational technique comes close to it in terms of its influential value. It has the supremacy to magnetize, retain and motivate individuals to superior performance. Thus, it has been shown that employees with high self-esteem have a higher sense of security at work.

The third hypothesis proves that there is a positive correlation between self-esteem and the need for affiliation (relationship) to employees of state organizations. The group of colleagues at work serves as a source of motivation for employees. It does so primarily by providing opportunities for group members to interact with each other. It is well known that for many employees, work fills the need for social interaction. The working group is an even stronger source of motivation when members have similar attitudes and values, as it causes less chance of conflict every day. Co-workers with similar attitudes and values can also provide some confirmation of a person's self-concept.

Self-esteem is a fundamental dimension of personality. It consists in the relationship that each individual has with himself. Self-esteem is a perspective on one's self, which is essential for one's mental balance.

Work-related motivation remains one of the most enduring and compelling topics in industrial/organizational psychology. There is broad agreement that motivation involves both cognition and affect. However, most theories of work motivation continue to prioritize knowledge and transfer affect to a supporting role. However, in recent decades, progress in the study of emotions and affect has given rise to theories of action that highlight the role of different affective processes during self-regulation and to studies that examine the relationship between affect and work-related behaviors.

When considering the results of this study, we must not forget certain limitations. The relatively low number of participants and the fact that all individuals belong to the urban environment can be mentioned as difficulties encountered. A more extensive research can be performed on a larger number of subjects, using diversified psychological tools, combining the method of the questionnaire with the experimental one or with different projective tools.

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