

THE ROLE OF ORGANIZATION IN THE CREATION PROCESS OF EMPLOYEE JOB SATISFACTION, MOTIVATION AND EMOTIONS

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ABSTRACT

The aim of the article is to show the incentive role of emotions. I will show how management of selected emotions can affect the motivation to work. I will follow the process of emotional reliance of the individual from his employer. Showing the relationship between emotion management and employee motivation will refer mainly to the four emotions such as fear, shame, joy and pride.

The following research paper also describes the problem of creating and maintaining the necessary motivation among employees of marketing organizations. The basic question that we pose and attempt to answer may be stated as follows: what is the precise role of the HR department in creating and maintaining a motivated work force capable of succeeding in today's ever expanding and competitive business environment. What are the motivational factors which attract sales representatives to extending efforts? Do emotions influencing on the motivation and applied in organization a motivation way? Which of the emotions act the stronger of the motivational function? When we speak of motivation, we understand that it is the process where by an individual has the needed incentive to carry out the assigned tasks in an effective and productive manner. Conclusions presented in this paper are the results of many covert and overt, participant and quasi-participant observations, including covert observation of a training of sales representatives in comestible trade, and non-structured interviews and questionnaire with sales, medical and pharmaceutical representatives.

KEY WORDS: motivation, social capital, rite, network marketing, motivation system

INTRODUCTION

The direction of modern human resources management is determined by each company's strategic goals. Every owner would like to attain the biggest possible benefits – mainly financial gains for their company. The financial profit is a result of the company's infrastructure, its work organisation, environment and primarily its work force – employees, who while undertaking definite activities for the organisation generate its profit margin. This can be clearly observed particularly in marketing organisations.

The main dilemma connected with human resources management in marketing organisations centers around an appropriate system of motivating employees based on mutual trust and emotional involvement. A system worked out in accordance with the above principles can be called the **symbol-rite system**.

Motivation of employees is not of a purely vertical nature here. The role of the human resources management (HR) department seems to be limited. It would appear that, self-motivation and motivation between members (i.e. cross-motivation) who are tied to the parent company by distribution agreements plays a very important role (there are no normal contracts, members of a given marketing organisation practise self-employment). The motivational also exhibit a collective and ritualistic character (rites of passage, rituals connected with awarding achievements, rituals of integration, renewals etc.).

The problem of creating and maintaining a state of motivation in employees of a company operating in the sales system is described below. We attempt to answer the following

questions: What role is played by human resources management in creative motivation of its employees? Which factors motivate most strongly sales representatives? Do emotions influencing on the motivation and applied in organization a motivation way? Which of the emotions act the stronger of the motivational function? Speaking about motivation we are eluding to the driving force behind the need of an employee to function in the work place in an effective and creative way. We have accepted the following hypotheses:

H-1. The collective and ritualistic character of modern motivational devices determines the direction of evolution in contemporary HRD.

H-2. The job satisfaction is dependent of emotional work of employee and of his motivation.

Knowledge, skills as a peculiar type of know-how of well motivated employees can be successfully tapped by the employer. The proper application of motivational mechanisms to each employee group and even individually to each employee, can significantly contribute to the development of human resources. Consequently, contemporary human resources management should pay a greater attention to an individual approach to an employee including individual motivational incentives. Non-pay motivators should also assume a greater importance.

Conclusions presented in this paper are the results of many covert participant observations carried out by the Author in direct sales organization between 1997 and 2002, but also during many professional trainings and organizational meetings in other organizations (covert and overt, participant and quasi-participant observations, including covert observation of a training of sales representatives in comestible trade, conducted in May 2006). Moreover, analyses presented in this paper base on semi-structured interviews (37 interviews) with employees of different organizations, different age, professional positions and trades. Interviews concern their professional careers including turning points and emotional conditions connected with tasks and situations that took place in their professional environment. There has also been used material from non-structured interviews with persons employed as sales, medical and pharmaceutical representatives (61 interviews). It is important to stress that there appear big differences between those representatives. They have various levels of education, from secondary education (e.g. in technical trades: tool sales, central heating systems, and higher (e.g. physicians working as medical representatives). They also vary in age, however persons under 40 years of age outnumber other groups. They also represent many levels in organizational hierarchy (from merchandisers to sales managers in rank of board members). The analysed also sample consisted of independent entrepreneurs of a direct marketing company. The main sources of data were the company's internal materials and documents. The remaining data collection techniques used in this project were: participatory observation, personal discussions with experts – a free structured interview and a questionnaire. Questionnaire data was collected from 200 respondents of both sexes in the age interval ranging from 20 to 60 years of varying educational background, holding different positions in the company's hierarchy and with a different length of service. All respondents were linked with the company (its independent entrepreneurs at the present time), or were former employees of the direct marketing company.

THE FORCE OF MOTIVATION OF INDEPENDENT ENTREPRENEURS TO CO-OPERATE AND PARTICIPATE IN A DIRECT MARKETING ORGANISATION

Answering the questions we will be making reference to the process theory [expectations (V. H. Vroom, L. W. Porter I E. Lawler), justice (J.S. Adams)] on the one hand and to the content theory [mainly the needs theory (Maslow) and achievements/enhancement theory (J. W. Atkinson H.A.Murray and D. McClelland)] on the other hand.

Motivation constitutes the process of choice made by people between different behaviours and activity forms aimed at achieving goals being a result of values appreciated by them and, thus, that which is desirable and which has a real or an imaginable ability to satisfy the experienced needs and aspirations (J. Penc, 2000: 8). According to Janusz Reykowski, motivation is “*a process of psychic regulation, owing to which aspirations are formulated, which should be understood as tendencies to undertake activities oriented at a definite goal*” (J. Reykowski, 1992: 113). It is a function of aspirations to steer man’s activities in a way which will allow these activities to achieve a definite effect compatible with an intention. The main function of the motivation process is to organise activities and focus energy so that an intention can be realised. The motivation process occurs when two conditions are fulfilled: 1) Achievement of a goal must be perceived as useful for man; 2) Probability that a goal will be achieved must be higher than zero. Men’s goals and expectations are a function of their personality traits, their skills and systems of values (see: J. Reykowski, 1977, 1992). Our behaviour is determined also by political and economic situation of the country, in which we live. Persons joining an organisation are guided by a certain motivation, that is, they undertake a decision about commencing a co-operation under an influence of definite motives. One of the plausible driving motivational factors behind becoming independent entrepreneurs, is their desire to participate in new social structures. Others appreciate family-type relationships between members of the organisation:

„ (...) *We are one big family (...),*”

„ (...) *I do not have such good contacts with my own brother as with my group (...),*”

„ (...) *I started operating because I wanted to meet new people (...)*” – opinions of the respondents.

According to H.A. Murray’s conception, they satisfy their basic needs, which – as it was suggested by Maslow – are typical of “*human nature.*” It can be said that the interviewed independent entrepreneurs satisfy their security and affiliation needs through participation in the organisation. The company gives a feeling of support and provides assistance. Owing to the friendly atmosphere people tend to overcome their timidity and become more open.

However, financial benefits and the company’s honesty were the main motivational factors most frequently mentioned by the respondents, which convinced them to sign a distribution agreement with a direct to consumer marketing company. The respondents emphasised that each of them received remuneration related to their performance. Starting this type of business activity does not involve big financial outlays as compared with other businesses.

Another motive, in an indirect manner connected with the material sphere, was a desire to benefit from the company’s pension scheme. Each employee, who maintained their premium at the level of 21% during a year, is entitled to such pension.

Yet another motive which convinces potential interested candidates to start a co-operation with the network marketing company, was a desire to have a successful career. It goes without saying that most hopefuls not only want a career but also seek esteem, praise and promotion in their everyday life. They want to have power, prestige and subordinates. Moreover, they enjoy being a leader. Such persons display charisma and strive to strengthen their own social, economic, psychological position. Power, prestige and definite wealth can increase the sense of security in the Polish social conditions. “ (...) *It is wonderful to manage people. I am the person who tells them what to do*” – an opinion expressed by one of the respondents.

It frequently happens that a drive to power protects people against the feeling of helplessness and one’s own unimportance. Hence, it enhances the respondents’ self-evaluation. “ (...) *Now I am somebody important. At first they laughed of me and now they envy me. It is a splendid*

business and that's the reason I am here (...)” – an opinion expressed by one respondent. These are further motives guiding the distributors.

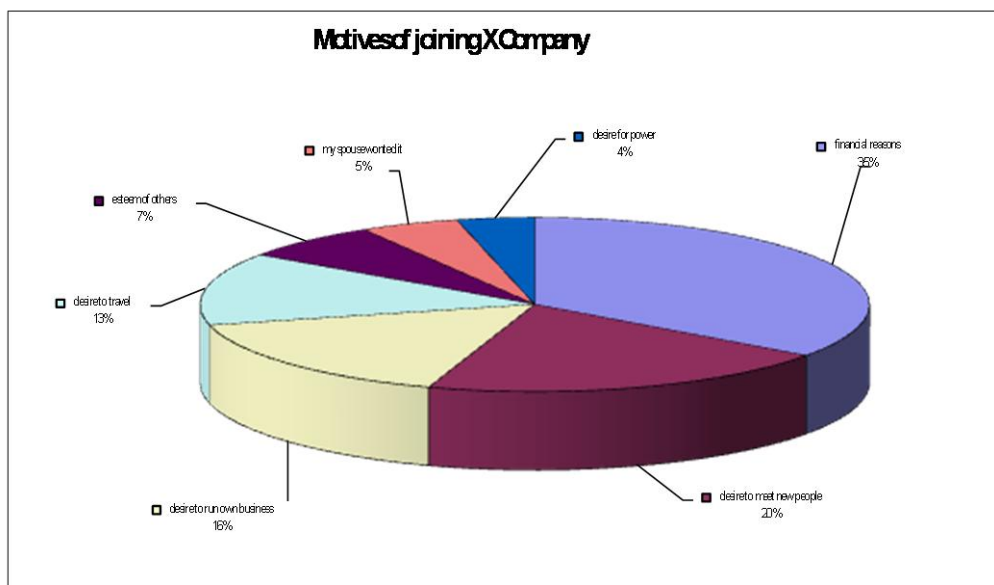
It is hard to say which motives account for the characteristic behaviour of the organisation’s participants. It frequently happens that a motive remains in the unawareness sphere. It confirmed however, a supposition that a desire to achieve a financial success was the most common motive. The respondents seem to have a very strong motivation to operate actively, which demands their resistance to tiredness. Receiving an award of symbolic character at the end of each stage of activity increases an active involvement of the independent entrepreneurs.

“(...) Statements made by the distributors placed higher than me in the hierarchy have a refreshing impact on me. (...)”

“(...) When I appear on stage to receive a distinction, and when I can address my subordinates and other distributors in the audience, I am overwhelmed by tremendous joy that I have managed to achieve success. . . The first thing we do with my wife the following morning is only to engage in our work more intensively than the day prior”.

The above findings of qualitative studies were confirmed by quantitative questionnaire surveys. In order to get an insight into the motivation of persons to participate in the network marketing, the respondents were asked a question: “Why did you decide to become an employee of X Company?” These data are presented in Figure 1.

Figure No. 1. Motives of joining X Company



Source: Own estimates.

Simultaneously, each respondent made a ranking of their choices on the scale from 1 to 3 points. Hence, the number of choices was bigger than 1. Therefore, the sum of values expressed in percentage points is not equal to 100%. And, thus, 82% of the respondents considered financial reasons to be the most important reason for joining the company; 47.2%

wished to meet new people; and 37.6% started co-operating with the company as they wanted to run their own business.

The second question concerned motivation tools used by the company to maintain co-operation with the distributors participating in the organisation. The respondents were to qualify each choice as very important, important, of little importance, unimportant, or as such in relation to which they could not make up their mind. The survey shows that the most important aspects in their co-operation with the company were: pleasant atmosphere in their own group, flexible working time, enlargement of their knowledge, and training courses offered by the company (these courses are frequently connected with travelling to different parts of the world), an additional pension scheme and social insurance system. Friendly relationships with “superiors” were ranked fifth and high esteem among co-workers – sixth.

Next the respondents were asked to choose five most important choices from the list and rank them with regard to their importance. An additional pension proved to be the most frequently indicated choice. It was followed by methods of selling goods recommended by the company in the form of the Sales Plan and the Code of Ethics, flexible working time, pleasant atmosphere in their own group, and possibility of the distributors’ personal meeting with the so-called ‘diamonds’ and the company founders, an additional social insurance system and obtaining successive ‘pins’ /awards/.

It can be easily seen that one of motivational tools that convince potential candidates to embark upon a co-operation with the company in question and continue a successful partnership, is the flexible working time, pleasant atmosphere in the group and the additional social insurance system. Perhaps contemporary entrepreneurs wishing to ensure a stronger motivation of their employees should also adopt the above tools. An autocratic leader will never achieve a friendly atmosphere in the group managed by them. Task-based working time will allow to employ flexible working time. It can be seen that one of motivation tools allowing to control man’s activities is a possibility of choosing working hours freely by an employee.

Adding up the findings yielded by the quantitative and qualitative surveys, the distributors’ motivation can be divided into two main groups. The first are motives leading to personality development. Referring here to Maslow’s theory of needs, it can be said that these are the entity’s states characterised by a feeling that the self-fulfilment need has been satisfied. They can be said to include a desire to gain self-confidence, win new friends, overcome timidity and earlier resistance. This group also includes the need of receiving support and assistance in the form of recommended activity models, training courses, the desire to teach oneself assertiveness and fulfilling one’s ‘dreams.’ The affiliation need is satisfied by a pleasant atmosphere in one’s own group and friendly relationships with other distributors.

Another group of motives are motives connected with a financial success. It includes such motives as securing an ample pension for oneself and flexible working time (freedom). Making reference to Maslow’s theory they allow to satisfy a security/safety need.

The next group of needs is connected with satisfying the need of esteem and recognition. The motives here are a desire to possess power and prestige, to have one’s own subordinates and/or win further pins.

According to C.P. Alderfer’s theory (ERG), we could say that the main motives are based on satisfying the existence need (financial success, improvement of working conditions through, for instance, flexible working time), the social relations needs (desire to have friends, power), and the personal development need (desire to acquire knowledge, travels).

The motives of independent entrepreneurs to participate in the network marketing organisation can be classified most easily by means of D. McClelland’s theory. The need of power is a desire to have one’s own group. The need of affiliation is a desire to have friends, a

desire to be surrounded by people. The need of enhancement can be interpreted as a desire to achieve a financial success, promotion or a desire to travel.

If we were to analyse the independent entrepreneurs' motivation from the enhancement theory point of view, it would appear that the main motive is expectation of desirable results of activity in the form of financial success, gaining prestige, esteem and friends.

Receiving an additional pension would play the most significant role among the new distributors (65.5%). It is a goal, which they strive to achieve. Meanwhile, the independent distributors holding higher positions in the company's hierarchy have already achieved this goal, and it is no longer an attractive value for them. This represents the most likely explanation for the fact that it is the most important motive for only 16.8% of the remaining distributors inducing them to continue co-operation with the company in question. The most important motives for the independent entrepreneurs ranked higher in the company's hierarchy appear to be: flexible working time, pleasant atmosphere in their own group, esteem showed by co-workers, winning new pins, recommended selling methods, participation in integrating events, broadening their knowledge and training courses.

A pleasant atmosphere in their own group appears to be the most important for persons establishing or expanding distribution networks.

At the significance level 0.01 a significant correlation (Pearson's coefficient of correlation) was observed between the financial motivation to participate in the network and the level of incomes ($r=0.207$). Taking into account the fact that the majority of respondents are persons with monthly incomes in the interval of PLN 1,001-1,500, a desire to achieve financial benefits should not surprise.

The distributors holding higher positions in the company's hierarchy considered also a possibility of providing assistance for others in achieving their goals and fulfilling dreams to be their important motivator. One of leading distributors remarks "*In this business money comes automatically if you work, but the thing we are most grateful for is our self-development and friendships following it. If it had been only the question of money we would have retired a long time ago. For us our acquaintances are more important than dollars. Dollars are important, but the more dollars we have the less important they seem to be. The greatest satisfaction is derived not from the fact that you have won something for yourself but the awareness that others can also achieve it*" (Ch. P. Conn, 1996: 117).

THE SYSTEM OF MOTIVATING INDEPENDENT ENTREPRENEURS

The motivation system employed by the company the author has chosen to analyse was designated as the symbol-rite system, as it is based mainly on collective behaviours and distinctions (awards) being of symbolic nature. The main motivation to participate in the organisation is based on expectations of future benefits (awards). It could be said that two distinct theories, that is, the enhancement theory and the justice theory lie mainly at the foundations of the motivation system developed by the company. Each independent entrepreneur works in order to obtain a desirable benefit. While working they know that the obtained benefit will be proportional to an effort made. Theoretically, everybody has an equitable access to awards. Running one's own business it is impossible to compare (compare one's input of work) employees (independent entrepreneurs). Hence, it is so much easier to create a just picture of the division of benefits in relation to the effort made in the independent entrepreneurs' perception. The motivation system is based on the assumption that by careful planning of successive steps needed to accomplish predetermined goals, we come much closer to achieving it. Therefore, bigger and bigger successes are rewarded. Hence, each independent entrepreneur co-operating with the company and observing the Code of ethics and the Code of good practice (developed by the company) can receive awards and distinctions such as: a congratulatory letter from the company, a commemorative plaque, having one's name

mentioned and/or one's photograph showed in the company's magazine, being invited to a training seminar organised in Poland, Europe or other parts of the world. These awards and distinctions depend on one's achievements and a position won in the company's hierarchy. Each time when an independent entrepreneur changes their place in the company's stratification system they receive a plaque (a pin) with a symbol of the level occupied in the hierarchy during the awarding rite. It raises self-evaluation of persons and enhances their desire for self-fulfilment. A higher level of the participants' self-fulfilment paves the way for the company's faster development increasing its profitability.

The motivation system in the analysed network marketing company is based on two main elements: 1) the canon of a participant's behaviours, and 2) rite behaviours. The canon consists of "*11 points (steps)*": dreams, goals, making a list, contacting and inviting, showing the plan, following up, listening to tapes, reading books, participating in meetings, seminars and functions, using the products, selling the products.

The canon is the core of the motivation system based on self-motivation and mutual motivation and its centre are goals and dreams. Planning long-term goals allows to enhance the strength of employees' motivation, whereas synchronising employees' individual goals with the company's goals increases the strength of aspirations and concentration of attention on achieving an intended effect among employees.

Rite behaviours, on the other hand, make reference to group behaviours and they are based on an emotional arousal. The rite in its psychological approach is understood as the cherished way of conduct in relationships with others, which results from stereotype transactions. Rites do not penetrate into personality and they do not touch a deeper emotional sphere. It is through rites that people receive a positive or negative support without any greater psychic effort. Rites tend to become automatisms rapidly, which restrict freedom of our decisions, thoughts and activity. However, owing to rites we can establish new contacts with other people quite easily. Our daily life is filled with different rites such as, for example, greetings, apologies, wedding ceremonies, funerals and so on (see: R. Rogoll, 1995: 48). The rite in its anthropological approach means organised and planned activities, which have their practical and expressive effects. These activities are relatively structured; they have theatrical elements and combine different forms of cultural expression in one event being a link in the network of social interactions, which is usually presented to some audience (H. Trice, J. Beyer, 1985: 372; quoted after K. Konecki, 1992: 80). They have a character of repeatable activities, owing to which the individual can satisfy such needs as security and affiliation with a given group. The rite refers to a planned and organised activity, which has both practical and expressive consequences. These activities are stylised and formalised, as well as repeatable over time. The literature distinguishes six main types of organisational rites. The first of them is the rite of passage, in which – according to K. Konecki – the individual changes their status in a ceremonious way and is introduced to a new model of social relations different from the one, in which the individual has been participating so far. The second distinguished type of the rite is the degradation rite. Its goal is to deprive certain organisation members of some social identities and powers. Degraded persons are deprived of their position and status publicly. The next type of the rite is the rite of enhancement. These rites afford an opportunity for management to dramatise and underline achievements and behaviours of employees, which are especially appreciated by management and which conform to standards and values followed in the company. During this rite its heroes receive awards, decorations, diplomas and other forms of gratitude. These rites perform largely a motivational attendees function for those being awarded, but are also geared to the other attendees providing them with an inspiration to work even better and more efficiently so that next time they may be seen as the one's who have attained commendable success. Yet another rite is the conflict reduction rite. It allows to maintain equilibrium between fractions remaining in opposition to one another.

These can be, for example, meetings between trade unions and the company management. The fifth type of the rite are integration rites, which aim at reducing animosities within groups. During garden parties, picnics, joint meals and other recreation forms an attempt is made to release a feeling of community and, thus, to maintain continuity of a group's life. The last sixth rite are renewal rites. Their aim is to refresh the social structure and to increase effectiveness of its operation. These rites are oriented at consolidating the existing system of power and passing the meanings of social distances and hierarchy to the audience (K. Konecki, 1992: 80-82, K. Konecki, 1994: 122-124). People's activity in some organisations is also filled with rites.

The main rites developed and cultivated at network organization are meetings. The first type of such meetings are "*plans*." Their main goal is to encourage new persons to participate in the organisation. These new persons are most frequently acquaintances, family members and more distant relatives.

Second type of meetings is the "*open*" meeting for the present entrepreneurs and new persons. Such meetings are conducted by senior distributors and they are held in large halls rented especially for this purpose such as schools or sport clubs. Apart from the fact that their goal is to encourage new persons to co-operate with the company, they also constitute some kind of the renewal rite. They strengthen the group's cohesion and increase effectiveness of its operation.

Another type of meetings are "*functions and conventions*." They will be discussed jointly, as they assume very similar forms. A strong emotional arousal can be seen among their participants. A sublime atmosphere prevails during such meetings. They usually last from 10 to 15 hours. The agenda of these meetings includes a break for a meal lasting two hours and shows of leading artists. Most entrepreneurs wear smart clothes. Those appearing on the stage are members of the founders' families and the independent entrepreneurs holding the highest positions in the company's hierarchy. Each speaker presents their story and their recipe for success in a speech lasting about one hour. Reference is made in the speeches to the company's strategic goals, which are translated into individual goals of those participating in the meeting. Thus, they are informed that they should be acting in the direction defined by the company. These speeches play undoubtedly a motivational role. They encourage the participants to have an effective and lasting co-operation with the company. The meetings of "*function and convention*" type are not only of the integration and renewal rite type but they also have the character of the rite of passage and the rite of enhancement. Persons, who have changed their status, acquired new qualifications or new pins (awards) since their last function appear on the stage. They greet their co-workers. The audience shows a big enthusiasm for persons on the stage. Everybody claps hands, shouts out the names of "*actors*." The respondents appearing on the stage say that such behaviour of co-workers from their own and other groups is a strong encouragement for intensifying their efforts. Persons, who change their status in this way, are introduced to a new model of social relations. Apart from that, the company management emphasise their achievements and say how much they appreciate them in a dramatised way encouraging them to work even more efficiently. Lectures are given in an interesting way, sometimes in a funny way, which allows the distributors to trust in themselves and which enhances their self-evaluation.

SUMMARY

A supposition could be made that the contemporary employer wishing to compete effectively in today's competitive and expansive market economy, must have a formidable backbone in the form of strongly motivated personnel. Each employee represents the company's social capital and possesses the necessary knowledge and skills (intellectual capital) to ensure company viability. The employer has to find a way of motivating its employees to vigorously

use their intellectual capital. If we recognise that social capital is a mechanism driving joint activities and trust, reciprocity and group standards replace a formal control (A. Porters, 1998: 9), then we should also recognise that the right direction in motivating employees is motivation of horizontal character based on the system of symbols and rites. Social capital is reflected in the extent to which participants of the organisation are oriented at the common goal and the extent to which they display trust in one another (C. Leana, H. J. Van Buren, 1999: 538). It is stressed in the studies of social capital that collective values play a very significant role. Individuals are assessed in relation to group goals and even organisation goals, which are a source of standards determining directions of activity for all participants of the organisation (C. Leana, H. J. Van Buren, 1999; Ch. Hampden-Turner, A. Trompenaars, 1993/1998; Hofstede, 1980). Joint motivation plays an important role in such conditions. Modern human resources departments should guide employee motivation skilfully through developing motivation systems based on rites and emotional arousal. Internalising the organisation's goal by the individual will become a stimulus for them to adopt a definite behaviour oriented at a desirable effect (goal).

Based on the presented body of evidence it should be recognised that the assumed hypotheses have been verified positively.

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