

Analysis of Managers' Motivation for Corporate Knowledge Workers from the Perspective of Organizational Behaviour

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Abstract

With the continuous development of knowledge economy society, knowledge resources gradually become the decisive factor of enterprise competition, and knowledge workers accordingly become the core resources of enterprises, which is the key to determine the success or failure of enterprises. This paper will take the lead in clarifying the concept of organizational behaviour from the perspective of organizational behaviour. Starting from the definition of motivation and incentive mechanism, it will analyse the psychological and behavioural characteristics of knowledge-based employees based on Maslow's hierarchy of needs theory, and then derive the special characteristics of motivation for knowledge-based employees, and finally formulate the corresponding motivation means.

Keywords: motivation, hierarchy of needs theory, knowledge workers

1. Introduction

With the development of science and technology, the knowledge-based economy marked by information technology is rapidly emerging, and the business and competitive environment in which enterprises operate has undergone fundamental changes, with the speed of new product development becoming faster and faster and the knowledge content of products becoming higher and higher (Bazerman, 1984). Knowledge resources gradually become the decisive factor to determine the competitive advantage of organizations and promote economic growth, and knowledge employees become the most valuable resources of enterprises, which determine the core competitiveness of enterprises. In today's knowledge-based economy, knowledge-based employees are the key to the success or failure of an enterprise (Biełkowska & Ignacek-Kuźnicka, 2019). Thus, it is especially important to study how to motivate and manage knowledge-based employees in enterprises.

2. The Concept of Organizational Behaviour

Organizational behaviour is a multidisciplinary, wrong-level cross-cutting fringe discipline, which has a guiding role in the management within the enterprise. Managers can carefully analyse the behaviour of employees and manage them rationally according to the connotation of organizational behaviour and the specific situation of the enterprise (Bosch-Sijtsema *et al.*, 2011). Since organizational behaviour is the integration of the laws of cultural anthropology, economics, biology, sociology, psychology and other multidisciplinary disciplines, and the use of organizational behaviour to guide the productive life of human beings, it has a greater contribution to human development and social production (Chennamaneni, 2006). By analysing organizational behaviour and following the objective laws, managers can further understand the laws of various behaviours and psychology of enterprise employees, and predict and guide the behaviours of enterprise employees in order to improve the management ability of managers and leaders, so that the development of the enterprise can be adapted to the behaviours of employees and continuously achieve the set goals of the enterprise.

Organizational behaviour has evolved with modern concepts and technologies under the influence of economic

globalization. Currently, the world markets are becoming more and more interconnected, and the integration of international resources, multinational companies and corporate restructuring is gaining momentum as market competition intensifies (Jin & Suntrayuth, 2022). Especially at the level of market development, organizational behaviour can better explore the basic framework of enterprise development and take scientific and rational measures to explore the evolving economic and social changes through the analysis of organizational philosophy and organizational models. At the same time, the close connection between corporate culture and organizational behaviour has an important motivational effect on the promotion of corporate management of employees.

The form of enterprise development depends on the overall quality of the enterprise and the quality of its employees, by studying and focusing on the decisions of enterprise management based on organizational behaviour (Joo, 2010). In the process of technological innovation, for the issue of human resources development and utilization, attention should be paid to adjusting the structure of human resources in order to reduce the waste of resources (Kelloway & Barling, 2000). Enterprises to adjust and manage the structure of human resources scientifically and rationally, can improve the motivation of enterprise employees, reasonable incentive mechanism, can better integrate enterprise management employees into the whole system, to achieve better individual or overall intervention and adaptation of the problem of research, so as to improve the efficiency of enterprise management of personnel.

3. Overview of Incentives and Motivators

Motivation is the psychological process of initiating and maintaining motivation to achieve a goal (Kim & Nam, 1998). In psychology, it is translated as “motivation”, and in management, it is translated as “incentive” (Kreitner *et al.*, 1989). Therefore, to discuss motivation is actually to discuss motivation (McShane & Von Glinow, 2011). Motivation is mainly caused by needs, and after the needs cause motivation, a certain behaviour will be generated, and the behaviour will be directed to the goal, and the goal will be achieved to satisfy the needs, and then new needs will be generated after the needs are satisfied. This circular process is the mechanism of motivation.

4. Psychological and Behavioural Characteristics of Knowledge-Based Employees

The concept of knowledge-based employees was first proposed by American management scientist Peter Drucker, who believed that knowledge-based employees are those who have strong ability to learn knowledge and innovate knowledge, and can make full use of modern science and technology to improve work efficiency (Osterloh & Frey, 2006). Modern management practice proves that knowledge employees have a series of psychological and behavioural characteristics that match their own identity.

Most of the knowledge-based employees are well educated and professionally trained, with high personal quality and corresponding professional expertise, and their demand level is relatively high and they are keen on challenging work (Oyebisi Oyefolahan & Dominic, 2013).

The work performed by knowledge-based employees shows a greater degree of discretion and supervisory control, relying mainly on the input of personal intellectual capital, without a fixed work process, and their work process and work effort are difficult to monitor directly.

Knowledge workers have a strong willingness to move. While pursuing the full realization of their own value, they have higher requirements for career development prospects and hope to have more job options and opportunities for upward mobility (Reyt & Wiesenfeld, 2015).

Knowledge workers value spiritual motivation more than material motivation. In the motivational structure of knowledge workers, achievement and spiritual motivation are far more important than material motivation such as money, and they are eager to do meaningful work and expect career success.

5. Motivational Tools for Knowledge-Based Employees

Maslow's Hierarchy of Needs theory tells us that to meet the needs of employees can neither rely on material motivation alone nor purely spiritual motivation. At the same time, the organization should not ignore the spiritual needs to satisfy the employees, especially for the intellectual employees, the latter may be more important. After the basic material needs are satisfied, what can fully and effectively motivate the knowledge employees is spiritual motivation (Robbins & Judge, 2009). Appropriate use of spiritual motivation to meet the higher level needs of employees is an effective means to stimulate the potential, improve the quality of work and create the best performance to the greatest extent. Spiritual motivation mainly has the following ways:

5.1 Corporate Vision Motivation

Enterprise vision is a manifestation of the enterprise's will and a summary of the enterprise's future goals, mission and core values. Before making major business management decisions, if enterprises can consult knowledge employees and let them participate in democratic management and democratic decision-making, it can not only increase the transparency of enterprise decisions and cultivate knowledge employees' sense of

achievement and belonging, but also enhance knowledge employees' autonomy and cultivate their loyalty and satisfaction to the organization.

5.2 Enterprise Honour Incentive

Successful companies come from the efforts of all employees, especially the contributions of knowledge workers. Knowledge workers are eager to be recognized for their work. By allowing knowledge workers to share in the honour of the company, their sense of honour will be satisfied and they will be motivated to take more beneficial actions for the company in the future.

5.3 Full Trust Motivation

Knowledge employees have the characteristics of wanting to be respected and trusted, and trust can make them burst out more creativity, and the sense of responsibility of creative services for the enterprise will be strengthened (Rousseau, 1997). In dealing with personnel relations issues, if we can fully respect the privacy of knowledge employees, the more sensitive issues to the point, do the right thing, will be more conducive to knowledge employees to create greater work performance.

5.4 Development Opportunity Incentive

Knowledge-based employees are eager to make progress, and the best incentive for them is to get further development opportunities while displaying their talents (Thompson & Heron, 2005). Enterprises can create more development space for knowledge-based employees by means of technology shareholding, which not only can greatly improve the enthusiasm and creativity of knowledge-based employees and achieve the role of incentive, but also can let knowledge-based employees own part of the company's equity and bind the development of the company with the fate of knowledge-based employees themselves.

6. Conclusion

In this competitive knowledge-based economy, an enterprise can never ignore knowledge-based employees to survive and develop, because they are the most valuable resources and wealth of the enterprise. Doing a good job in motivating knowledge-based employees can not only reduce the cost of human resource management, but also enhance the cohesion of the enterprise, let employees find a sense of belonging and achievement in the enterprise, and meet the needs of employees, thus greatly improving the effectiveness of the enterprise, making the enterprise more competitive and promoting sustainable development.

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