

THE PROCESS OF MOTIVATION THROUGH THE PRISM OF THE SOCIAL CAPITAL IN THE COMPANY

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Abstract: The actuality of the problem lies in highlighting the role of social capital in the corporate environment to the application of appropriate motivational techniques for the successful management. The manifestation of the social capital at the micro level contribute to the implementation of best practices in the management of the changes, for the creativity and initiative in the decision making, for the formation and maintenance of an atmosphere that combines business interests, priorities and opportunities in the company. The main thesis is that the specific components of the social capital within an organization are interrelated with the operational processes in the company and the dealing with the social capital would strengthen the effect of motivating as a function of operational management. That hypothesis can be concretized through the establishment of a dynamic motivational mechanism through the prism of the social capital in the company. This multifaceted interdependence, which has different variants of interpretation and perception, is the subject of this article.

Key words: social capital, corporate management, motivation, trust/ confidence

Micro aspects of the social capital, developed initially by James Coleman [Coleman, 1990] describe the behavior of one organization such as interdependent actions of the individuals, involved in it. Pomedá [Pomedá et al., 2002] added an analysis of the human capital that explainings how the incentives could influence the behavior of the interacting individuals and how these incentives could play a decisive role in the establishment of the human and the social capital of the company. Therefore, the concept of the corporate social capital (CSC) is based on the idea of “the value“ of social relations (formal and informal) in the community and on the idea for the acquisition of “added value“ from the level of trust and by the implementation of the principles of reciprocity, that result in greater potential benefits than those, achieved in the absence of these “assets“.

Social capital within an organization is associated with the possibility for individuals to create working partnerships such as:

- Subordinating the individual interests to the interests of the larger groups;
- Work together for common goals or mutual advantage;
- Share common values and standards, on the bases of which stable groups and teams are formed.

The social interaction based on those personal abilities implies mutual recognition and trust, reciprocity and solidarity.

But the partnership itself is not enough. There are needed institutionalized (formally or informally established) relations of cooperation and mutual support within the group (organization, company), i.e. it is necessary to promote a stable and permanent social interaction by rules and institutions for validation and disseminate the values and attitudes underlying the social communities. For this purpose the concept of social capital (SC) appears as networks, norms, shared values and convictions which facilitates the cooperation within a community (group) or between communities (groups).

In this aspect, the management science identifies, analyzes and takes appropriate motivational techniques that are a prerequisite for effective management in the context of the relationship between the inner motivation as a component of human capital and the manifestation of social capital in business organizations through the prism of corporate culture. On one hand, social capital in cooperatives is a subject of transformation through management tools aimed at achieving corporate goals. On the other hand, the specific manifestation of the social capital in the corporations (CSC) by appropriate organizational cultural dimensions suggests the application of motivational mechanism that should determine good corporate management and could promote good corporate practices.

At the micro level, in accordance with the popular thesis in the literature for both social capital – cognitive SC and structural SC [Nedelchev, 2004], the evaluation of the aforementioned relationship has cognitive and structural dimensions. The cognitive dimensions are focused on the degree of confidence as a tendency to empathy and a tendency towards recognition of the leader. The structural dimensions are evaluated the various social networks as well as the formal and informal ways of decision-making within these social networks.

1.1. Motivational management through trust

Achieving results, corresponding to the goals of the company, is a fundamental task of every corporate management. The best way to provoke a desire in the employees to achieve these goals is an appropriate motivational system which should be suitable for them. Despite the respective causality a lot of managers do not succeed to motivate their employees due to a wrong perception of the concept of motivation and its application.

To motivate, this means to provoke an internal impulse, motive for carrying out the activities by which could reach the goals, where the individual goals are agreed with those of the company. What and how could induce this inner impulse?

Lately very modern is the concept of Daniel Pink [Pink, 2012], that the societies, like computers, have their own operating systems. Each operating system is a set of preconditions that correspond to the specific situation and it operates,

if it is in sync with the human behavior. The human behavior is not static but dynamic. Therefore, the operating systems follow the dynamics of the human behavior, including when it comes to the engine of this behavior – motivation. Only then the operating systems are adequate and useful both for individuals and for communities.

The first human operating system, which is called by Pink “Motivation 1.0”, is related to the survival of individuals. It has guided their perceptions, thoughts, decisions and actions, in a word, their behavior. “Motivation 1.0” is not very different from the system of the great apes and other animals, but it was adequate for the earliest human societies. However the societies have evolved, the development has been accompanied by increasingly complex social structures. Life and work together require cooperation. In addition, the people are looking for not just survival but also rewards. They have also been guided on how to avoid difficulties and trouble, how to “deal” with activities and situations that do not like. Thus the heir of Motivation 1.0 – Motivation 2.0 was born, which is built around rewards and punishments. But unlike the animals, which also strive for prizes and escape from punishment, only humans are able to mobilize through them (rewards and punishments) impulse for the creative activity, which is completely new emphasis in the motivation of human behavior. Many theories of motivation appeared in the 20th century, they have bet on that.

From the original concepts of motivation, synthesized by Daniel Pink, we can deduce the following statement – the popular motivational techniques are quite successful in routine activities based on strict rules that are characteristic significantly of the 20th century. The applicable incentives can also be more effective if the managers, who determine rewards and punishments, offer an explanation of why it is necessary to perform the certain task, recognizing that it could be boring and monotonous, but providing their employees autonomy in terms of its implementation. But at the non-routine conceptual and creative tasks which dominate the 21st century, the awards “do not work” already, if they are equal and assured for all, disregard to specific results for each task, and the punishments are considered to be unfounded and unsupported therefore unacceptable as motivational techniques. With the development of the social communities and of the human capital, the traditional rewards and the punishments can give us less than what we want: they can suppress the intrinsic motivation, reduce the performance, and crush the creativity and crowd out the good behavior. Moreover, a motivation system built around rewards and punishments hide “risk” to get something we do not want: to promote unethical behavior, to give rise an addiction to material benefits, to encourage short-term thinking and poor quality work.

Despite the wealth of theories of motivation developed in the 20th century, it is more difficult to explain the human behavior in 21st century, which in its most constructive expression is actuated less and less by the biological impulse or by the impulse generated through rewards and punishments related to the living environment and working environment. The dominant understanding of motivation is incompatible with a new understanding about professional success and personal fulfillment of human capital, defined by the inner satisfaction, the enhancing skills and the gaining a reputation as long-term values, which subsequently lead to increased incomes.

The motivational behavior (Motivation 3.0, as termed by Pink), which is based on intrinsic motivation as an impulse for the functioning of the business in the 21st century, presupposes a clear goal-setting, initiative and creativity in the work relative autonomy as regards the task /what to do/ the time /when done/ the team /with whom is done / and the method /how to do/ and all this is “lined” with the degree of responsibility in the implementation. While the motivation of the 20th century requires subordination the motivation of 21st requires empathy. Only commitment can cause skills/ mastership (the expertise) – to become increasingly better at that which committed to, and the pursuit of excellence is an important part of internal motivation, that determines the progress in the modern economy and business. Mastership begins with the challenges that meet the skills. It is a mindset, ability to see the competences not as extreme, but as a subject of infinite improvement. Mastership requires constant effort, purposeful and conscious work.

Therefore, the intrinsic motivation is not related to the emotions of individuals, but rather to their rational actions based on knowledge, skills and competencies, with their involvement, determined by the degree of their social commitment. To motivate the individuals and the teams is not enough one-way activity, usually from the top down, but rather the constant mutual communications that lead to achievement of objectives.

It is hazardous for the success of a company if the actions by the staff to contact and exchange of information are not accepted and supported by higher management or if the corporate managers is “forcing” the staff under one form or another to act in their chosen direction. Managing through commands is predestined to failure in today’s competitive, fast growing markets. Organizations are much more competitive when they have employees who are motivated to achieve higher results instead of doing it at the behest of the management. An essential condition in this case, however, is the level of trust in the company. The trust means above all confidence in the availability of honesty, loyalty and reliability to the interacting parties.

The trust is causing the intrinsic motivation to act. In this sense, the motivating person and the motivated person are the same person, i.e., the subject of reasoning ought to motivate, and managers communicate with employees to provoke their intrinsic motivation. In other words, the desire of the management to “motivate” the employees for achieving the results is required to create an environment in which the employees could be self-motivated for cooperation aiming at an achieving the corporate goals through the implementation of their own.

In the long-term, the success of the company depends on the ability of the managers to motivate (to induce motivation) their employees and teams – this is an ongoing management process that is developing and improved.

Intercompany confidence as the basis of the motivational management mechanism may not be enough, but it is a necessary precondition for increased intrinsic motivation of employees in an organization. Confidence in the management is a legitimate reason for employees not to seek a dynamic mobility according to the personal interest and to show commitment and loyalty to the company. This is possible on condition that the corporate management has announced a clear and specific development program and has presented bene-

fits to the company and staff. The expectations and the perception that would be worked to achieve the declared objectives and benefits motivate employees. When the goals are realistic and achievable in the time employees have self-confidence and inner conviction that they are creating something significant, they themselves feel important and proud of their workplace.

Trust is built with much effort and consistency. The author defines the following prerequisites for generating a intercompany confidence as a basis for motivating management:

- **Professionalism of the managerial team.** The team has to be clear with the work it is performing and it has to be competent on matters with which it engages.

- **Competency of the manager on the subject of the qualities of his/her employees.** The manager must know the qualities of his/her subordinates in the company. S/he must allocate the tasks according to the professional skills and preparation of the employees. S/he must be able to delegate powers and competences.

- **Informational transparency.** This could happen in various ways: by displaying prominently the positive feedback from clients, other companies and media; via simple participation in different social and charitable events with positive public response; by using the features/capacity of the contemporary intra- and internet technologies, and through them the news of success to reach the employees at all levels of the organization.

- **Management verbal and activity-synchronization.** The words and the actions of the management must be one whole. If there is a discrepancy between the promises the management made and their fulfillment without a solid and objective reason, this could lead to strong demonization of the employees. It is preferable if the actions of the management speak more than their words.

- **Persistence in the behavior and the attitude of the manager.** The management should approach the different situations in the same way. It is quite alarming for the personal and the professional qualities of a manager if s/he changes their criteria for making a decision based on their mood, different employees or some irrational personal reasons.

Successful corporate organization is a result of good management by a professional who deserves the trust of their employees as a source of intrinsic motivation. For employees in the company it is motivating to know that they will be evaluated objectively according to their professional qualities and achievements. In this way one predictable working environment is established in which the employees are aware what the consequences of their actions would be.

The position of the manager itself does not bring trust. The trust is earned by the person who performs this function. Therefore, before all s/he has to be thinking, compassionate person with a strong personality. When a person earns trust based on their professionalism and personal qualities then the motivation in the other people to build trust in their own abilities as a result of their professional achievements, increases as well. Mutual trust leads to positive results for any organization through developing and strengthening of commitment to company goals.

1.1.1. Generating confidence as a penchant for commitment

The process of motivation is a process of creating a commitment. Strong commitment is absolutely essential in the implementation of any new strategic managerial initiative. Even if the strategy is perfect for the senior management, the chance of it being successfully implemented is not substantial unless the middle management and the executive staff members are involved in its formation, unless they are motivated or committed to it. The first step in emerging trust in internal relationships is to conduct leadership conversations with the employees to determine what they need to do to incite their motivation and desire to act in the chosen direction. Where the employees are placed in a situation of personal responsibility for their own actions and commitment to company goals, they motivate themselves to achieve the expected by the management improved results in line with their personal goals and values.

Intrinsic motivation, perceived as a self-propelled building process that begins from the satisfaction of the physiological needs and reaches to the the satisfaction of the need for self-improvement, is fundamental. *Theory Z* [Ouchi, 1981].

Managing through motivation of type Z combines basic cultural attachment towards individualistic values expressed by a collective model of interaction. At the same time it complies with the established norms and suggests satisfying the need for commitment. The connection between the staff commitment and the competitiveness of the company is clear: the more the employees are engaged with the company, the more they are using their knowledge, skills and competences in favor of their job performance, the more competitive the company becomes itself.

As a result of studies of the author, more and more owners and managers reveal a deficiency of commitment in their employees. The examples which illustrate this trend are quite a few: they vary from poor quality of work performance to leaving the company and creating new business with a stolen know-how and clients from the former employer. The cases with decreased loyalty, creativity, sharing of new ideas to improve the work quality are increasing. Part of the employers is trying to take preventive measures by creating contracts with penalty clauses in case the above mentioned situations occur. However, this measurement is palliative, and the problem should have long-term and definitive solutions.

The decreasing of commitment is also shared by the employees. The work engagement also decreases regardless of the business sector, the performed work, age group and the level of salary. The companies are beginning to lose the so called controlled efforts and human capital which until recently the employees were providing at their own will as a result of the implementation of appropriate motivational techniques by the management team. Controlled efforts are activities above those they are supposed to do, in order to retain their job and which are the result of motivated governance by the management. Human capital is contained in the skills and abilities that enhance the competitiveness of the company.

Some employers are seeking to resolve the problem, even if people are unaware what the reason for it is. However, there are a lot more owners and manag-

ers whose behavior and actions are not only lacking contribution to the increasing involvement, but they are in a way encouraging action for its decrease. An example in the above mentioned statement is the unreal presentation of the company during the interviews with candidates for a vacant position, which after employment leads to disappointment. Another is the promise of remuneration, which later could not be accomplished, as well as attitudes towards subordinates who do not fit into ethical business interaction.

Searching for the causes leading to deficiency of commitment only from one of the sides – the employers, would lead to one-sided answer. The other side – the employees, also has its “contribution”. In recent years there is a growing rate of manifestations, which generally can be explained by the lack of motivation: low loyalty, lack of interest in work, ineffective usage of the working time, etc. Having in mind that the commitment of people is increasing when their own core values are realized through the work, a “distorted” value system leads to a reduction of the controlled effort and the inefficient work.

As a result of conducted surveys and interviews the following conclusions could be deduced [Milanova&Naydenova, 2013]:

- A number of Bulgarian companies, although they have a concept of their economic development, they do not have such a concept for stimulating the potential of its employees and both of these must go hand in hand.

- Much of the managers are working hard for the image of their companies, but outwards – to customers, contractors, partners, and not inward – to the staff. A company’s image to the outside world is as important as for their employees.

- Human capital is widely ignored as a factor for the development of the company. The majority of employees are skilled staff and it is important that this should be fully utilized. The justification that the work is low paid and therefore it is less efficient is convenient, but it does not solve the problems.

- In the competitive environment the staff is playing an increasingly greater role in the development of each company. It is often said how much a company has invested in one or another activity, how much it has invested in Traineeship programs for students, etc., but there are no examples, how much is invested in the staff already employed.

Positive results, i.e. more satisfaction and hence a greater degree of employee engagement is related to the construction of *a system of motivation*. The main objective is relating the degree of commitment to achieving the personal goals and values through work. Leading principle in building a system of motivation in a certain company is a research of the management mechanisms that influence intrinsic motivation of its employees. Such an approach rejects the idea of creating a practical application of the motivation of “panacea” type, suitable for every firm and every staff member. The most explicit example for such understanding is the thesis that the only motivational factor is money and using it amongst all the employees in the company will increase their involvement.

Without denying the impact of the financial incentives, we will enumerate few factors leading the list in numerous analyses: recognition for achieved results, work itself, taking responsibility, respect, good collegial relations, job security, opportunities for professional development, etc. [Milanova&Naydenova, 2013].

The standard management mechanism defined by Theories X and Y by Douglas McGregor [McGregor, 1960], believes that incentives (awards) are the most influential techniques to handle the decreasing motivation. It could be because employees perceive them faster than other motivational techniques. The remunerations are necessary, though not sufficient conditions for the reproduction and development of each works process, because it is interpreted as a logical reward for the results of the work. Another question is, what is the amount of the remuneration and under the influence of what kind factors is determined their size, whether they are differentiated and individualized, is it taken into account the cost of living and the change in purchasing power, is it made timely an adjustment of remuneration in accordance with the inflation rate, etc.? Because must not be ignore the fact that remuneration are related to different aspects of our lives.

Increasing incentives for achieving higher motivation could have an effect but under certain conditions. The most important from them is justice – appreciating the employees' achievements individually according to their merits. Employers and managers in our country do not take in consideration these conditions as they are seeking for excuse in low labor productivity or in the limited financial capabilities of the company. But thus undermines the intercompany confidence and the level of commitment to common goals and values.

With regard to the *recognition* of the professionalism and competences of individuals, they are not really admired by managers. In several cases it is considered as weakness and not as a motivational technique. *Recognition* is a catalyst for the actions of the manager. They accelerate and reinforce the effect of defining a purpose, of the communication, of the way to express trust, rigor.

Catalyzing effect, however, is only present if the monthly incentive could satisfy the basic needs of the employees (food, shelter, clothing, education, recreation, etc.). Therefore, we could define incentives as an important motivational technique only if they are in the form of adequate payment and social benefits. The remuneration is the one which creates high self-esteem at the workplace. Confidence stimulates higher achievements. The employee expects fair recognition for them. Acknowledgement is really the key to many things. Whoever has received recognition for their achievements would confirm that a person feels self-fulfilling and satisfied with their work.

We are suggesting the following specific and precise mechanism which is based on the *remuneration* and on the *recognition* as motivational techniques:

1. Establishment of a system of rules for flexible (not rigid and the same for all) financial rewards. The rules include the following:

- Accurate, current and well developed job descriptions, which indicate clear personal responsibilities for achieving results;
- Measurable, tangible indicators for the specific position, which will evaluate the degree of fulfilling the responsibilities;
- Who will assess the performance?
- The criteria according to which will be performed the assessment;
- The limits in which the incentive could raise according to the achieved results;

2. Training of the management who will assess. The system of rules might be perfect, but if the management underestimates or overrates employees with their evaluations, the system would not work and the incentives would stop functioning as motivators.

3. Training of the management to properly give recognitions. This is not an easy task, but it is not impossible.

4. Promotion, promotion and again promotion of the advantages of the system for evaluation, reward and recognition. A single meeting, on which the new rules to be read and introduced, would not be enough. We should forget about a written order which introduces a new way of remuneration. Until the last person in the company is convinced in the advantages of the system for evaluation, reward and recognition, the motivation will not increase.

Unfortunately, the results from the questionnaire [Milanova&Naydenova, 2013] meet the expectations that the bigger part of the employees and the managers have low motivation for work. In the surveyed companies there was not particular interest towards the offered motivational techniques. According to the respondents, they are based on theories, written by foreign authors who have no clue what it is to work in Bulgaria and respectively they are not applicable to our conditions.

Even if we can assume that these claims are not justified, it is absolutely reasonable that people want and look for intrinsic motivation in their work, which should be supported and even reinforced by the actions of the management team.

The conclusion to be made is that the individual motivational approach by the managers is the “weak link” in the management of our organizations.

1.1.2. Generating confidence as a penchant for recognition of the leader

Leadership means to get people to do what they do not want or they believe that they cannot do it, whereupon they are excited to do so. This paradox is the core of any leadership.

Leader is the manager, who could intensify the team do this which it could not handle heretofore, for example, to induce actions that are necessary to achieve good results. That requires the establishment of a special relationship between the leader and the people in the organization. At the heart of this relationship are the qualities of the leader.

In an interesting article by Brian Tracy [Tracy, 2002] five qualities of the motivated management are displayed that are inherent to the leaders and are shared by us. Every manager has these qualities to a certain extent and could develop them further in order to retain quality and suitable personnel in their company, as well as to contribute to increase their knowledge, to improve their skills, to develop their abilities and to promote their internal motivation.

These qualities that define the leader are:

- **Perspective (insight).**

It is about the fact that the leader should know well their subordinates and to give them tasks which are in accordance with what they do best.

2. Dignity.

The leader should tell the truth, to live with it though everything, which does, to deal honestly with people, not to make compromises in what believes, to admit weaknesses, to develop strengths.

3. Courage.

This quality is always recognized in words and actions and strongly motivates employees. A manager with leadership behavior usually sets high goals (standards). In that way faces difficulties and obstacles of all kinds and is tempted to compromise values and views. And here the courage is necessary, which could inspire and motivate employees to climb up the ladder of their achievements with one more step.

4. Realism.

A realist insists to see the world as it is, not what he wants it to be. His objective attitude and the refusal to indulge in self-deception are easily detected by employees. The courageous leader encourages the rest to have the same way of perception, to accept the facts as they are. This does not mean that he is always right, but that he always expresses the real situation in the best way according to him.

5. Responsibility.

The responsibility is the most difficult quality to build. The leader, who motivates, takes full responsibility for the results. Personal responsibility is translated in confidence that everything depends on and regardless of the circumstances, is required to give personal answer for everything happening on corporate level.

In this systematization stands out the relation between *the quality and the level of the corporate culture, of the social capital*, which is build, and established at the company, and the given dimensions of leadership nature, and *of the confidence as a tendency of its recognition*.

It is clear that the quality of the social capital depends on the level of trust and the degree of integration. When switching to the vertical dimensions of the social capital /and more specifically to the vertical dimensions of trust itself/, the arrangement of social preferences, emphasizing the leader and interpretation of leadership as quality parameter appears. Leadership skills and leadership charisma are the foundation of the modern vision of leadership, although there are still transmissions of outdated interpretations of the phenomenon, which, however, in the general case, is with negative influence on the effectiveness of leadership. It is not coincidentally that the literature speaks about “marginal propensity to recognize the leader” [Danchev, 2006] since one complicated combination of economic, psychological, cultural, etc. prerequisites could be established that extend the overall focus of the analysis.

The managers in our country require above everything obedience and submission. They do not encourage the new ideas of employees; none of the managers takes responsibility for mistakes. Everybody is hoping above all for an external assessment of the quality which the company offers. Those managers do not have qualities to create internal motivation amongst their employees, and therefore to be leaders.

This is due to some cultural attitudes and values, which are difficult to change. The cultural profile of the Bulgarian is “uncertainty avoidance, which is reflected in the fear of the new and change” as well as of the confession of external causality, which means that it is always looking for “someone else who should be responsible – the state, the government, etc.” [Milanova&Naydenova, 2013].

It is important for every person managing human potential to systematically make efforts to increase the motivation with the help of few major actions:

- *To rely on the abilities of the employees*, their achievements and actions;
- *Not to forget to give different incentives* for the performances and the achievements;
- *To be realists and encourage the employees* also to be like them. They should realize that everything they want has its own price. They have weaknesses which should be overcome, they have standards which should be adhered to if they want to survive in the conditions of a competitive market;
- *To admit their mistakes on time* in order not to lose the game. For example, when the employees make a mistake, the managers should think first if they were clear when explaining the goals, which the employees should have aimed at;
- *To take responsibility* for the failures.

Motivation could be managed thorough leadership, but it is before all relevant to the Bulgarian perceptions of leadership and motivation. They are functions of the genesis of the cultural matrix, respectively of the social capital on macro and corporate level. In this sense, their positive change is absolutely possible and necessary to more dynamic individual and social efficiency and fulfillment of the social relations, and from there – on the social capital.

1.2. Generating confidence through social networks and rules

Social network (community) is an interrelated group of individuals who share common values and attitudes. Different groups often create their own social norms of reciprocity and commitment, which motivate them to work together on the principle of the reciprocity and mutual-benefit [Putnam, 1993].

Depending on its internal organization, social networks, formal and informal, can be divided into two types: horizontal and vertical. In the horizontal networks are involving people with the same level of power and status are included. By the horizontal networks all members are involved in the activities of the network, the information is easy to spread and it is clearly communicated to the participants, which implies a high degree of trust and high motivation.

The vertical networks consist of people with different levels of power and status. In this case, the dissemination of information is limited. The information is communicated and distributed only when it poses no threat to the interests of persons with higher status, which reflects the confidence and the motivation.

The horizontal networks are very important for the generation of social capital. The horizontal network structure encourages the mutual trust and participation. Conversely, the vertical network or the presence of hierarchy reduces trust and social participation as the communication of information on vertical networks, unlike the horizontal networks, is no clear and effective. Further-

more, in the vertical networks, the common standards for interaction and penalties for performing illegal actions aimed to limiting the acts of an abuse are rarely fulfilled when the person has a higher status.

Within the social network (community) social norms are formed and approved whose observance affects the motivation for joint purposeful action. Social norms are informal rules that define what should be or not to be the behavior under different circumstances.

Social norms suggest an informal social control that replaces the need for more formal, institutionalized legal sanctions. The social norms are unwritten, but in line with the accepted form of behavior. They determine what are the expected patterns of behavior in a social context and what forms of behavior are highly valued in the society. Social norms include tolerance and fair dealing, loyalty and assistance.

Within each group there are social norms that according to the degree of their usefulness can lead to: increasing confidence, reducing of the costs for interaction and facilitating participation. Groups and communities that follow these rules successfully, overcome easily the collective problems and abuses.

Social norms are connected to the networks of social interaction between groups where they influence each other with the aim of their improvement.

When social norms weaken their action, then determining influence on the rules and tools necessary for the development of social networks have the subjective socio-economic circumstances that involve more or less the regulated organizations and public bodies such as government, law and judicial system, the civil and political organizations.

The more the institutional rules shift the social norms, the more difficult it is performed an adequate management of the social communities by motivating, because it is gone on the ground for management, which is based on motivation, namely, the trust and reciprocity in relationships between individuals.

In the concept of the social capital the reciprocity is seen as a fair mutual benefit from the presence of interaction or relationship with the time. Reciprocity, the mutual assistance, is a very productive feature of the social capital that enables collaboration between individuals and groups, as it helps the personal interests of the people to be reconciled with collective public interest and the principles of solidarity.

The synergy between trust, social networks and social norms determines the level of social capital. The social capital as a resource is characterized by that it cannot be exhausted in the process of its use. On the contrary, the more the social capital is used, the better this process reflects on his level.

The confidence in collective sense is formed as a result of the rules and norms of interaction and participation in social networks. On the other hand, the trust facilitates the participation and a high level of confidence given greater opportunities to participate in such networks. The participation in itself leads to trust. Therefore, the more social capital is used, the more its level rise, which is contrary to expectations that it, will be "used up" and lost.

In summary, the sources of the social capital are trust, social norms of interaction and networks of interaction, which together lead to a reduction in public spending, providing more information, access to innovation and higher

productivity, generating growth and development. The lack of these characteristics could lead to abuse and mistrust, deception and fraud, chaos and disorder.

If within the social groups there are sufficiently effective and strong norms under which individuals submit their personal interest in the interest of the group, this will lead to the accumulation of social capital. The trust, participation, group cohesion and common values are among the examples of the positive results of the manifestations of social capital.

But these same characteristics of social capital that suggest benefits and productive results have the potential to cause negative effects. *The possible negative manifestations of the social capital include: promoting a behavior that worsens rather than improves economic performance; creating a barrier to social inclusion and social mobility; the closed networks can be an obstacle to the activities and the right of choice for the individuals, which leads to disunity rather than uniting of the communities or the society as a whole.*

It is reasonable to assume that in the corporate plan a similar direction associated with negative effects would result in a rejection of the firm /company/ through the market mechanisms. The reason for this will be the inevitable deterioration of the economic indicators, particularly in the long term, as well as the expected catastrophic decline in the reputation indicator. This potentially possible process is related to the time factor and thus can lead to very negative consequences.

For this reason, and due to a number of other circumstances, it seems essential the development of a relevant motivational mechanism as a complex management construct including approbated motivational techniques and models. In this sense, the process of motivation as a specific management mechanism could be interpreted as resulting from the corporate social capital and as a corrective, aimed on optimizing the functioning of the company.

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