

# STUDY OF EMPLOYEES MOTIVATION AND THE RELATIONSHIP BETWEEN MOTIVATION AND PERFORMANCE IN ORGANIZATION

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**Abstract:** *The aim of the research is to evaluate the motivational factors and to determine the impact of the motivation on the performance of the employees. The main objective of the research report is to analyze the motivational factors and the effects of employee motivation on organizational performance, using data collected from a public organization. The data collection tool used was a structured questionnaire that used the Likert scale to assess the importance of different motivational factors. The result of the research will be useful to decision-makers in the studied organization as well as to other organizational managers in Romania to determine the relationship between motivation and performance in their organizations, with the ultimate goal of building optimal motivational systems to stimulate individual and organizational performance.*

**Keywords:** *personal development, employee performance, motivational factors, employee commitment, training.*

## 1. Introduction

The motivation has been extensively analysed over time and a series of theories and models have been formulated to find / suggest answers to the question: "Are people born self-motivated or motivated to be induced?" Productivity / performance at individual, organizational and macroeconomic level have direct implications on the competitiveness of a firm and / or a country. The organization can cope with the required changes in competitiveness / progress only by focusing the managers / employees' efforts on what the customer wants and / or the market; in daily work between subordinate and managers, employee motivation / satisfaction will or may not favour the firm's effort on the market. To be successful in daily work with subordinates, managers / decision-makers need to know, understand as fully as possible the motivation process within the organizational framework.

There are several theoretical developments that emphasize the organizational factors in trying to explain the motivation of the employee at work, namely the predominant factors of firm or organization (payroll system, management team, control-supervision system, communication between team members, feedback, promotion of positions / positions, admission of employee initiatives, participation in decision-making). Among such approaches to organizational motivation, more relevant on managerial theory / practice are a series of theories such as Herzberg's dual factor theory, Skinner's conditioning theory, etc.

Traditionally, the job performance study was based on two rather independent assumptions: performance can be understood in terms of the individual's ability to perform tasks and performance depends only on the level of motivation (Chung, 2013). Motivation is generally defined as "the psychological vectors that determine the direction of an individual's effort, as well as the resistance of the person to the obstacles" (Stanley, 2012, p. 3).

Responsibility for motivation is shared: it is up to senior management, direct manager and employee (Bhuvanaiah and Raya, 2015). There are many factors, from trust, involvement and values (individual and organizational) to satisfaction, achievement, recognition and rewards. Motivation is essential for individual work as well as efficient teamwork (Stanley, 2012). Employee motivation for better performance includes these critical factors: Employee involvement, Vision and Organizational Values, Management Recognition, Appraisal of Well-Being Work, and Leadership.

Performance appraisal is one of the most important human resource management activities that supervisors assess subordinate performance. Aguinis (2012) believes that performance assessment focuses on measuring and improving the employee's actual performance as well as the future potential of the employee. It aims to measure what an employee does and what the results of his work are. Performance appraisal is generally considered to be one of the most important functions of human resources management (Judge and Ferris 2013). A competent assessment and performance management system is "an indispensable part of an organization's efficient human resource management" (Guest, 2012, p. 268). Employee feedback responses to perceived accuracy, accuracy and perceived satisfaction are important components of the effectiveness of the assessment, as employee responses can motivate employees to improve performance. Therefore, performance evaluation serves as a means of providing feedback that can result in improved performance.

Performance research has demonstrated that performance evaluation features (such as the purpose of the evaluation and source) can lead to positive feedback from employees on the performance appraisal results, which may further motivate employees to improve their performance (DeNisi and Pritchard 2016).

In a highly competitive and global environment, organizations are constantly under pressure to keep their workforce (So 2013). High-skilled, trusted and experienced employees are a valuable asset to any organization. It is obvious that highly motivated employees are more likely to have high productivity. However, according to Certo (2006), performance is not only a result of human resource motivation, but also includes physical resources of the organization, ie equipment, consumables and time.

## **2. Methodology of research into the relationship between human resource motivation and organizational performance**

In the paper we will adopt the mixed method. The qualitative component of the research is represented by using direct observation methods, secondary documents analysis, and by applying a questionnaire to identify employees' perceptions of the motivational factors that make them work better and the relationship between motivation employees and organizational performance. The quantitative component aims to determine the relationship between motivational factors and organizational performance by analysing the employees' answers to the questionnaire, previously subject to a data encoding process.

In the mixed research on motivational factors and the effects of motivation on organizational performance, we selected a public sector Bucharest organization. In order to ensure the reliability and viability of the data collected from these companies and employees of this company through the questionnaire and to ensure confidentiality, we proceeded on hiding the names of the organization and the identity of the respondents to the questionnaires.

The questionnaires built to assess motivational factors and the impacts of motivation on organizational performance were administered to 71 people employed by the public organization. The number of respondents selected to conduct empirical research was selected according to the total number of employees and the willingness to answer the questions.

The variables that characterize the socio-demographic structure of the selected sample respect the structure of the population under investigation. Table no. 1 presents descriptive statistics of these variables.

Table 1. Descriptive statistics of socio-demographic variables

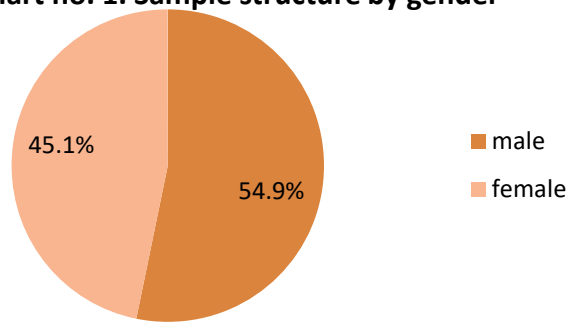
	Min	Max	Average	Standard deviation	Coefficient of asymmetry (skewness)	Coefficient of vaulting (kurtosis)
Gender	1	2	1,46	0,502	0,176	-2,028
Age	1	5	2,24	0,971	0,471	-0,239
Working stage	1	4	1,67	0,756	1,048	0,955
Company stage	1	4	2,14	0,728	0,469	0,386
Job position	1	2	1,76	0,432	-1,226	-0,513
Study level	1	5	2,10	1,105	0,460	-0,940

From the analysis of the descriptive statistical data it can be noticed that in the structure of the sample that was subjected to the research, the male respondents are more than the female ones. The average age among the respondents is quite low, being under 40 years of age. Also, the length of service is relatively low, being significantly influenced by the reduced average age, only 11.5% of those interviewed having a history of over 20 years. Age in the organization is influenced by both the age of the respondents, the length of service and the year of the organization's establishment. Of those questioned, only 20.5% have a seniority in the organization for over 10 years.

Approximately one-quarter of respondents occupy management positions, as illustrated by the asymmetric coefficient having a negative value, indicating a right-angled distribution (execution functions), with more extreme values to the left (driving functions). The level of studies is relatively low, the asymmetry coefficient being positive indicating a leftward inclination distribution (high school and post-secondary studies), having several extreme values to the right (six persons have graduated the master and only one person has obtained the phd).

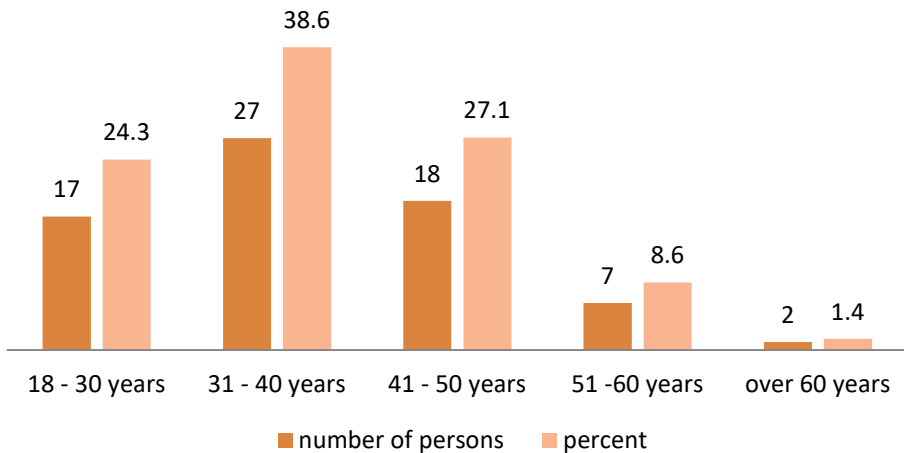
The structure of the sample by gender indicates a balanced distribution, respecting the structure of the total population by gender, gender being one of the criteria used in stratified sampling. As can be seen from Chart 1, 39 of the respondents (representing 54.9%) are male, while 32 of the respondents (representing 45.1%) are female.

**Chart no. 1. Sample structure by gender**



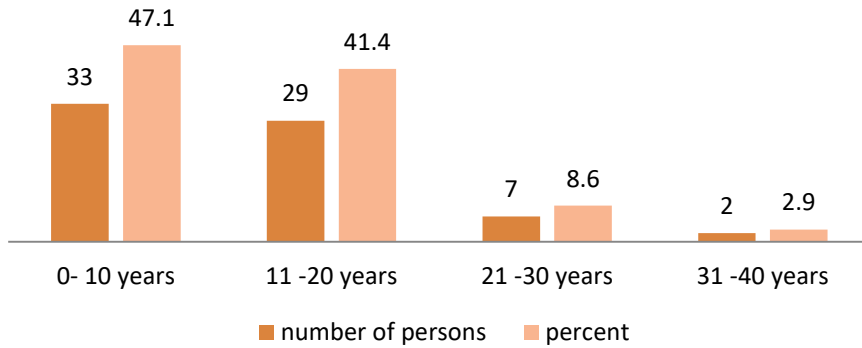
Regarding the age structure, it can be noticed that the workforce of the institution is relatively young, with 44 (62.9%) responding between 18-40 years of age. Only 7 of the respondents (representing 10.2%) are over 51 years old. The age criterion was the second used in stratified sampling. Graph no. 2 illustrates the structure of the sample by age.

**Graph no. 2. Sample structure by age**



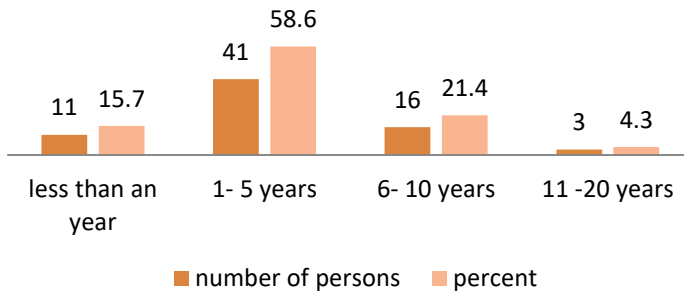
The structure of the sample by age indicates a distribution to the left as a result of the relatively low labor force. A percentage of 89.1% of 62 respondents have a working life of up to 20 years. Graph no. 3 illustrates the structure of the sample by age, indicating a young and dynamic workforce with sufficient work experience to facilitate organizational performance.

**Graph no. 3 Sample structure by job stage**



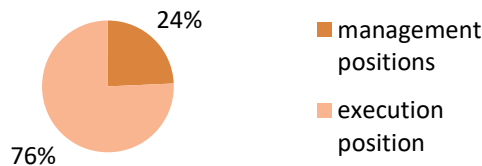
The stage in job within the organization in respondents organization is influenced by the age of the organization.

**Graph no. 4. Sample structure by seniority in the organization**



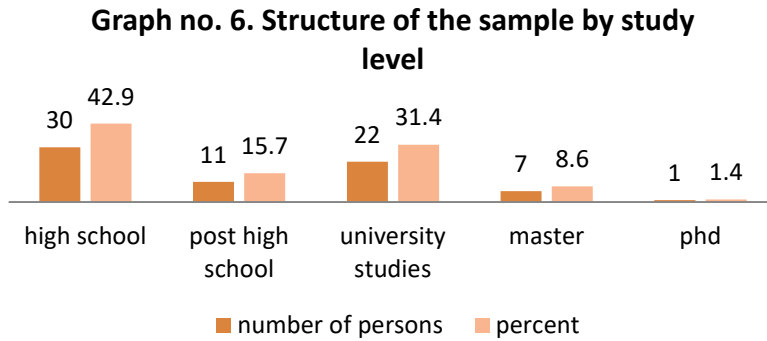
A relatively large percentage of all respondents in the sample occupy a leading position. We have selected many senior management because they are better aware of the organization's performance and motivation modalities. In graph no 5 we illustrate the proportions of executives and executives selected in the sample.

**Chart no. 5. Structure of the sample in relation to the occupied function**



A total of 17 out of 71 respondents occupy a leading position at a certain level within the organization's hierarchy.

In terms of studies, it can be seen that most of the employees selected in the sample have higher education. The study structure of the sample respects the study structure of the entire population surveyed, the level of the study being one of the criteria used in the layered sampling.



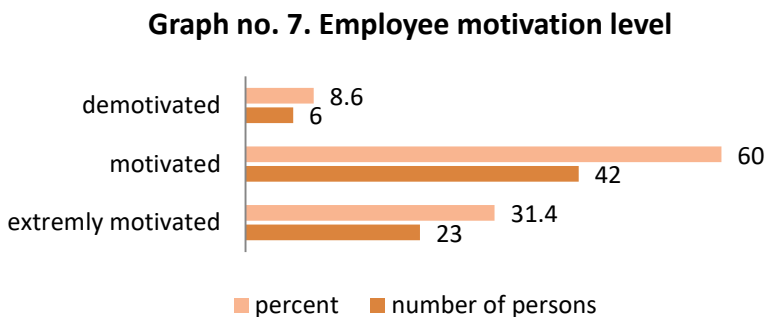
### 3. Researching hypotheses on motivational factors and their impact on employee performance

As a result of demonstrating the reliability of the research instrument we used, we investigated the hypotheses formulated regarding the motivation level, the motivational factors that contribute to employee motivation, as well as the impact of the motivation on the organizational performance within the public organization. A first primary hypothesis concerns the motivation level of the employees within the investigated company:

***Main hypothesis (first rank):***

*IPO Employees in the ten selected companies feel motivated at the work they occupy.*

*After analysing the frequencies of the variable representing the level of motivation, we found that the research employees had a high level of motivation (91.4% said they felt motivated and motivated). A low percentage of only 8.6% declared themselves demotivated (graph no. 7).*



As a result, we can state that the IPO (first rank) hypothesis is validated. Employees feel motivated by what the company offers.

A gender-based analysis shows that females in the sample feel more motivated than male subjects. All 6 people (representing 8.6% of the total respondents) who declared themselves demotivated are male. 37.5% of the female respondents are highly motivated, while only 26.3% of the male respondents are highly motivated (table no. 2).

Table no.2. Level of motivation by gender

			Level of motivation			Total
			demotivated	motivated	Extremely motivated	
Gender	Male	Number of people	6	22	11	39
		% within the genre	15,8%	57,9%	26,3%	100.0%
		% within the level of motivation	100,0%	52,4%	45,5%	54.3%
	female	Number of people	0	20	12	32
		% within the genre	0%	62,5%	37,5%	100.0%
		% within the level of motivation	0%	47,6%	54,5%	45.7%
Total	Number of people	7	42	22	71	
	% within the genre	8.6%	60,0%	31,4%	100,0%	
	% within the level of motivation	100.0%	100,0%	100,0%	100,0%	

Researching the level of motivation according to the age of the organization can be seen that most demotivated persons (50.0%) come from the age category of 1-5 years (50.0%). The most motivated employees of the ten companies surveyed are more than 6 years old, only one of the 18 employees older than 6 years being declared demoted (table no.3). Employees with longer seniority benefit from better motivational packages, making them feel more motivated.

Table nr. 3. Level of motivation by stage in the organization

			Level of motivation			Total
			demotivated	motivated	Extremely motivated	
Stage in the organization	Less than an year	Number of persons	2	8	1	11
		% within the stage in the organization	18,2%	72,7%	9,1%	100,0%
		% within in the level of motivation	33,3%	19,0%	4,5%	15,7%
	1-5 years	Number of persons	3	24	14	41
		% within the stage in the organization	7,3%	58,5%	34,1%	100,0%
		% within in the level of motivation	50,0%	57,1%	63,6%	58,6%

	6-10 years	Number of persons	1	9	6	16
		% within the stage in the organization	6,7%	60,0%	33,3%	100,0%
		% within in the level of motivation	16,7%	21,4%	22,7%	21,4%
	11-20 years	Number of persons	0	1	2	3
		% within the stage in the organization	,0%	33,3%	66,7%	100,0%
		% within in the level of motivation	,0%	2,4%	9,1%	4,3%
Total	Number of persons	7	42	22	71	
	% within the stage in the organization	8,6%	60,0%	31,4%	100,0%	
	% within in the level of motivation	100,0%	100,0%	100,0%	100,0%	

Occupation is a criterion that clearly differentiates people motivated by demotivated ones. All 6 declared demoted occupy execution functions. Out of the 17 persons with a leading position, 52.9% said they were very motivated, which shows that the organization offers motivating salary packages to those who hold leading positions (table 4).

**Table no. 4 . Level of motivation by job type**

			Level of motivation			Total
			demotivated	motivated	Extremly motivated	
Job type	Management job	Number of persons	0	8	9	17
		% within the job type	0,0%	47,1%	52,9%	100,0%
		% within the level of motivation	0,0%	19,0%	40,9%	24,3%
	Execution job	Number of persons	6	35	13	54
		% within the job type	11,3%	64,2%	24,5%	100,0%
		% within the level of motivation	100,0%	81,0%	59,1%	75,7%
Total	Number of persons	7	42	22	71	
	% within the job type	8,6%	60,0%	31,4%	100,0%	
	% within the level of motivation	100,0%	100,0%	100,0%	100,0%	



Also, the level of education is a strong criterion for distinguishing between motivated and demotivated people. 5 of the 6 people who have been demoted have only high school education, only one of them having higher education (table 5).

Table no. 5. Level of motivation by level of education

			Level of motivation			Total
			demotivated	motivated	Extremely motivated	
Level of education	High school	Număr persoane	5	20	5	30
		% within the level of education	16,7%	66,7%	16,7%	100,0%
		% within the level of motivation	83,3%	47,6%	22,7%	42,9%
	Post high school	Număr persoane	0	8	3	11
		% within the level of education	0,0%	72,7%	27,3%	100,0%
		% within the level of motivation	0,0%	19,0%	13,6%	15,7%
	University studies	Număr persoane	1	13	9	23
		% within the level of education	4,5%	59,1%	36,4%	100,0%
		% within the level of motivation	16,7%	31,0%	36,4%	31,4%
	master	Număr persoane	0	1	5	6
		% within the level of education	0,0%	16,7%	83,3%	100,0%
		% within the level of motivation	0,0%	2,4%	22,7%	8,6%
	Phd	Număr persoane	0	0	1	1
		% within the level of education	0,0%	,0%	100,0%	100,0%
		% within the level of motivation	0,0%	,0%	4,5%	1,4%
Total	Număr persoane	7	42	22	71	
	% within the level of education	8,6%	60,0%	31,4%	100,0%	
	% within the level of motivation	100,0%	100,0%	100,0%	100,0%	

Of the 7 people with master and doctoral studies 6, they are highly motivated, and only one motivated, which shows that the organization rewards those with higher education with motivating salary packages.

The level of detail of the IPO's main hypothesis was then detailed to capture the motivating factors underpinning employee motivation, the intention of employees to seek another job, the attractiveness of the organization that would cause employees to recommend to others the possibility of work within the organization:

***Secondary hypothesis (second rank):***

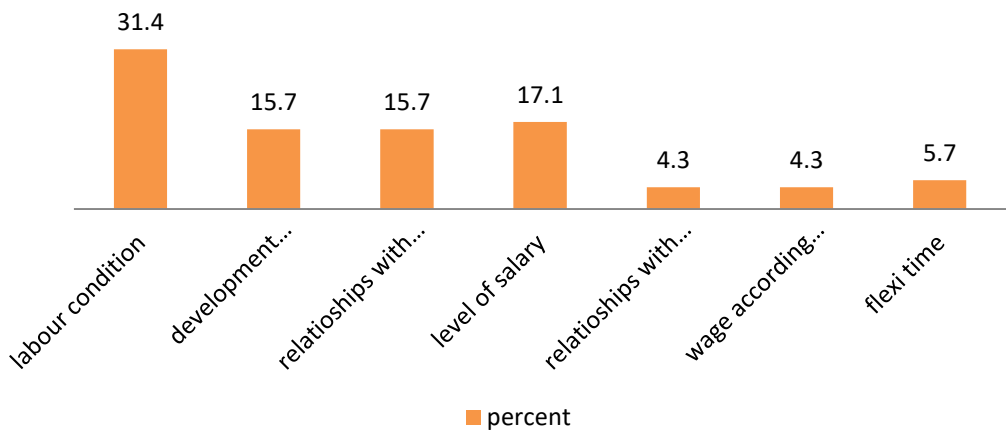
ISO.1. The main motivating factor in the employees' opinion is the salary level.

ISO.2. There is a low intention of abandoning the job.

ISO.3. The organization they work in is a desirable job that employees would recommend to other people.

The analysis of employees' perception of the most motivating workplace characteristics showed that working conditions (22 of the respondents representing 31.4% of the total number of respondents) ranked first in the perception of employees as a motivating factor. Second place among the motivating factors is occupied by the development opportunities (chosen by 12 of the respondents representing 17.1% of the total respondents). The third and fourth places are equally motivated by relationships with colleagues and salary levels (eleven of 11 respondents representing 15.7% of total respondents) (graph no. 8).

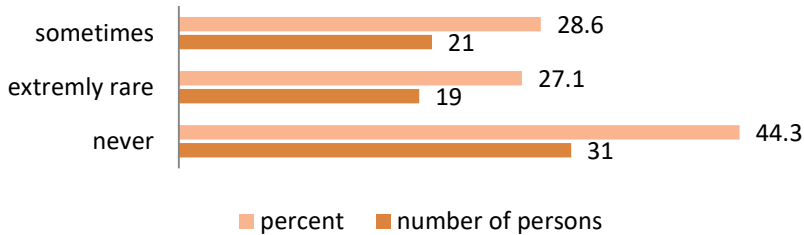
**Graph no. 8. Employee perception of the importance of motivating factors**



The research of the motivating factors that are important in the perception of the research employees led to the conclusion that the secondary hypothesis ISO.1. is invalidated. The main motivating factor in the employees' opinion is the working conditions and not the salary level. Instead, employees consider that the most important factors concern working conditions and development opportunities, factors that address the social needs and self-realization of employees.

To the question, "You are thinking about leaving the organization to evolve in a career or a better salary," the employees responded mostly (71.4%) to never or very rarely (Graph no 9). Only 28.6% of employees said they sometimes think of leaving the organization to evolve in a career or a better salary.

**Graph no. 9. The tendency to abandon the job**



An analysis of the answers to this question based on seniority in the organization reveals that the majority of those who responded "sometimes" (65% of the respondents who gave this answer, representing 13 people) places in the seniority category in the organization 1-5 years (table no. 6). Also, 5 people, representing 25% of respondents who have given this answer, are less than a year old within their respective organizations. Older people are attached to the organization and its values

Table no. 6. The tendency to abandon the job depending on stage in the organization

			Tendința de abandon a locului de muncă			Total
			câteodată	foarte rar	niciodată	
Stage in the organization	Less than an year	Number of persons	5	3	3	11
		% within the stage of organization	45,5%	27,3%	27,3%	100,0%
		% within the tendency to abandon the job	25,0%	15,8%	9,7%	15,7%
	1-5 years	Number of persons	13	13	15	41
		% within the stage of organization	31,7%	31,7%	36,6%	100,0%
		% within the tendency to abandon the job	65,0%	68,4%	48,4%	58,6%
	6-10 years	Number of persons	2	3	11	16
		% within the stage of organization	13,3%	20,0%	66,7%	100,0%
		% within the tendency to abandon the job	10,0%	15,8%	32,3%	21,4%
	11-20 years	Number of persons	0	0	3	3
		% within the stage of organization	0,0%	0,0%	100,0%	100,0%
		% within the tendency to abandon the job	0,0%	0,0%	9,7%	4,3%
Total	Number of persons	20	19	31	71	
	% within the stage of organization	28,6%	27,1%	44,3%	100,0%	
	% within the tendency to abandon the job	100,0%	100,0%	100,0%	100,0%	

As a result of the researches we can assume that the secondary hypothesis ISO.2. is validated. It can be seen from the interpretation of the results that there is a low intention of abandoning the job.

Analysing the frequencies of the variable representing the correspondence between the reward and the value created by the employee, we found that the employees surveyed consider, for the most part, that there is such a correspondence. A percentage of 75.7% of respondents said they totally or partially agree with the statement that "the money they receive as a salary is a fair illustration of the value I am creating within the organization"

Employees of the organization believe that there is a correlation between reward and value created by the employee, motivating employees to work better. Researching employees' responses to the motivating role of the current performance recognition and reward program has led to the conclusion that employees consider the program to be highly motivating. A total of 61.4% (43 respondents) strongly agreed with the statement that "the current performance recognition and reward program motivates me to work better," while 15.7% (10 respondents) - partially agreed. However, there was an employee who disagreed partially with this statement and 15 neutral about this statement, which shows that some employees are partly dissatisfied with how the current performance recognition and reward program is made.

Analysing the frequencies of the employee's perceptions of performance perceptions of the organization, we found employees to think that the organization's performance is good, very good or excellent. 92.9% of the respondents said the performance was good, very good or excellent, while only 7.1% of employees appreciated that the performance of the organization was average.

## **4. Conclusion**

Managers and employees have the responsibility to ensure that work can be the best job possible. If managers have to do everything to ensure that employees are satisfied and motivated, and employees have a responsibility to accept the means to motivate them, they must be open to communication. A job is much more desirable if all parties are willing to participate and get involved in the motivation process.

A manager must create a climate in the organization that motivates employees. Although the organizational climate is difficult to measure, the observation of its symptoms indicates the emergence of problems that are signs of inefficient motivation of staff.

Employee motivation is the main driver of organizational performance. The analysis of motivational factors and the influence of each category of motivational factors on performance can help managers create a motivational performance-oriented climate.

In the research, a structured questionnaire will be used as a primary data collection tool. The questionnaire is made up of section A containing biographical questions and section B that contains questions about topics related to the subject of the research.

The organization surveyed needs to reassess the structure of the motivational system as research has shown that employees believe that the organization should have a competitive reward system in comparison with other companies and provide a competitive package of benefits and benefits. It is advisable to maintain non-monetary rewards as an optimal way to keep the motivated workforce, but also to include monetary rewards that should be directly related to individual, team and organizational performance.

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As a result of direct observations made at the headquarters of the organization, I have found that it does not put into practice enough different design and redesign techniques for jobs such as job rotation. Therefore, managers must ensure and create a job rotation program and also build optimal motivation systems that encourage learning of diverse skills.

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