

Study of Employee Motivation in Organizations

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Abstract: The purpose of this paper is to understand the strategic importance of motivation in the management process, being well known that the performances obtained at the level of the organization and its prestige depend strongly on the quality of human resources. Human resources have the central place within the organizations at present, starting from the theories that the personnel represented simple means to achieve the proposed goals; we get to learn that they are the organization itself. The employees can be motivated to increase their job performance and increase their level of satisfaction. Depending on the reason behind any action, the performance and satisfaction of employees can reach a high level or, conversely, a very low level. The reason is an internal cause that determines our conduct. Synthesizing a series of factors involved in the motivation of the individual, after completing the study we will be able to understanding better a person's options, eventually to understand the position he will adopt in different situations, or to exert an influence on it and even to better understand the levers through which different situations influence us, it is necessary to we know the mixing of the motives in an action and the relative force of the motives.

Key-Words: human resources, employee performance, motivational factors, employee commitment, training.

1 Introduction

Motivation is the process by which employees are directed to work towards achieving the set objectives of the organization, the way in which this motivation is realized being understood differently by employees due to the subjective vision of each individual. Providing and arranging offices, acquiring modern work technologies, a competitive salary or promotion are some of the motivating and driving ways, each contributing in a certain way to increasing the performance and satisfaction of the employees. Unfortunately, not all ways to motivate can produce lasting, long-term effects (Burlea-Schiopoiu, 2013).

Managers pay special attention to the human factor and the development of efficient human resource systems that support all other existing processes within the organization. An important aspect is how employees can be motivated to increase their job performance and increase their level of satisfaction. Depending on the reason behind any action, the performance and satisfaction of employees can reach a high level or, conversely, a very low level. The reason is an internal cause that determines our conduct. Regardless of the type of work performed, professional development is a motivating factor. Human resources specialists plan strategically, in direct collaboration with the organization's management, training courses and training, so that employees develop their knowledge and skills and contribute to the achievement of a knowledge-based organization.

The ability of the motivation to determine a number of characteristics of the behaviour at work is very well surprised by Pinder (1998, p.11) which stated that motivation is a set of energetic forces that originate both inside and outside the individual to initiate the behaviour associated with work and to determine its shape, direction, intensity and duration. Contrary to these approaches, there are a number of psychologists who believe that motivation can only be partially the determining factor in the way employees work and that there are other equally important factors that determine their attitude towards work, people working very hard, much even when they are not obligated to do so, or motivated (McClelland 1980).

Park and Word (2012) demonstrated the existence of a positive correlation between motivation and performance in organizations, emphasizing that employee performance is also influenced by other factors, such as employees' perceptions of the workplace climate. Furthermore, employee perceptions and reactions to performance appraisal and the appraisal process have a significant impact on performance enhancement. (Dusterhoff et al., 2014).

Organization managers have observed that the success of an organization is determined by the efforts of its members and that the approach to behaviour in terms of motivation is a complex method of analysis.

Therefore, managers concerned with the evolution of the organization must constantly evaluate the people they work with, to ensure that employees gain a sense of total involvement in the excellence of the company, through managerial programs to motivate and train staff (Burlea-Schiopoiu and Idowu, 2016).

Most institutions and organizations strive to improve employee performance, quality of services and products, but their quality may vary depending on the organization's goals. Employee motivation is essential for achieving organizational goals. A deep knowledge of motivation and its meaning is therefore essential for the success of the organization (Paré, 2001).

In achieving the goals, each organization combines in different proportions material resources, financial resources, information resources and human resources. HR is essential to ensure the success of any business. Human resource management is the consequence of the organization's concern to have quality employees, and combines a series of activities designed to influence the performance of the organization's staff.

The strategic activities are those regarding the planning of human resources in the long or medium term, in order to fulfil the objectives of the organization: recruitment and selection of employees, management of personnel orientation, analysis of information on occupational safety and security and accidents at work, resolution of employee complaints and grievances, personnel records, staff training and development.

Operational activities are tactical and administrative, referring to various and specific issues. These include activities related to testing and examining candidates for employment, orientation and accommodation of new employees, adequate training of managers, solving problems of safety and labour protection, rewarding and remunerating staff, human resources planning, and relations with unions. In other words, the operational activities are the daily ones of managing the staff as adequately and efficiently as possible.

But working with people means taking into account the emotional sensibilities and characteristics of each individual. People have ambitions and anxieties, they need a measure of their results and they have a complexity of needs.

There are a number of terms that describe the activity that is carried out to help the organization to use its human resources to its full capacity, the most widely used term today being "human resource management". This concept refers to three aspects related to human resources:

- use of HR;
- motivation of HR;
- Protection of HR.

In the continuation of the study we will address the motivating elements of human resources and their impact on the performance of the organization.

2 Analysis of elements with impact on individual and organizational performance

The international specialty literature, both in the field of management and in the field of organizational-managerial psychology, speaks of motivational strategies, methods of increasing employee satisfaction and obtaining the best organizational performance through work motivation. Lévy – Leboyer (2001) he even considered motivation a decisive element in the survival of enterprises and an important springboard for global competitiveness.

Through their potential for development and improvement, human resources are of unique importance. Perspectives on personal development and career advancement are elements that are carefully considered when choosing a job. We will present below the elements with an impact on individual and organizational performance. At the same time, organizations need to be aware of the benefits they can get from studying their effects.

- Investments in the training and improvement of their employees, the training and improvement procedures can be divided into two categories:
 - Formal procedures - are often associated with a new job, or with the introduction of new technologies or production processes. Training using formal procedures is often applied by human resources specialists or technical experts within the organization; at other times, employees take courses offered by specialized institutions;
 - Informal training - is conducted at the workplace and is administered by the employee's experienced supervisors or colleagues.
- Rewarding employees

Recognition and reward of employee performance are central elements in human resource management, are ways in which organizations estimate the level of employee performance and determine how they will be rewarded or eventually sanctioned.

The HR manager will work with mid-level managers or employee supervisors to establish a performance appraisal process as well as a way to provide feedback (Burlea-Schiopoiu and Remme, 2017).

Although performance evaluation is not the favourite management activity, it should not be neglected; it must be carried out at the right time and have a high degree of accuracy, given its importance (Burlea-Schiopoiu, 2008).

Rewarding is a complex and specialized activity. Rewards can take either the form of direct benefits (salary, bonuses) or the form of indirect benefits. But, in addition to the level of payment, a reward system agreed upon by employees must demonstrate fairness. The remuneration system is subject to several legal regulations, such as the minimum wage, overtime pay, etc.

The reward system must be designed to meet the strategic objectives of the organization and ensure the coordination of the level of payment in the labour market with the profitability and ability of the organization to pay (Anghel, 1999).

- The salary level must be in line with that of other companies for similar positions and reflect the differences between various categories of positions within the organization, as well as between employees, depending on their qualifications and performance. In this sense, the main activities refer to: job evaluation; performance evaluation; payroll; granting bonuses (performance-reward correlation); anticipating the need for salary increases and granting them; finding an appropriate benefits package; administration of the salary fund (Hăhăianu, 2000).
- Maintaining a healthy workforce - the responsibilities of the human resources manager are not limited to hiring, training and rewarding employees, but also include maintaining security at the workplace, maintaining good relationships with employees and making employees available.
- One of the main reasons for redesigning jobs was the desire to provide safer and healthier working conditions.
- Another function of human resources management is to establish and maintain effective relationships with employees. One form of manifestation of this function is the collective negotiations, in order to establish cordial relations between the management and the employees.

The dismissal of inefficient employees or those who no longer find their place in the organization is another problem of the human resources manager. Sometimes, as a result of economic conditions, a merger or an acquisition, the decision must be made to lay off some of the employees and to optimally redistribute the remaining ones. The redundant employees must be assisted in finding another job, within another organization.

Human resources programs need to be closely correlated with the needs and overall strategy of the organization. The selection, training, evaluation and reward procedures must form a unitary whole, so that employees are not put in contradictory situations. When properly integrated, strategic human resource systems motivate employees and make it possible to implement strategic plans.

3 The effects of motivation

Employee motivation must be approached differently, taking into account the individuality of each member of the organization, the potential, needs, interests, behaviour, ambitions, and desire to take on new responsibilities.

The content of the concept of motivation mainly concerns the will of the employee to make an effort to achieve the objectives of the organization while satisfying individual needs. Such an approach highlights three major coordinates: the needs, effort and objectives of the company.

In the literature, empirical theories and research on work motivation have been structured in different directions. The most modern and useful in the study of management and in understanding the behaviour of the personnel of a company is presented in the following table.

Table no. 1. The main motivational theories

Categories	Characteristics	Theories	Examples
Content theories	It targets the factors that incite or initiate motivated behaviour	- the hierarchy of needs - X - Y - Dual factors - ERG - the acquisition of successes	Motivation through money, social status and achievements
Process theories	It focuses on the factors that direct the behaviour	- expected performance - fairness	Motivation through the inner start of the individual for work, performance and recognition
Strengthening theories	It focuses on the factors that determine the repetition of a behaviour	- operating conditioning	Motivation by rewarding behaviour

Source: Mathis Robert, Nica Panaite, Rusu Costache, **Human resources management** , Ed. Economică, 1997, p. 40

Motivating factors include those elements (salary, desire for affiliation, social status needs, etc.) that determine a person to perform certain actions or to adopt certain attitudes. Satisfaction represents the state of satisfaction resulting from the fulfilment of a desire. Therefore, motivation is the support of employment in the race to obtain a result, and satisfaction is related to the result already obtained. The difference between the two concepts explains why a person can have a high job satisfaction and a low motivation for the respective work and vice versa.

A good manager intuitively understands the priority needs of employees and acts in such a way as to motivate them properly. It must start from a series of premises, among which are more important: the structure of human needs varies according to the individual level of development and the general standard of living; the interaction needs - motivations leads to the formation of complex motivational models that explain the different meaning for different people of the same reward; the individual is able to learn new motivations through experience within the organization; the same person may manifest different needs, in different groups, in the same organization or in different organizations; each need motivates the employee, causing him to act accordingly, only until the moment of satisfying the respective need; employees may respond differently to different managerial strategies, depending on the factors that motivate them, personal qualities (Drăgușin, 2003).

The concrete content of the motivation in each company reflects the managerial and economic conception promoted within it. The wide variety of concepts, combined with the diversity of staff and managerial situations, is reflected in the heterogeneity of managerial concepts and practices.

The lack of motivation of the staff are directly conditioned by the quality of the decisions, the application of the managerial methods, techniques and procedures and the general effects, the accuracy and flexibility of the informational subsystem, as well as the functionality of the organizational modalities in the company.

Analysing the organizational role, we consider the impact that motivation has on the way the company works and its performances, due to the fact that motivation motivates the skills, know-how and energy of staff.

The individual role - aims at the strong dependence of the satisfactions and dissatisfactions of each employee in the company, of its evolution, on the motivation exercised in the organization. The more intense the motivation, the more satisfied the staff is, the more the company uses its capacity and grows faster and more intensely.

The economic role refers to the indirect conditioning of the economic performances of each country by the motivation that predominates in each company operating on its territory. When the motivation of companies is insufficient, their economic results do not rise to the required level and are negatively reflected in the overall performance of the country concerned.

The social role represents the synergistic effect of the previous roles in terms of psycho-sociological elements that characterize the population of a country. The social climate of a country, the social relations are determined to a certain extent by the effects of motivation prevailing in the companies and organizations where the population operates.

The key to motivating people is to create opportunities to meet individual and team goals, to take responsibility, to measure results, to be recognized and rewarded. If they are not given responsibilities, employees do neither more nor less than their limited role allows.

As a form of personal development, training is one of the ways in which people acquire a sense of self-realization. But this is not the only possible way, nor does it suit any type of individual. Many employees do not feel the need to be trained all the time, they may be motivated by other aspects of their work. But regardless of the aspect that motivates him, any employee feels the need for his activity to be to some extent subject to self-control, respected and recognized.

In order to achieve the objectives of the organization, the contribution of all employees is needed, therefore, all employees must be treated with the same trust and respect.

Wage increases and bonuses are not enough to create a well-motivated workforce. Staff motivation can only be achieved through a set of policies and actions, both financial and non-financial, which meet the aspirations of employees, their need for individual development, self-esteem and self-realization (Coates, 1999).

4 Benefits of motivation within an organization

Motivation helps employees achieve excellent results in the workplace, but when they are dissatisfied, demotivated people can achieve poorer results. There are many factors that can generate lack of motivation: personal problems, disagreements with colleagues, dislike of the type of work that the employee has to do, or other individual reasons. This is because people are different, each person has their own character, principles. From this statement it is important to understand that individual solutions must be found to help demotivated employees find their "interest" in the work they do.

Motivating someone means understanding their needs, what motivates them to work better and make them want to get better results.

The advantages of working with motivated people are:

- The work will be done at the set standards and within the established deadlines
- People will work with pleasure and they will feel appreciated and this will be immediately reflected in their performances
- The high morale of the people will provide an excellent working atmosphere
- The results will be monitored even by the people involved and will require less supervision
- The results will be monitored even by the people involved and will require less supervision
- People will work better because they want to get good results
- The employees will show a positive attitude towards the organization
- There will be a reduced staff turnover
- Low rates of absenteeism
- Creativity and taking responsibility by employees

Once people are motivated, maintaining this condition will require constant vigilance, but the effort will be rewarded: highly motivated people will behave well and get more than satisfactory results.

In terms of compliance with deadlines, many studies suggest that pay isn't the biggest motivator for employees, but it sure helps. When there is a structured process to tie performance appraisal scores to merit increases, employees are more motivated to meet deadlines and get things done.

Well-motivated people harness their creativity and top management skills to re-engineer their workflows and resources to finish the job faster and exceed expectations

In an organization, the success of the qualitative side of the human factor and his motivation towards the work performed are ensured to the greatest extent. Satisfaction with work is associated with performance up to a point, from which performance influences satisfaction. The direct link between performance and work satisfaction is mainly provided by the feedback and reward system.

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In the company's management, the real meaning of an employee's action or behavior, the attitude adopted by him in a given context cannot be perceived without understanding the reasons that have generated them. Thus, behind the action of the individual there are usually some reasons; knowledge of the reasons

supports the attempt to predict human behavior, supports the attempt to unify the efforts of an organization aimed at achieving clearly defined objectives.

The most important motivational factor is the goal, which gives meaning to professional activity. He must be attractive and, at the same time, lead all employees in a common direction, appealing to their feelings and judgment.

5 Conclusions

Managers and employees have a responsibility to ensure that the workplace can be the best job that can exist. If managers need to do everything to ensure that employees are satisfied and motivated and employees have the responsibility to accept the means of motivation they act on, 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.

Social and organizational existence has always been under the influence of needs and motivational factors. The fact that the process of motivation was realized relatively late does not diminish its historical or formative value in the process of becoming human.

Forms of motivation group the circumstances, modalities and means of various nature through which organizations and, respectively, managers influence and guide the behaviour of individuals and groups.

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 appearance of problems that are signs of inefficient staff motivation (Burlea-Schiopoiu, Idowu and Vertigas, 2017).

Employee motivation is the main engine for achieving organizational performance. Analysing motivational factors and the influence of each category of motivational factors on performance can help managers create a performance-oriented motivational climate.

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