ORGANIZATIONAL PERFORMANCE IS HIGHLY INFLUENCED BY MOTIVATION. A CASE STUDY OF THE PUBLIC HEALTH DIRECTORATE

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Abstract: *High productivity is of primary concern to individuals, the management of any organization and to the national economy at large. Performance management in the health sector is essential for access to health services and for the provision of quality services. It is generally regarded as a well-known fact that an organization's employees are a key asset for success. One of the most fascinating questions for specialists, but also one that causes headaches for managers in organizations, is "why are people motivated to do something?". A human's ambitions and goals may differ from one person to another, so motivation is a crucial aspect of health care management. Management can guide people to achieve the organization's goals by identifying their unique qualities and potentials. The main objective of the study was to analyze the factors that motivate and demotivate employees in the Public Health Directorate, in order to find, or demonstrate that workplace satisfaction is influenced by a combination of factors, each of them having their own effect, contributing to the final result, which can be decisive in creating or not an productive equilibrum within the organizations that were subjected to research. Research methods: qualitative-quantitative analysis through the questionnaire-based survey method. Research thesis: Motivation plays a crucial role in organizational performance. This article concluded that not only financial benefits are important to both male and female employees, but also non-financial benefits and Managers must attach significant importance to motivational factors because these are the only ones capable of guaranteeing the success of such an approach.*

Keywords: motivation; performance management; organizational performance; employees

JEL Classification: A14; M12

1.Introduction

Individual motivation, built on the basis of informative consciousness, has been the control system for people's actions. The motivation system drives individuals to

take action aimed at achieving a craving, thereby stimulating, enlivening, guiding, and preserving action and performance (Alajmi & Alasousi, 2019). Motivation has been one of the key determining factors for human performance and action. In the past, the workforce was believed to be a crucial resource in upgrading the production process of services and products. Despite this, considerable progress is being made. An organization's workforce is motivated when it is inspired to perform better and remain productive. Every organization's most significant asset is its employees, when they are motivated. The reason for this is that motivation is a primary driver of performance improvement for individuals and organizations alike. The rule applies to all sectors, both public and private, and to non-profit organizations. In this regard, motivation has become a central concern among academics, researchers, business managers, and consultants.

An organization's management can contribute to the academic foundation that introduces change and starts development by recognizing the aspects that play a part in individual behavior. When a company's management board examines and acknowledges the motivating variables of an employee's behavior, it will have a conceptual foundation for implementing change within the organization. A specific focus of earlier motivation studies was on motivation as a driving force for human behavior (Ellemers et al., 2004). The conclusions of these studies support the hypothesis that every behavior relating to a single individual is affected by significant determinants that arise from objectified actions. Motivating the workforce is crucial to achieving organizational goals and improving business performance.

It has been shown that once a workforce feels motivated, it will become more energetic, increasing their performance (Pancasila et al., 2020). Motivating the workforce is a way of helping them complete their tasks efficiently and effectively, as well as a goal or result they are trying to achieve. Having a transparent organization's morals, goals, and standards reflects well on the company (Nguyen et al., 2020). Several academic studies have attempted to answer the question: What motivates employees? Therefore, it has become crucial for business managers to find out how to improve employee self-esteem and satisfaction levels.

Why does an organization need motivated employees? The answer to this question reaches the heart of an organization's existence. Today's dynamic workplace environment requires highly motivated employees. Employee motivation is essential to the success and survival of an organization. This is because a productive workforce can enhance organizational productivity and enable an organization to reach increased levels of production. The challenge of motivating a workforce is perhaps the most intricate and entangling issue that business managers are facing these days.

2. Literature Review

Motivating is derived from the Latin word "movere", meaning to cause a change of position (Islam & Ismail, 2008). Motivating ourselves changes our feeling of boredom into interest. Motivation is defined as an inner energy that inspires behavior and provides guidance. Theories of motivation can be applied as a way to explain why an individual's behavior occurs. Individuals' motivations can be summarized as the desires they yearn to achieve; the stimulus and the term

motivation refer to the wants, desires, and hopes they harbor within them, which lead them to act in the manner that they do (Walker & Miller, 2009). Human resources and organizational studies regard it as one of the most significant areas of research. According to Kreitner (1995), motivation is the process of the inner mind and mental activity, which provides behavioral motives and guidance and a determination to fulfill needs and wants that have yet to be met (Higgins, 1994). The method is considered to be an effective means of encouraging people to reach their goals. Understanding the variables that motivate the workforce might facilitate job assignments and reward systems for encouragement. In this way, organizations are able to integrate motivating factors into a set of management strategies.

In order to motivate their employees, managers need to focus on two things: the first challenge is motivating employees to work toward the organization's objectives, and the second is motivating them to pursue their own, individual objectives. Psychology specialists have explored human motivation extensively and developed a variety of theories about what motivates people. In the past organizations used to focus primarily on making a profit by simply selling their products, without paying much attention to human resources. After the Second World War, Abraham H. Maslow (1943) opened the way to motivational theory. In the hierarchy of needs, the following assumptions are made at the base of the pyramid: A need becomes more demanding as it is continuously satisfied; a need does not appear to motivate unless the one below it has been satisfied; the appearance of a new need is gradual, not sudden; different people with the same needs may choose different ways, different behaviors to satisfy them based on their preferences. The motivation theory developed by (Herzberg 1959), states that certain factors are closely related to job satisfaction (motivational factors), while other factors are related to dissatisfaction. According to McClelland (1961), three categories of needs are satisfied by the acquired needs theory, also known as the culture and learning theory:

-Need for achievement. When a number of employers are motivated by the desire for achievement rather than by profit. In spite of the fact that such individuals are willing to take a risk, they are very cautious about it since they do not want to fail. Therefore, they avoid tasks that involve too much risk. Contrary to this, people with low achievement needs tend to avoid challenges, responsibilities and risks.

- Need for power. People who have a high need for power are highly motivated to influence others and to take responsibility for their subordinates' behavior. Power-oriented managers feel comfortable in competitive situations and enjoy the roles they have in decision-making.

- Need for association. Managers with a high need for association work collaboratively and have a team-oriented management style. Managers with a high need for association work collaboratively and have a team-oriented management style. A manager with an excessive need for association may lose effectiveness if their desire to make management decisions interferes with their need to make social connections.

Should an organization survive, it has to invest in its employees, for human resources are mandatory to ensure its competitiveness. They are valuable, rare,

difficult to reproduce and relatively irreplaceable (Manolescu, A., 2001). It is imperative to remember that human resource management is not just about hiring individuals to fill vacancies. They must be trained and encouraged to play the significant roles they can fulfill within the organization. Especially in the present socio-economic environment of ambiguity, dynamism and interdependence, many of the challenges or achievements of organizations can be attributed to human resources (Bedrule-Grigoruță, M.N., 2008).

An effective health system is run by competent, trained, and motivated health workers. This must be supported by robust performance management systems to direct the contribution of health workers towards the achievement of expected health outcomes. Performance in the health sector requires qualified people at all levels of service delivery. All motivational strategies and approaches contribute holistically to the focus of employees towards this goal.

Motivation in the workplace refers to rewarding people for their contribution to the progress of the organization. They are responsible for their initiative, effort as well as for the development of their subjective value (Ursu, D., 2005:85).

The motivational environment created by the management of the unit must allow each worker to feel that he is integral to the organization. Employee motivation can be achieved through a variety of variables that would facilitate workforce motivation, and employee motivation would aim to improve employee productivity, and ultimately, organizational performance. Business managers as well as recruiters have played a significant role in the process of motivation in the workplace, according to Flynn (2011), with financial compensation being the most significant motivational variable for employees to improve their work performance. Another set of variables includes organizational connections, working environments, employee desires, safety, fairness, career development opportunities, and fair monitoring mechanisms. Motivational variables will encourage employees to perform more effectively and enhance their morale. Despite the fact that these theories are useful, when it comes to understanding management and motivation from a conceptual perspective, most managers rely on a combination of needs, extrinsic as well as intrinsic factors for motivating employees and helping them accomplish their needs and personal goals to achieve effectiveness within an organization.

Table 1: Satisfaction/dissatisfaction factor

Factors	Relevance to work and environment	Content	Relevance to satisfaction/dissatisfaction
Hygiene (extrinsic)	Establish organizational relationships with the environment	Salaries and other earnings. Job security. Working conditions. Employment policy. Relationship with colleagues and superiors. Professional competition.	The existence of hygiene factors does not increase employee motivation, but their absence creates dissatisfaction and demotivation.

Motivation (intrinsic)	Establish a relationship with self and others	Work performed. Responsibilities assigned. Promotion. Recognition of contribution and effort. Career development.	The existence of motivating factors produces satisfaction when they are present, and their absence does not lead to dissatisfaction.

Source: Elaborated by the author based on source (Burduş E, Căprărescu G.,1999: 494)

3. Data analysis and results

The research study applied convenience sampling method to identify the motivating and demotivating factors for professional performance. In this research, a structured survey questionnaire is used to collect data by distributing it to employees of the Public Health Directorate. The questionnaire is composed of two parts: the first part includes demographic information, such as age, gender, position, activity duration and the second part includes a set of questions related to the level of satisfaction, need for motivation as well as the set of above-mentioned motivating and demotivating factors. Approximately 55 questionnaires were distributed among employees in different service organisations and 25 valid responses were received (45% response rate).
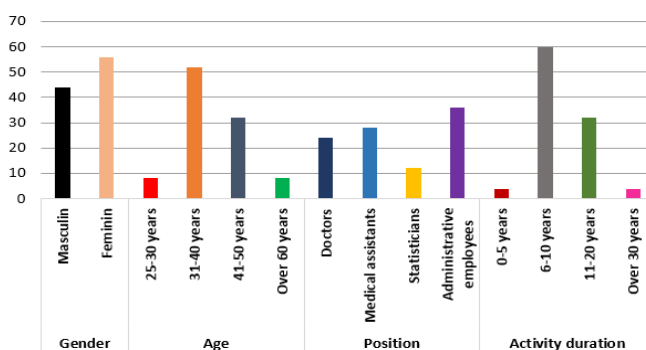

Figure 1: Characteristics of the respondents
Source: Elaborated by the author, based on collected and processed data

As a next step, we proposed to analyze the level of satisfaction and find out the opinion of employees about the need for motivational activities in the Public Health Directorate.
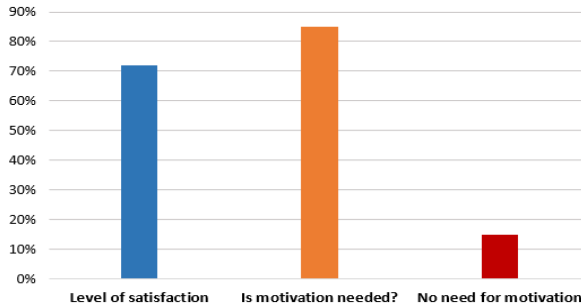
Figure 2: Level of satisfaction and the necessity to motivate employees
Source: Elaborated by the author, based on collected and processed data

After centralizing the results from figure 2, we observe that employees are satisfied with the professional activity they are currently carrying out in proportion to 72%. Among the respondents, only 84% consider motivation to be necessary, and 16% think that stimulating motivation is not that significant.
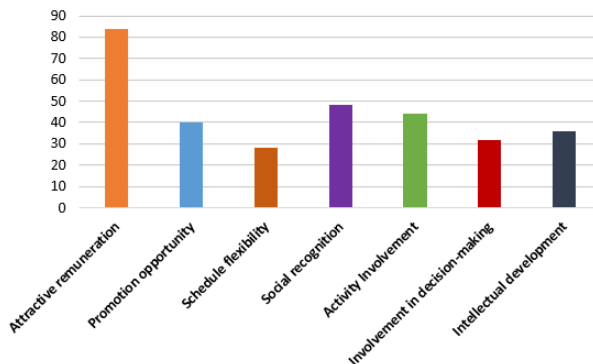Our main objective was to analyze how intrinsic and extrinsic factors influence employees.

Figure 3: Motivational factors
Source: Elaborated by the author, based on collected and processed data

Based on the results reflected in figure 3, we note that the main factor that most motivates respondents' workplace performance is salary level 76%, social recognition 48%, followed by the activity involvement with 44%. The study indicates that only 40% of the participants are motivated by the possibility of advancing within the organization, 36% by intellectual development and 32% by involvement in decision-making. Only 28% are motivated by a flexible schedule.

The elements that demotivate employees in terms of performance at work are shown in the following figure:
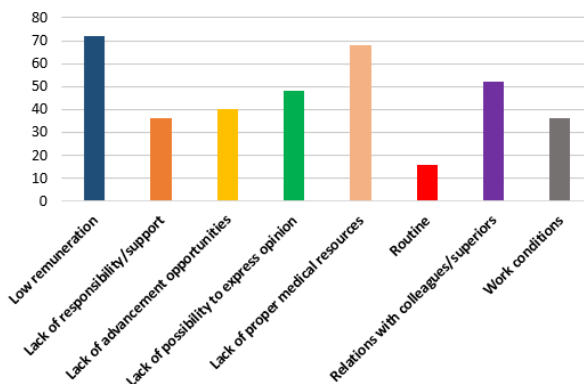
Figure 4: Dissatisfaction factors
Source: Elaborated by the author, based on collected and processed data

From the analysis of the results, following the application of the questionnaire, it resulted that most of the respondents are demotivated by the salary level, 72%. A fair remuneration for our work makes us feel valued and appreciated. Lack of money can cause stress in our personal lives and increase pressure. 68% of the interviewed employees reported a lack of medical resources, resulting in only 52% of them being satisfied by their interactions with colleagues and superiors. 48% of the participants reported a lack of opportunity to express their opinion, 40% feel demotivated by the lack of advancement opportunities and 36% by the lack of responsibility and work conditions. Only 13% are demotivated by routine. Based on the results, there is no significant difference between them. The point is that there is no single factor that causes us to be satisfied at work, only a combination of factors can have this effect. An organization's success depends on this equilibrium.

4. In conclusion
The findings of the research shows that not only financial benefits are important to both male and female employees, but also non-financial benefits. There is a certain level of dissatisfaction among employees when it comes to the lack of adequate tools, resources, and equipment to perform their work. For organizations to be able to stimulate employees, work stability, a collaborative working environment, a competitive salary package, and other relevant fringe benefits must be incorporated into the organization's policy according to each individual employee's performance. Managers must attach significant importance to motivational factors because these are the only ones capable of guaranteeing the success of such an approach. Ultimately, a balance is essential for effective management. To ensure that individual or collective performance is not adversely affected by acute dissatisfaction, it is essential to find a balance in terms of employee satisfaction. This balance boosts performance by finding effective ways to increase employee satisfaction. In this case, employees' engagement and their feedback can be vital to the development of practical motivational programs. Even though this research

focused on a very small group of the Public Health Directorate employees, our hope is that it will serve as a platform for future research covering a larger number of individuals. Whatever the nature of future investigations, it is essential that motivation research continues to be conducted not only to add to the academic literature, but also to help inform managers and other stakeholders about factors that will lead to a more motivated workforce that is willing to do their best for their organizations.

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