

MOTIVATION IN WORK

Assoc. Prof. Norina Popovici Ph. D
OVIDIUS University of Constanta
Faculty of Economical Sciences Constanta,
Romania
Prof. Ion Criveanu Ph. D
University of Craiova
Department of Economical Sciences Craiova,
Romania
Assoc. Prof. Irena Munteanu Ph. D
OVIDIUS University of Constanta
Faculty of Economical Sciences Constanta,
Romania

Abstract: Studying motivation and the motives that make people act in a certain way has a fundamental importance in the management of human resources. The whole human behaviour has a cause, which is a consequence of hereditary combination and development. At the basis of human behaviour there are the needs, wishes and motives. People try to fulfil certain objectives or purposes, which when reached will satisfy their needs. Of course, all the people in the organization participate in fulfilling them, each person with a different intensity. If we were to arrange the employees after their intensity with which they participate in fulfilling the companies' objectives, then at the peak of the pyramid would be those who act with the most intensity to realize the objectives and at the bottom of the pyramid would be those who act with very little intensity. That is why managers of a company must identify motivational factors which make individuals who are at the bottom of the pyramid want to take more initiative to reach a higher performance level.

JEL classification: M12, M52, M53

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1. INTRODUCTION

For a long time it was believed that the only motivational factors were rewards and punishments. Without questioning the role that these factors had in coaching the individuals, the present managerial theory has come up with different categories of motivation among the classic ones. Of course there are different intensity levers for each case and for each individual [1]. In this sense the managerial theory starts with the hierarchy of different necessities to be able to observe how they work in the motivational context.

It is always wrongly affirmed that motivation is a personality feature. Some people prove true these affirmations other don't. This attitude to accept motivation as being a strictly individual personality feature corresponds to those managers that believe that an employee on his team can not be motivated. We know that motivation is

not an object, it results from interactions between individuals and from situations which they are confronted with.

Just like every persons behaviour is different so is his or hers motivation, which varies with every situation. The level of motivation depends on the personal motives that each individual has or it depends on present moment [2]. Professional motivation represents the will to make an important effort to reach the goals set by the company, the will conditioned by the managers' capacity to satisfy a personal need.

To be successful in the activity carried on, the managers must know the factors that stand at the basis of the employees' behaviour. The better a manager knows the behaviour of his subordinates the more he will be capable to influence this behaviour in the purpose to successfully fulfilling the companies' objectives [3].

2. CASE STUDY - MOTIVATING THE EMPLOYEES WITHIN UNIQA INSURANCE PUBLIC LIMITED COMPANY –CONSTANTA

The optimal method to evaluate the studied phenomenon in this chapter is an inquiry based on a questioner; which is one of the most used techniques in the social-human sciences. For this purpose, a questioner was elaborated taking into consideration the study theme and the particular social-professional activity of each person questioned. The questioner has the role to precisely situate the subject in a social mark (category). And to observe the following: the level of integration in the work group, attitude towards work, the conditions in which they work, level of aspiration, satisfaction, dysfunctions in the organizational space (work place).

The test specimen gives the inquiry a, survey character and the results from the test specimen can be extended the whole studied community. For the data transition from the test specimen to the population to be correctly made, one of the essential conditions is to associate the test specimen to the general assembly. Even the notion of test specimen implies an assembly of elements, in which every element has the equal chance to appear like in the primary assembly. The notion of population refers to the employees at Uniqa Insurance-Constanta – 40 employees participated to realise this questioner, which represent approximately 75% of the Constanta branch employees.

To collect the data and to interpret the results 18 factors were taken into consideration: the relationship between colleagues, relations with other departments, professional accomplishment, acknowledgement of realization, responsibility, work as it is, promotion in the hierarchy, personal and professional development, shared values, company policies and procedures, work environment, supervision, payment, personal life, the perceived status, stress, product and service quality, general satisfaction. Each factor represents the subjects' general perception of the analysis.

2.1. GENERAL APPRECIATION OF THE OBTAINED RESULTS

For each factor, the accompanied graphic represents the comparison between the results obtained from each question in the questioner and the answers were grouped in 4 general categories (for example" Very Satisfied", "Satisfied", "Partially satisfied", "Unsatisfied"), the optimal level corresponding with a 100% positive answers form the questioned people.

1. Relationships between colleagues – The way in which employees perceive communication and collaboration among team workers, as well as the quality of their fellow team workers, and relations with other departments, represent the way in which

employees perceive communication and collaboration with the other departments of the company.

Relationships between colleagues and other departments – To this question, 46% answered that they are very satisfied and 36% satisfied –they get along well and very well with their team workers. The proportion is similar regarding relations with the other departments -28% are very satisfied and 26% satisfied. The conclusion drawn from above is that the employees from Uniqa Insurance Constanta work well in a team, even though some employees have some discontents.

What unsatisfies the Uniqa Insurance employees regarding relationships between colleagues and other departments may be caused by different reasons, like the following: some employees may not be accepted by the other employees due to purely subjective reasons, some employees may regard their fellow workers as intellectually inferior and believe that their work is much more important than their colleagues. The employees perception that a team is self-born, in the sense that few people are conscious that a team is born and developed through the efforts of each member; the team organizational policies are few and insignificant.

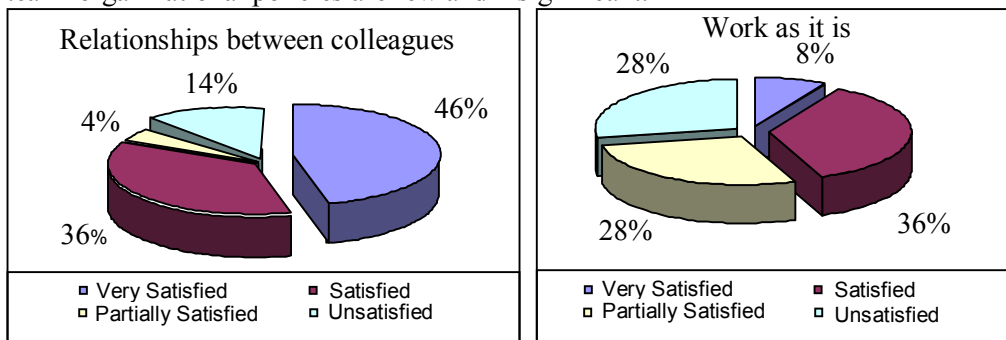


Diagram 1. Answers regarding a) relationships between colleagues, b) work as it is.

2. Work as it is – the way in which employees perceive the activities they fulfill at the work place, in correlation with the responsibilities associated to the occupied positions.

Work as it is – Regarding work as it is, there can be observed a high level of dissatisfaction among the employees at Uniqa Insurance-Consanta, that are not satisfied with the nature of their job-28% unsatisfied and 28% partially satisfied. The satisfied percentage -36% consider the work interesting while the other 8% consider it challenging.

3. Responsibility – the way in which employees perceive the level of responsibility that the position requires, the freedom of decision making regarding the occupied work position and the freedom to express ones ideas and personal opinions.

The largest part of the employees 38% are partially satisfied by the level of responsibility regarding their work position, while the unsatisfied percentage- 30% implies a 68% negative image.

The lack of interest managers show regarding the employees responsibilities and the way in which employees fulfil these responsibilities is indicated in the responsibility diagram.

Some employees consider that they should have other responsibilities proportional to their knowledge and competence, while others believe that the work they carry out is to demanding from what the work position described.

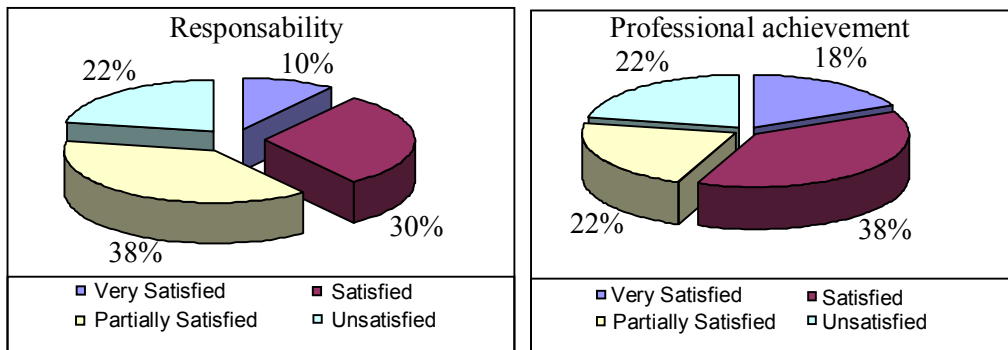


Diagram 2. Answers regarding a) employee's responsibility, b) professional achievement.

4. Professional accomplishment – the way in which employees perceive their professional accomplishments at the work place and the level of personal satisfaction generated from the results they obtain.

Professional accomplishment_The majority of the Uniqa Insurance-Constanta employees are satisfied with their professional accomplishments -38%, while the unsatisfied 22% are at a tie with the partially satisfied employees. The conclusion that can be made is that the majority of employees (18% very satisfied and 38% unsatisfied) have a good appreciation regarding professional accomplishments. This aspect can have a positive influence over the company's accomplishments if all the necessary measures are taken to raise the level of personal satisfaction generated by the results obtained from the employees declared unsatisfied and partially satisfied.

5. Acknowledgement through realization- the way in which employees consider that their work results are appreciated by their bosses, colleagues and clients.

The majority of Uniqa Insurance employees believe that their work is not appreciated enough by the company and their achievements are not acknowledged by their colleagues and bosses. These opinions can be found in percentages in the diagram, 44% of the questioned people are unsatisfied, and 20% are partially unsatisfied with acknowledgements through realization. The satisfied- 26% and the very satisfied consider that their professional achievements are appreciated and acknowledged by the collective and by the ones situated in the higher hierarchy.

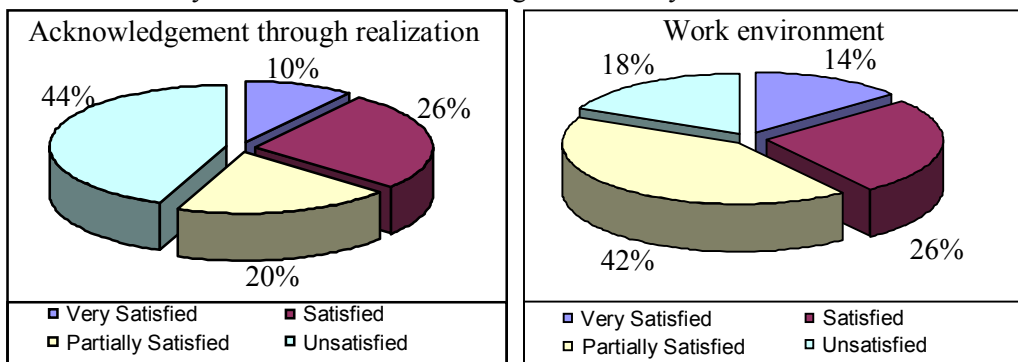


Diagram 3. Answers regarding a) acknowledgement through realization, b) the work environment.

6. Work environment- the way in which employees consider that they should carry out their activity, work conditions regarding cleanliness, hygiene, etc.

Approximately half of the people questioned are satisfied with the work environment, 26% are satisfied and 14%- very satisfied by this aspect. The partially satisfied employees and the unsatisfied employees, which represent 42% and 18%, declare that there are too few good working conditions in the Uniqa Company in comparison with the unsatisfying working conditions.

Ventilation, the inadequacies of some advanced technical programs are some of the causes that make the employees unsatisfied with the work environment.

7. Company policies and procedures- the way employees perceive company policies and procedures which they are part of (their existence, how they operate and their importance to the company), as well as the employee's perception towards the safety and stability of the work place.

For this factor the questioner tried to identify the employees' opinion regarding the level of safety and stability in the occupied work place.

Small percentages 12% of the questioned people consider that their work place is safe in the Uniqa Insurance Company.

The ones satisfied with the companies' policies and procedures-32% are at a tie with the unsatisfied employees and 24% declared that they are partially satisfied.

The optimistic majority can be due to the fact that the companies' reorganisation has reached its peak, and now the companies aim is to develop and to win as many market quotations as possible in the area in which they activate.

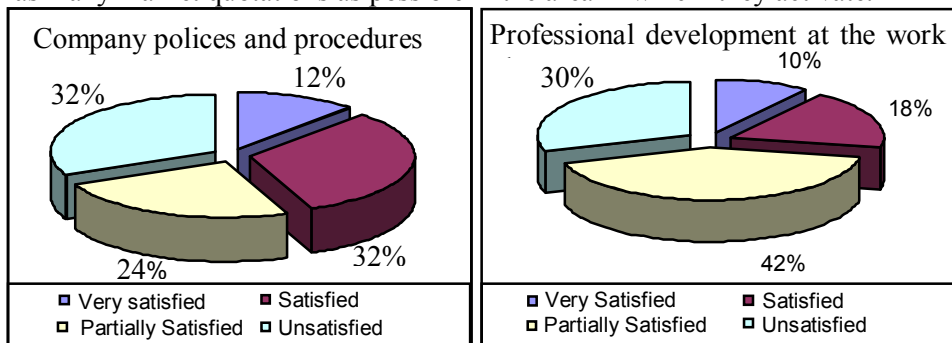


Diagram 4. Answers regarding a) company polices and procedures, b) professional development at the work place

8. Professional and Personal development- the way the personnel consider that their work place responsibilities helps them develop personally and professionally, the level of satisfaction towards this development and the learning opportunities offered by these responsibilities.

Most of the employees are partially satisfied -42% and unsatisfied -30% of their professional development in the Uniqa Insurance -Constanta Company, development which is primary tied to fulfilling their work responsibilities.

Unlike the partially satisfied and the unsatisfied, the percentage of the satisfied and very satisfied employees is smaller, -18% and 10%. This is due to the fact that some employers don't have the possibility to advance, meaning that a better position does not exist, a superior position where the employee can promote.

Employee dissatisfaction can be based on the following motives:

The level of responsibility that does not correspond to the achieved level of competence, which makes the tasks become uninteresting and unprovoking. This

situation reflects in the way tasks are fulfilled – the poor quality level or not respecting the dead line.

The absence of professional training programs which could allow the employees to acquire new knowledge or develop the necessary skills to fulfil the tasks at a higher level. One of the primary recommendations for management is to send as many employees to professional training programs as possible.

Dissatisfaction regarding professional development determines employees to occupy a different work place at another company, in hope of fulfilling their professional aspirations in a different work environment. So very well prepared employees are lost, with a high development potential.

9. Stress – the way in which employees perceive the level of stress at the work place.

Stress is a factor often encountered in companies in our country and not only, which makes the employees’ task more difficult to carry on.

The employees who answered this question declare that they are unsatisfied - 34% and a 38% declare that they are partially satisfied.

Stress can be due to the large volume of work and responsibilities that the job requires, fact that determines the employee to stay overtime, affecting their personal life as well.

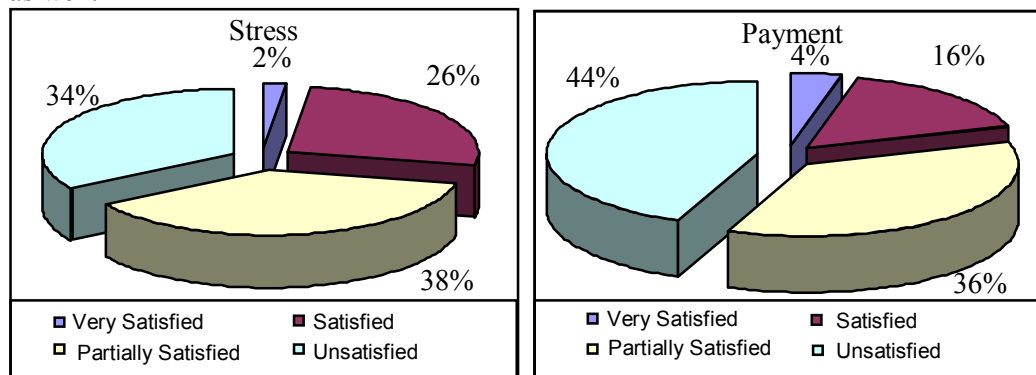


Diagram 5. Answers regarding a) stress, b) payment.

10. Payment – represents the employees’ level of satisfaction towards payment and the offered perks.

Of the employees questioned 20% declare that they are very satisfied and satisfied with their payroll while the unsatisfied ones represent 44%, which shows the correlation with the acknowledgement through realisation factor (44% unsatisfied).

Regarding the payroll the differences between ideal and existent are major, a few employees are really satisfied with their payroll.

The employees’ dissatisfaction regarding the payroll can be caused by:

- The level of responsibility that the job implies and the pay level;
- Their payroll in comparison with their colleagues;
- Not knowing the pay system within the company.

What is to be remembered is that no matter what policies are chosen regarding payment, it is very important for the company to have a human resource system that works in optimal conditions, especially for those which wish to integrate, motivate and promote their employees and to develop a specific organizational culture.

Dissatisfaction regarding the safety of the job, the way in which the company treats its employees, the work place, the low efforts made by the company to raise employee satisfaction, dissatisfaction towards payroll, etc. leads to a low general satisfaction level of its employees. Also these aspects result for the factors mentioned above, where the results with a few exceptions are situated at the same level.

11. General satisfaction – the employees’ general level of satisfaction regarding the company and the occupied work place in the company.

The questioner regarding the general satisfaction of the employees in Uinqa Insurance shows a 36% of partially satisfied employees and 20% of unsatisfied employees. Their dissatisfactions regard: work as it is, the work place and the low preoccupation of the company towards increasing employee satisfaction. If these weak points would be improved, then the 16% of the very satisfied and the 28% of the partially satisfied would rise.

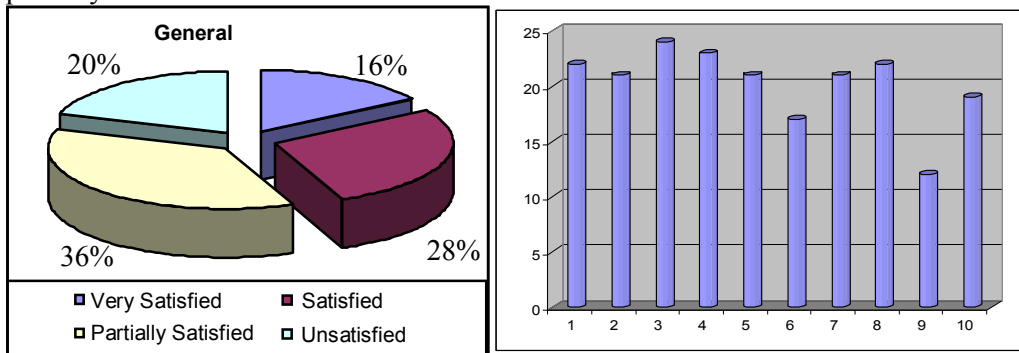


Diagram 6. a) Answers regarding general satisfaction, b) to the survey “What would the employees do if they ran the company?”.

The question “*What would the employees do if they ran the company?*” tried to show the methods of motivation the employees would use to increase the general satisfaction if they where managers and the following results were obtained and numbered by their frequency.

1. Would motivate their employees depending on professional competence 22;
2. Would better financially repay their employees efforts 21;
3. Would permanently communicate with their employees 24;
4. Would better evaluate their employees’ performance 23;
5. Would send more employees to professional training programs 21;
6. Would take into account the employees opinions in the decision making process 17;
7. Would develop team spirit and competition among the employees 21;
8. Would give the employees grater freedom to fulfil their job responsibilities 22;
9. Would elaborate or modify (depending on the case) the policies or procedures of the human resources of the company 12;
10. Would always thank the employees for their efforts made for the company 19.

The order of these factors and methods must be seen as a whole. To understand the hierarchy we have to take into consideration that this data represents the way the questioned employees think and perceive the situation and that the employees don’t

always have the same visions. As a consequence, the motivational methods or the factors that are close together should not be perceived as having a rigid order for the whole test specimen: they can change places if the questioner is applied to another test specimen.

This hierarchy of motivational methods is in correlation with the results obtained at the other questions in the questioner. It can be observed that the leading position in this hierarchy is occupied by the permanent communication with the employees followed by promotion and granting employees' greater freedom in fulfilling their work responsibilities.

Increasing the payroll occupies the third position at a tie with developing team spirit and competition among employees. This hierarchy is a strong statement against management opinion that states that increase pay is the most important motivational factor for the employees. The correlation between the factors "Payment" and "Company policies and procedures" concludes that employees are much more dissatisfied with the hierarchies' existent in the company than the level of payment. This sanctions the ambiguity existent in the company, ambiguity regarding the inexistence of certain polices and procedures that are clearly defined.

Important to remember is that permanent communication with employees occupies the first place in the hierarchy, fact which corresponds with the existent reality.

3. CONCLUSIONS

Because productivity depends on the behaviour of all the members of the organisation, their motivation is an essential element to fulfil the companies' objectives. In modern companies managers must prove to be flexible to improve motivation. They must accept the fact that individuals have different needs trying to satisfy their personal needs through fulfilment of their work tasks. It is necessary for managers to develop different forms of motivation to face their employees' different needs and to assure possibilities of development and professional evolution for the companies' employees.

Raising the employees pay is a very important motivational instrument. The decision making process enables the employee to exploit their creativity, imagination, knowledge and competence for high effective objectives. This flexibility can be translated as a significantly increased productivity, by increasing the quality of the products and services and customer satisfaction, elements that are based on the proper motivation of the individual.

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