

Motivation of the Human Resources for a Sustainable Organizational Development

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ABSTRACT

This paper addresses the issue of human resources motivation which is considered one of the most important ways for a sustainable organizational development. The author was conducted a special research on the issue and the main findings are presented and analyzed in the content of this paper. The objective of the research was to identify new possibilities for increasing the degree of human resources motivation for supporting a more sustainable organizational development. Based on ideas from critical realism and critical theory, the paper argues against the limitative approach of motivation of the human resource in the 21st century. The research has made it possible to identify the most relevant behavioral dimension of human resources motivation process. The last part of the paper includes some recommendations for the modern managers in order to support them to become highly effective along the sustainable organizational development process.

KEYWORDS: *human resources, management, motivation, sustainable motivation, wages*

JEL CLASSIFICATION: *L2, M1, M2, M5*

INTRODUCTION

In economic theory and practice, salary is one of motivation tools that significantly influence people's workloads. Salary is a factor that plays a particularly important motivation of human resources. The Universal Declaration of Human Rights adopted and proclaimed by General Assembly on 10 December 1948 stated that: "Everyone has the right to work, to free choice of employment, to just and favorable conditions of work and to protection against unemployment".

As the specialists are saying, all people have equal opportunities to find a good job enabling them to obtain a salary attractive enough to meet needs as well. Lack of wage would lead to people unable to live in normal conditions.

1. LITERATURE REVIEW

In the last decades the researches (Munir, 2011; Pritchard, 2008) have noted and explained the motivation of human resources from different perspectives, starting with different premises. Some writers have stated (Nobre et al., 2011) the fact that motivation is the main instrument which can be used for a direct correlation between wages and the results obtained.

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There are some researchers who suggest (Murphy, 1981) that the employee should be motivated through a proportional wages according to their efforts on the job and the others that support the idea of human resources motivation according to their results and performances obtained. (Deaconu et al., 2002).

Motivation and job satisfaction of human resources consider others (Deal & Jurkins., 1994) should be one of the main priorities of the management organization to have a sustainable development of its medium and long term. (Erez & Early, 1993) Along the last years there is a growing interest for effective wage policy within the organizations. As some of the scholars pointed out (Ciocoiu, 2011) that motivation is not only a consequence but also a prerequisite for an effective social and economic activities (Colesca, 2010).

One interesting idea is that motivation like a part of the organizational wages policies has to be judiciously prepared and perfectly damped with the general policy of the organization in order to stimulate economic efficiency rather than to affect it. (Sims & Veres, 2007).

Development of wage policy is a complex activity that requires consideration of all aspects of essentially the salary, duties and functions of its base, its correlations with the most difficult economic and social variables and their implications on all interests of often divergent businesses. (Tyson, 2006).

For the owner of labor force and for the employee, the wage for is the main support for his or her livelihood and his family. (Topolosky, 2011). His reaction will be to try to maximize not only pay to get a minimum of subsistence but to get as high paying. Therefore, policies should not neglect the needs and goals of people's, because the salary is an instrument of supporting both social and personal needs in the current century strongly marked by the modern communication and informational technologies (Gavrila, Babeanu & Boldeanu, 2009). The more so as, individuals enter the organization with the hope to meet personal needs.

Job satisfaction is achieved according to a variety of sizes. Over time, they conducted a series of research that aimed to determine the dimensions or factors that generate state of satisfaction / dissatisfaction and weight to establish that they have these dimensions, types and levels of satisfaction/dissatisfaction. Making ideals, obtaining cash rewards in exchange for work performed, the development of personality traits, the employee contribution to the production of goods and services, development of human relations and shaping welfare state benefits, depend primarily on the relationship between expectations, abilities and goals of the person, on the one hand and existing conditions at work on the other hand (Androniceanu, 2009).

In Romania, as assessed in some reference publications (Ciocoiu & Neicu, 2007), because it has not significantly changed wage systems, the salary does not operate yet on the labor market properly and fulfill its faulty functions to reward labor, economic and social balance.

A fair wage and incentive system should be able to meet the following criteria for assessing the rationality and efficiency:

- a) remuneration proportional to the relative importance of the work;
- b) consistency levels of pay between jobs with tasks compatible;
- c) pay adjustment in accordance with changes in the labor market;
- d) recognition of professional capacity and efficiency of the individual;
- e) understanding by senior management oversight and payroll system, the principles of;
- f) the existence of rational methods for solving the problems of pay.

2. MAIN RESEARCH OBJECTIVES AND THE METHODOLOGY

The overall objective of the research is to identify and analyze human resources payroll process from three large organizations in Bucharest. Starting from the general objective, we identified several specific objectives:

- HR satisfaction on monthly remuneration;
- criteria for offering salaries;
- how to award wages;
- employees opportunities to do extra work to achieve a higher income;
- level of training of human resources;
- employees wish to remain in the same organization or to redirect to another public or private organization.

This study was aimed at identifying and understanding the determinants of motivation, major disruptions facing the pay system is that the SIP can be identified appropriate ways to solve them.

In order to have a clear view concerning human resources motivation degree and to understand the rank several research methods have been included along the research stages. We chose as a research method survey conducted by questionnaire. The second research method we chose is based on interview survey.

3. THE RESEARCH SAMPLE

To establish the sample size is necessary to use the following formulas.

$$n = \frac{NZ^2 * 0.25}{[d^2 * (N - 1)] + (Z^2 * 0.25)}$$

where: n = sample size;

N = total number of employees of three organizations = 1000 employees

d = level of accuracy (if the study is 3% = 0.03 in absolute terms)

Z = 1.96 corresponds to a confidence level of 95%

As will be non-probabilistic sampling method, use the selection method stratified by these variables: income, education level, social class, marital status, gender structure (50% women, 50% men), age structure (between 18 and 58 years) intervals will be determined by the following Sturges's mathematical formula:

$$d = \frac{X_{m \max} - X_{m \min}}{1 + 3,22 \cdot \log n}$$

where: d = size range

$X_{m \max}$, $X_{m \min}$ = version of max / min of the characteristic studied (age)

n = number of corporate units studied.

After the calculations, d = 10, and the sample size is 460 subjects. Grouping of respondents in the sample structure by categories of age can be seen in Figure 1, and by sex in Figure 2.

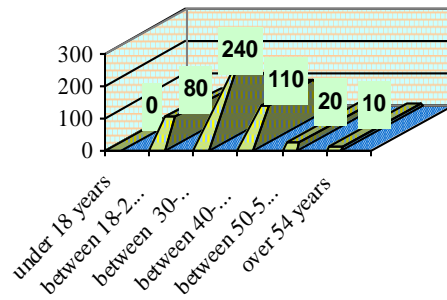


Figure 1. Sample structure by age
Source: author

In terms of age range falls into the respondents are included in the group aged 30-39 years (52.1%). The age less than 54 years (0, 021%), who are on the verge of retirement.

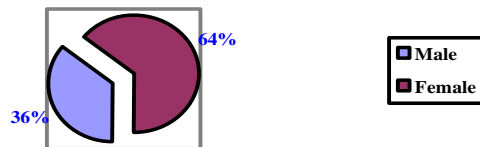


Figure 2. Sample structure by sex
Source: author

After the position they hold in organizations where research was conducted, the subjects interviewed 91.3% are getting executive positions, only 8.7% have management positions.

4. MAIN FINDINGS AND ANALYSIS

To analyze human resources salary, I turned to the application of questionnaires to a sample of 460 employees of three organizations that research was conducted. Under these questionnaires, the following findings were found for each question in the questionnaire individually.

Question 1: In general, how satisfied or dissatisfied you your job? (Check "x" variant expressing), responses are presented in Figure 1. On this question, most subjects, respectively 190 (41.3% in relative value) are totally dissatisfied with their work. In contrast, only 20 persons (4.34% of total employees) are satisfied with the job you currently hold, as can be seen in Figure 3, while the rest did not want to answer.

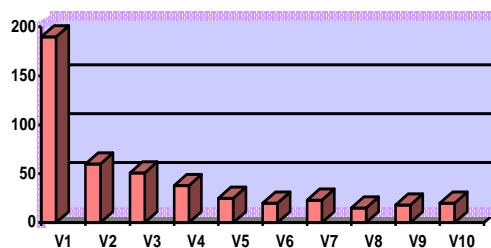


Figure 3. Respondents opinions on the degree of satisfaction with work
Source: author

Question 2: How your business considerable stress at work? (Check "x" version correct) answers are presented in Table 1.

Table 1. Respondents opinion about stress at work

1 – very stressful		2		3		4		5		6		7		8		9		10 not stressful	
%		%		%		%		%		%		%		%		%		%	
6,52	30	9,78	45	13,04	60	13,7	63	32,6	150	6,1	28	6,95	32	5	23	3,7	17	2,6	12

Source: author

Graphical representation of responses to question two showed that 30 subjects (6.52%) believe the work they perform as highly stressful, while 12 employees (2.6%) believe that their work is not at all stressful.

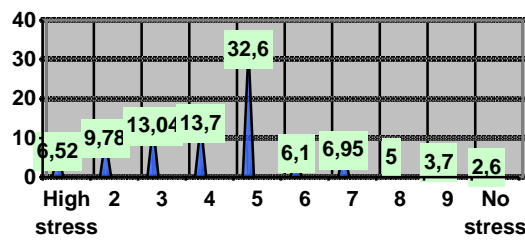


Figure 4. The representation of the stressful level

Source: author

On Question 3: Which of the following statements, which are considered as true for your work? The answers are presented in Table 2.

Table 2. Opinions of the respondents concerning the organizational climate and their job

	Sataements	True		Fals		Cotation	
		%	a.v	%	a.v	%	a.v
A1	It's an interesting job	53	244	40	184	7	32
A2	It's a secured job	20	92	79	363	1	5
A3	It is appreciated by the others	28	129	68	313	4	18
A4	I have an convenient program Am un program convenabil.	37	170	59	271	4	19
A5	My initiatives is encouraged	8	37	89	410	3	13
A6	I can take a holiday in any time along the year	10	46	87	400	3	14
A7	I feel I can do something for the others	72	331	27	124	1	5
A8	It's a job with responsibilities	81	373	18	83	1	4
A9	It's interesting what I do	63	290	35	161	2	9
A10	It's an appropariate job for my skills	90	414	7	32	3	14

Source: author

Regarding the third question, the answers varied greatly, as can be seen in Figure 5 as follows: As can be seen, the biggest complaint is about the fact that organizations are not operating activities do anything to encourage the initiative (89% of all employees have this view). On the other hand, subjects appreciate that job you have is suited to their abilities (90% of respondents actually answered this question). Also you can see that in all there were 10 respondents claim to have avoided to answer preferring, for various reasons known only to them, to choose the easiest option, but the most insincere, that "not respond". Those who choose to answer or did so because they were away to be honest, be other reasons related to their job, although they noted at the outset that personal data are strictly confidential.

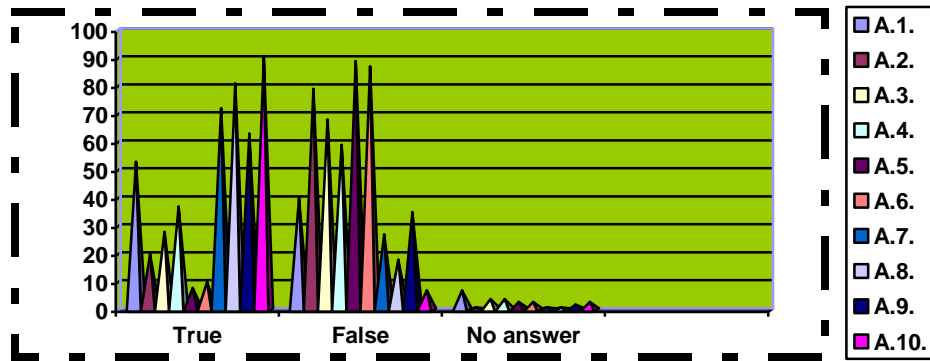


Figure 5. The representation of the respondents opinions concerning the organizational environment

Source: author

To question 4. : How do you estimate your family's total income, where necessary? (One variant of answer) responses are presented in Table 3.

Table 3. The relation between the wages and the needs

	The situation considered	%	v.a.
1	We can not even pay for basic necessities	6,1	28
2	We can cover the basic necessities	21	97
3	We go for a decent living, but we can not afford more expensive items (durable household items).	58,6	270
4	We manage to buy some more expensive items, but based on a lot of effort	8,7	40
5	We manage to buy what we need with little effort	5,5	25

Source: author

To better visualize the answers to the fourth question we see Figure 6. On the fourth question, the majority of interviewees (58.6% and 270 in absolute value) responded that they get their income for a decent living, but not be able to afford to buy some more expensive items, such such as durable household items. Most civil servants were the few who chose that response option "we can have everything we need, but efforts" (5,5, and 25% in absolute value).

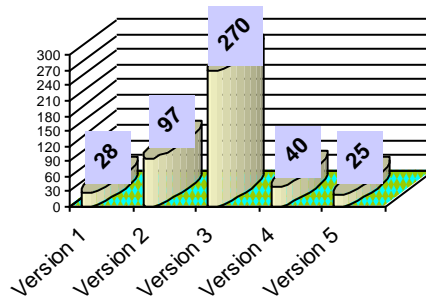


Figure 6. Options of expressing the relation wages-needs

Source: author

For question 5. To increase revenues, which carry out additional work? (Multiple choice), responses are presented in Table 4.

Table 4. Additional sources of income

Other sources of income	%	a.v.
1. Not to perform additional work	18,9	87
2. I have a second job (service employee or permanent activities on their own)	26	120
3. Occasional activities	17	78
4. Rent/housing	8,7	40
5. Other activities that generate extra money	29,3	135

Source: author

Following carefully the answers to the fourth question we find that a majority of subjects, despite a busy schedule, choose another second longer provide service because the money earned is not enough for a decent (120 26% in absolute value). 135 of the total number of respondents providing income generating activities, other than those listed above (29.3%). Only 87 employees not engaged in any other extra. (18.9%), as can be seen in Figure 7.

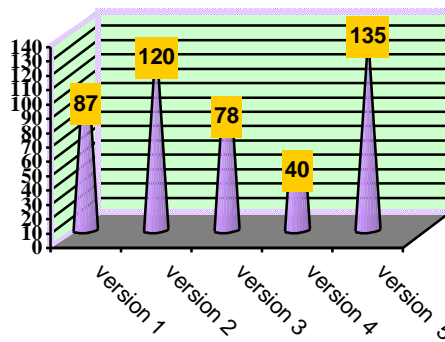


Figure 7. Other sources of income

Source: author

The answers to question 6: If you were to look for another job, priority should be the criterion (one answer) is presented in Table 5.

Table 5. Priority criteria for changing jobs

Preferences considered in getting a new job	%	a.v.
V1. A good salary so that you do not care money	44,5	205
V2. A safe job, without risk of bankruptcy or unemployment	21	96
V3. Working with nice people	8,5	39
V4. To have an important organizational position, to give you a sense of fulfillment	26,1	120

Source: author

From the sixth question following conclusions can be drawn, as can be seen in Figure 8: 205 employees of three organizations considered for the present research would put first, when he would seek work, attractive salary (44.5%). Only 39 respondents thought that when you hire, regardless of the organization for which they are working, one thing is essential to like people who work for the work they perform is done with pleasure and not just because you have to work (8.5%).

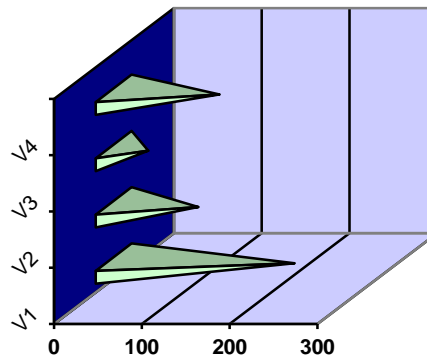


Figure 8. Representation of preferences for a new job

Source: author

The situation bonuses offered to employees is found in the answer to Question 7: What increases the institution ensures that your business? and is presented in Table 6

Table 6. The situation of salary increases and the main beneficiaries

	Type of increases based on bonuses	%	v.a.
1	Bonuses for weekend days	1	5
2	Bonuses for holidays	4	18
3	Bonuses for privacy	9	41
4	Bonuses for fidelity	7	31
5	Bonuses based on merit	30	137
6	Other bonuses	5	22
7	No bonuses	45	206

Source: author

Conclusions based on answers to question 7 are presented in Figure 9 is: most of those interviewed said they do not receive any increase in the operating organization, in addition to the remuneration they receive per month (206 in absolute value, 45%).

Bonuses that they receive some of the employees are very small, as follows: 1% receive bonuses for weekend days, holidays 4%, 9% receive privacy growth, 7% increase loyalty, 30 % have from time to time for merit pay and 5% receive other bonuses.

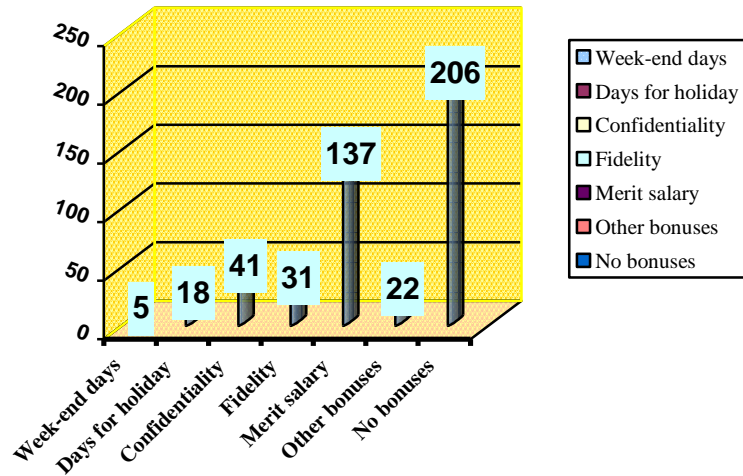


Figure 9. The situation of the salary increases based on the types of bonuses

Source: author

Question 8 of the questionnaire respondents and studies referred to more precisely the last school graduate, and the answers are found in Table 7 and the graphical representation in Figure 10.

Table 7. The last graduated school

	Type of the graduated school	%	v.a.
1	Secondary school	0,43	2
2	High school	3,26	15
3	Vocational school	5,86	27
4	College	26,1	120
5	Post college	15,2	70
6	Higher education	37	170
7	Master degree	11	50
8	Doctorate	1,3	6

Source: author

On the last school graduated, 37% of respondents are university graduates or postgraduate school. 11% have followed a master's degree, 1.3% have completed doctoral studies and the opposite is only 0.43% of employees who have not studied the 3organizatii than secondary school.

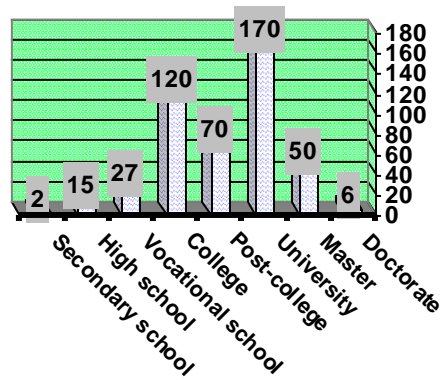


Figure 10. The situation after the last school graduate

Source: author

In terms of group revenue situation, the answer to question 9 subjects ranged in given intervals listed in Table 8 and plotted in Figure 11.

Table 8. Distribution of subjects by category of income

	Classification categories as the monthly income received (Rons)	%	a.v.
1	Under 400	0,65	3
2	Between 401-700	20,6	95
3	Between 701-1000	54,3	250
4	Between 1001-1300	10,8	50
5	Between 1301-1600	6,5	30
6	Between 1601-1900	5,9	27
7	Between 1901-2200	0,4	2
8	Between 2201-2500	0,4	2
9	Over 2500	0,2	1

Source: author

In relation to the income of employees surveyed in the three organizations concerned, the majority, 54.3% respectively of their household had net income ranged from 701-1000 lei. At the opposite end are employees with revenues in excess of 2500 lei, respectively 0.2%, as can be seen in Figure 11.

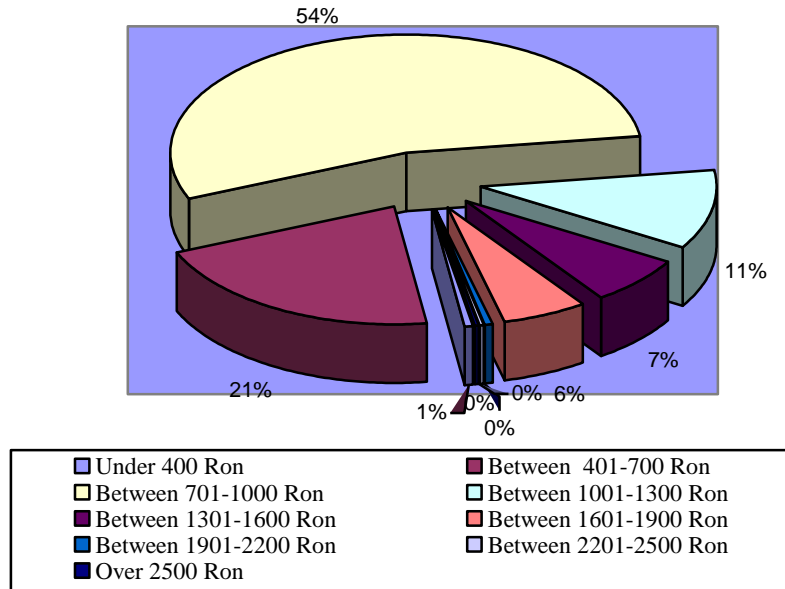


Figure 11. Framing subjects by category of income

Source: author

5. RESEARCH ANALYSIS

After conducting this research, the following were obtained the following results will be analyzed and interpreted in this subsection. On its knowledge of the organizational environment to watch and identify aspects of employee behavior, no matter, routine, habit or contrary involvement, commitment, passion with which they discharge their duties at work. As presented in the previous section the respondents, 41.3%, respectively, expressed their total dissatisfaction with the work they perform. In contrast, only 4.34% are satisfied with the work that we have today. Between these two extreme values, the percentages are quite small, resulting from this that most of the respondents are either dissatisfied total or very satisfied. There is a so-called middle way.

Things are pretty clear. Subjects satisfied with their work are usually those who occupy leadership positions, while the executive staff believes that paid too little compared to the work. Further, detailed analysis was the main variables considered going deeper into the problem in order to find out the causes leading to lower motivation of human resources in selected organizations. Approximately 13.7% of respondents considered their jobs as very stressful, and 32.6% believe that their work is more or less stressful (32.6%). After they are those who have appreciated 2.6% proportion of their work is not stressful at all, a very small percentage, which makes us think the multiple responsibilities they have them and the pressure and speed with which they have to carry out in time of all actions they have taken on that day.

Answers to other questions varied greatly. As you can see, the biggest complaint is about the fact that management is a valuable organization to encourage them a little initiative (89% of all employees have this view). Within walking distance lies those who consider themselves wronged because of the fact that they can not take annual leave at any time of year they want (87% of respondents share this opinion). On the other hand, most subjects appreciate that job you have is suited to their abilities (90% of respondents actually answered this question). Also you can see that in all there were 10 respondents claim to have avoided to answer preferring, for various reasons known only to them, to choose the easiest option, but the most insincere, that "not respond".

In terms of monthly income, estimated income respondents that fall into very different categories. Most respondents answered that they were sincere monthly net income in their households entering them enough for a decent living, but do not afford more expensive items such as disposable household objects (58.6% of the respondents selected this response). At a distance large enough ranges for which the net monthly income just to get basic necessities, but he can afford anything else - 21%. The fewer of those surveyed, 5.5%, respectively, manage to have everything they need to use, but with little effort. They are those who hold leadership positions or staff with considerable experience in this field.

Regarding the provision of additional activities to increase revenue, 29.3% admitted to carries leisure and other productive activities, generating income, other than those presented by us before it. A percentage of 26% of subjects surveyed said they have a second job. These people have because they are forced to cease working elsewhere to support their families and can have a decent living at all and 18.9% are not engaged in another activity further, arguing that the lack of time.

As the main criterion to identify priority subjects had taken into account in the event that would have to find another job, most of them, 44.5% rely on the salary, to be good, so that they can not take care of money. In second place, 26.1% were ranked for whom the election of a new job the most important matter is how the service to provide it, allowing always give a sense of fulfillment. For 21% important is the service is safe, without risk of bankruptcy or unemployment, and the last place which is situated the most matter to work with people that they like, with whom they enjoy working - 8.5%.

Regarding the type of bonuses they receive, the subjects mentioned in the 45% that do not receive any other bonus every month, just pay. In short are those who, from time to time receive, in addition to basic salary and a merit pay, which brings a surplus of income - 30%. The remaining percentages are insignificant, very few are those who receive bonuses for weekend days - 1%, bonuses for holidays - 4%, increases privacy - 9%, increases loyalty - 7% and other increases - 5%.

Regarding the category of income framing the largest segment of respondents in the range 701-1000 lei (54.3%), which shows a considerable decrease in purchasing power. Although most of them are graduates of university salaries ignore this aspect, continuing their stagnation or even regression, while prices are continuously rising. Only 0.2% have salaries of more than 2,500 lei.

Following the survey research, we concluded that most subjects are dissatisfied with receiving monthly salaries. They believe that wages are not given due regard to their studies, the seniority and the intense activity carried on every day.

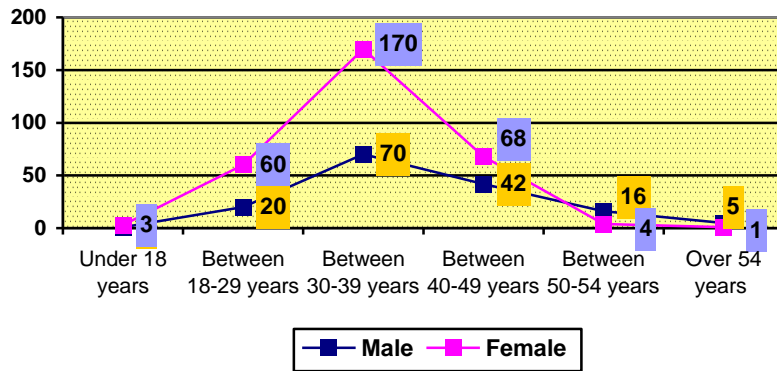


Figure 12. Correlations between variables analyzed

Source: author

The above figure is showing the main correlations between the variables considered.

CONCLUSIONS AND RECOMMENDATIONS

With regard to wages subjects involved, the big problem they face and their dissatisfaction is linked too small remuneration they receive in relation to work that day submitted within the organization where they are employed. Most subjects are satisfied that in granting salaries to take into account their age very little work, studies that have graduated, experience and performances in the workplace.

Most respondents (58.6% and 270 in absolute value) responded that they get income from their farms for a living, but not be able to afford to buy some more expensive items such as household items such durables. The less subjects were those who chose that response option "we can have everything we need, but efforts" (5,5, and 25% in absolute value). This causes them to seek a second job to be able to support their families.

A large number of subjects, despite a busy schedule, choose another second longer provide service because the money earned is not enough for a decent (120 or 26% in absolute value). 135 of the total number of respondents providing income generating activities, other than those listed above (29.3%).

The main recommendations based on the above mentioned research are much more related to the perspective of approachin motivation at all. The data reflects the fact that motivation are changing radically and it is necessary to consider it like the main instrument of stimulating the human resources to get best results. Another proposal is related to significant improvement of organizational climate to reduce stress in organizations. As the research results demonstrated the stress is influencing significantly the organizational development. It could be argued the need to introduce an integrated system of differential motivation of human resources to foster and encourage outstanding performance of the employee. The new system should include bonuses and incentives to motivate the human resources to contribute significantly to a sustainable organizational development.

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