

Positive Motivation of the Employees – One of the Organizations’ Extremely Important Aspects

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Abstract

A current and important issue, on which depends the success of the companies, is the problem of effective motivation. The specialized literature it is very generous in approaching the concept of motivation, due to its major role in meeting the organization’s objectives. The effects of organizational motivation are and will remain particularly broad, as it targets the most valuable resource of an organization - the staff, with its skills, know-how and energy. The purpose of this paper is to determine and to prove that the positive motivation of employees is a basic condition for the organization’s survival and success, being a priority and also an art and a continuous effort.

Key words: motivation, rewards, job satisfaction

J.E.L. classification: M12

1. Introduction

The force which determines the employees to act and on which depends the success of every activity, is the motivation. As a result, it is important that the manager to find and keep a balance between financial and non-financial motivation, to understand that the non-financial motivation tools are not only numerous, but, above all, that they are of a great significance, making the employees feel that they are wanted and valued.

2. Theoretical background

Basically, in terms of motivation, have emerged two categories of approaches, namely motivation in a narrower sense and motivation in a comprehensive sense. Unlike narrower sense motivation, which targets only employees, comprehensive motivation is focused on stakeholders. The latter is based on the idea that in fulfilling the organization’s objectives and attaining the targeted performance, it is not involved only the company’s staff, but all stakeholders are involved.

Employee’s motivation is the process through which the managers determine the employees to work very well, providing some reasons for attain performance. The motivation process should focus on influencing employee behavior in order to be in accordance with the organization’s goals. Therefore, from the management’s perspective, motivation represents the process through which are offered some opportunities to the employees, so that they shall meet their needs through a productive behavior within the organization (Certo, 2002, p.475). The efforts, persistence and task fulfilment orientation of the employee, are relatively easily observable aspects by the managers, providing indications as how motivated employees are.

The managers can choose from a large number of motivational theories, but knowing the team is the step that must precede the application of any motivational technique. Heterogeneity is what adds value to the team. Thus, the teams are often built together by people who come from different cultural environment, but more often by people having different personalities and different knowledge and skills (Bogan, 2014, p.116) Certainly, the managers’ efforts in the direction of motivation will be more effective, as they will know more about the coordinated employees. (McGrath, 2016, p.95).

The essence of motivation “is the trinom rewards/ penalties -results-objectives.” (Verboncu, 2018, p.39). It can be boldly stated that employees and teams work better when they have concrete objectives. S.P. Robbins (p.58) regarding this aspect stated that, it is more than edifying: “Concrete objectives produce a superior result to the one obtained in the case of the generalized objective “do your best !”. On the other hand, it is important that the personal objectives to be aligned, as much as possible, with the organizational ones, as this alignment will enhance the effort and will bring a superior contribution to the results expected by the organization.

Undoubtedly, motivation it is strongly related to the different needs that individuals have. It can even be said that these are the basis of motivation. Therefore, managers must be sensitive to the needs of each employee and try to meet them as fully as possible. It goes without saying that there is no universally valid recipe to ensure the motivation of all employees, but of great importance is the attempt to find out if the received rewards are the one desired or expected by the employees. Therefore, managers should be concerned with ensuring and providing a kind of compatibility between each employee's needs and rewards.

3. Research methodology

The article’s research methodology has an analytical character mainly focused on the research of the specific and specialized literature concerning human resource management and management. The accomplishment of this work involved a bibliographic research consisting of books and articles, taking into account certain references of interest that were accessed and analyzed.

4. Findings

“When we explore the nature of motivation, an important truth emerges: People are always motivated” (Fowler, 2016, p.16). Therefore, the question that arises is not whether employees are motivated, but what motivates them.

There is no doubt that “employees of different generations differ in what they like, what they expect from the organization and management, the perception of the emotional climate.” (Câdea, 2019). It is known that cannot be obtained significant and sustainable performance increases in a tense and conflictive climate. In creating a more relaxed organizational climate, based on organizational justice, the managers have a fundamental role.

As for the Y Generation, there is a deep desire to do interesting work, focused on personal development and to continues learning. They do not accept to invest precious time and effort in an activity which do not motivate them (Hobart, 2016, p.39), and also changing their jobs easily. Therefore, providing some interesting jobs, which shall generate personal satisfaction creates a very effective element of motivation.

Talking about motivational process implemented in Romanian enterprises, we can emphasize that the material incentives, such as salaries or bonuses, are more often offered, and, accordingly to Burduş “this is a proof of the individualism that characterizes the Romanian context” (Burduş, 2017, p.535).

It is true that, as the reality shows, money are important, can motivate, but without excluding other factors. Therefore, money should not be considered the only motivational tool. Combining financial with non-financial motivation is a condition of an long-term effective motivation policy. Thus, there are many tools of non-financial motivation. We would like to mention some of them, as follows:

- reward special merits;
- celebrating employees' anniversaries;
- providing a warm, collegial atmosphere and also among employees;
- encourage and endorse respect between employees, establish a promotion system characterized by transparency and to which any employee can access it;
- the possibility of learning new things. (Cotelnic, 2013, p.7).

A motivated and energetic workforce can be retained by providing a creative, friendly, and relaxed working environment in which the employees are not only encouraged to come up with ideas, but are treated as unique individuals. Even more, in such work environments, the employees are eager to come to work, and the investments in such facilities bring important benefits to the companies such as increasing labor productivity, reducing indifference by attracting, retaining and motivating the employees. (Slutu-Bogdan, 2017, p.34).

In the same sense, communication also contributes to the work environment. A good communication process between the management and the employee can fulfill some basic human needs, such as, the need for security or merits recognition. Thus, a simple message that praises the employee for a properly performed activity can ensure the satisfaction of these needs. Since the communication is woven from a complex set of stakes, any communication, in its essence, tries to influence at various degrees, the mobilization of each individual, defining the relationship with the other or individual positioning.

In order for the employee to obtain the expected performance and to feel appreciated, the respect is indispensable. The entire staff will work much better if they know that they benefit by the management's respect for their involvement and work.

On the other hand, it is also well known that in an organization there are employees who have a strong desire for promotion, and their expectations, embodied in the fact that intense and quality work leads to promotion, represents a strong motivation. (Military, 2005, p.67).

In other words, teamwork increases employees' motivation, keeps them involved in what they usually do, perceives work more attractive. Employees need affiliation, and teamwork can help them by increasing interactions between members, to meet their needs. In management, the team building programs are learning programs, and also a teamwork that combines effectively learning with the participants' relaxation and fun, is an excellent way to increase organization's performance, to integrate the group members' creativity, talent and skills. The interaction between the team members' strengths will facilitate the achievement of its common goals.

The result of employees' motivation consists of their satisfaction or dissatisfaction. Job satisfaction is the degree to which the expectations match the real rewards, being inextricably linked to the employee's behavior at work. Among the elements which influence job satisfaction we mention the following (Bîrcă, 2018, p.192):

- good salary;
- sufficient help and resources;
- job security;
- sufficient information;
- interesting work ;
- friendly and helping colleagues;
- clearly defined responsibilities;
- the efforts' visible result;
- job authority;
- competent supervision.

We firmly believe that ensuring an adequate level of job satisfaction has a particular relevance, as it does not cause stress and does not encourage social laziness, causes employees to put more effort into performing work tasks and display beneficial behaviors from the perspective of the organizational climate.

5. Conclusions

The necessary conclusions can draw attention to the fact that the first and main concern for the companies should represent a positive motivation of employees and that any form of staff motivation should be approached as a long-term investment that will generate many benefits to the organization. We hinder ourselves to highlighting only what experience has shown us, namely that from the quality assurance perspective, staff motivation is an important condition. Motivation is one of the most important factors in the implementation of modern quality growth systems in companies, and the

content and ways of motivation that an organization uses, are reflected in its own organizational culture.

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