

PROFESSIONAL MOTIVATION – DECISIVE FACTOR FOR INCREASING THE PERFORMANCE OF THE STAFF

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Abstract

Work motivation as a human phenomenon, in general and psychologically, particularly, arises from the interaction between the individual and the organization. The result of this harmonious interaction will necessarily lead to increased organizational performance. In the specialty literature on performance management circulates the idea that the relationship between motivation and performance is a cause and effect relationship. Usually, motivated employees contribute to the enterprise performance. In this article, it is described the relationship between motivation and work performance of employees, and there are presented the results of a study conducted on a sample of 589 respondents / employees in the SME sector (Small and Medium Enterprises). The purpose this study lies in research and complex analysis of motivational factors in relation to job the performance of employees.

Key words: motivation, performance rewards, SWOT analysis

INTRODUCTION

The success of organizations in activities largely depends on its human resources. In turn, the quality of work done and their involvement in proceedings depends largely on the motivation they have. [1]

One of the strengths of motivational policy adopted by managers is knowing the real reasons of the employees.

In addition, the same reason may influence employees through various behaviors. For example, if an employee wants a rise on the corporate ladder, he will opt for *performance*, avoiding discriminatory actions or will be assertive in front of the boss. [3]

Performance and prestige of an organization can depend to a significant degree on managerial motivation programs and employee training.

Adjusting the relationship between **motivation and performance** is also achieved through *aspiration level*.

When an employee is performing a task, he can have a sense of success or failure.

The level of aspiration is defined as "expectations, goals or future claims of

individuals on the implementation of a given task." [4]

The level of aspiration has both a motivational and cognitive-evaluative component, since it is formed depending on the image that an individual has about himself and about the performance achieved prior to certain types of tasks.

Research has shown that both too intense motivation and motivation too low in an activity can lead to poor performance or even failure.

The *Yerkes-Dodson law* implies that performance growth is proportional with increased motivation only up to a point, beyond which is the stagnation and even regression. [5]

In these circumstances, appeared the question of the optimal level of motivation to lead the individual to achieve high performance in their activity.

The answer to this problem is found in **the Optimum motivation law**. (Fig. 1.)

Motivation is a complex process affected by a wide range of factors.

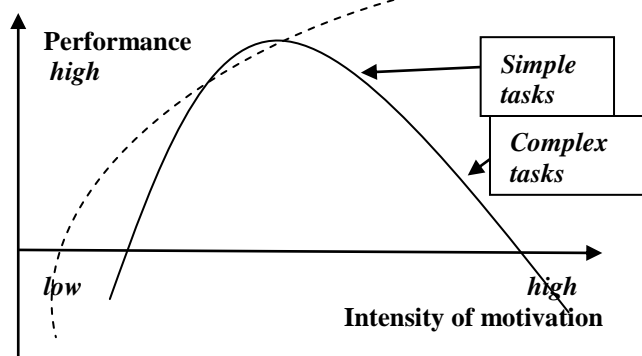


Fig. 1. The relationship between motivation and intensity depending on the difficulty of the task performance

Source: Elaborated by author based on the source [5].

If we look through the motivational frame or the motivational environment, then we can develop the well-known SWOT analysis of this environment, identifying factors both of internal and external order, shown in Table 1.

Table 1. Analysis of the motivation of the employee organization

Strengths	Weaknesses
Managers know the motivations of the staff	Lack of transparency for the motivational tools for employees
The organization has developed a motivational human resources policy	Lack of policies, strategies or programs to motivate employees
The transparency of the motivational tools for employees	Lack of sources for employee motivation
Adequate system of rewards	The material rewards system focused only on salary
Assertive communication between management and employees	Neglected motivational aspects by managers
Opportunities	Threats
Managers and employees participation in programs for developing motivational skills	The competitors offering a more attractive reward system for employees
Public policies to motivate and reward employees	Brain drain
Identification of financial sources to reward employees	High turnover of staff within the organization

Source: Elaborated by author.

Job performance are, in fact, the resultant of multiple factors based on employees,

managers, of the material and organizational-material frame and motivational system of the organization. [2]

MATERIALS AND METHODS

The purpose of this study lies in the research and complex analysis of motivational factors in relation to the job performance of employees. The methodology of the study focuses on methods such as: qualitative and quantitative data analysis, synthesis, comparison, scientific documentation.

One of the primary sources of information of this study was interviewing a sample of 589 respondents/employees in the SME sector (Small and Medium Enterprises) in Moldova.

The author also developed the SWOT analysis on the motivation of the employees in the organization.

RESULTS AND DISCUSSIONS

Proper motivation of the staff in a company is carried out primarily through the implementation of the reward system for employees.

Even if the management theory and practice uses a number of terms to describe the rewards, the salary remains the most common term for rewarding work.

The average monthly salary of an employee, based on activities, in the first half year of 2016 increased from 4,600 MDL to about 5,150 MDL.

If we convert these amounts in dollars or euro, then we have an average earning of an employee on the economy in the first half of 2016 ranged from 230-260 USD or 208-229 Euro.

The data contradict the Government Decision on approval of the average monthly salary amount in economy forecasted for 2016, which provided an amount worth 5,050 lei, for use in accordance with legislation.

Table 2. The average monthly salary of an employee by activities in 2016 (MDL)

Months	January	February	March	April	May	June
Total	4,665.8	4,650.6	4,749.7	4,909.6	4,863.9	5,169.7
Agriculture, forestry and fishing	2,677.1	2,861.0	3,003.2	3,096.1	3,040.6	3,122.1
Industry	4,837.7	4,843.2	4,982.5	5,290.6	5,159.1	5,275.1
Information and communication	9,534.2	9,928.7	12,310.5	11,153.8	10,869.0	10,933.8
Financial and insurance activities	9,040.2	8,723.3	10,503.5	11,206.1	9,136.3	9,828.6
Education	3,708.5	3,789.3	3,686.0	3,715.8	3,908.7	4,438.3
Health and social care	4,354.4	4,097.6	4,207.1	4,672.7	4,492.4	4,903.5

Source: Elaborated by author based on the National Bureau of Statistics of Republic of Moldova

This amount was determined in accordance with macroeconomic indicators forecasted for the years 2015-2018.

Although the amount is 12% higher than in 2015 (4,500 MDL) Moldovan salary for employees remains more a demotivating factor than a motivational one.

Meanwhile, a study on Time Use, developed by the National Bureau of Statistics with the support of UNDP, the value of unpaid work effectuate annually by Moldovans is about 95 billion MDL, including the contribution of women by 64% and men by 34%.

Table 3. Time Use Tab for free labor in Moldova (hours/day)

Total	Women	Men
3.9	4.9	2.8
Free labor depending on environment	Rural areas	Urban areas
	4.9	3.8
Free labor depending on a person's income	Less than 5,000 MDL/month	More than 5,000 MDL/month
	4.6	3.5

Source: Elaborated by the author based on the National Bureau of Statistics [6].

It is worth mentioning that the study results developed on a sample of 589 employees of SME sector (Small and Medium Enterprises) in Moldova has shown that over 72% of respondents consider salary as a determined motivational factor.

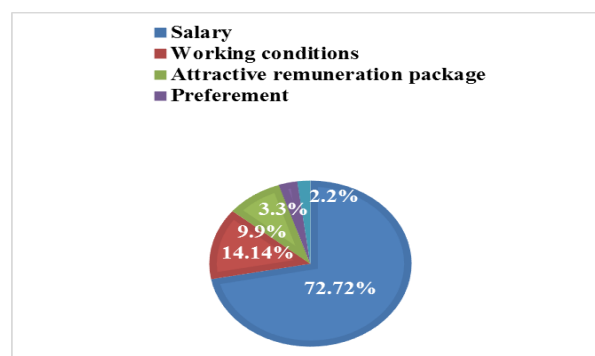


Fig. 2. Motivational factors in labor

Source: Elaborated by the author based on the analyzed sample.

Analysis by their sex shows some discrepancies between women and men. For women, the salary consists of 56% from the entire motivational system, and for men it exceeds 85%.

An equally important factor in achieving performances are the conditions of employment. These conditions job satisfaction, especially for women.

The reward wage of the employees must have a fair and transparent character in the opinion of those interviewed.

In the opinion of respondents, pay equity is perceived differently.

Results reflected in figure 3 demonstrate that only 13% of respondents appreciate the rewards as largely fair in relation to colleagues, 43% appreciate rewards in average equity and 23% in small measure. In the same context, 21% of respondents deemed that the rewards are not fair at all, compared to their peers.

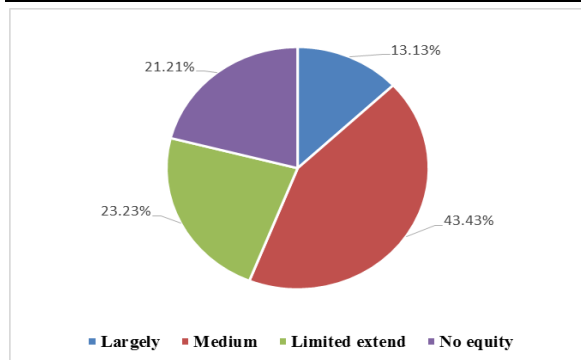


Fig. 3. Assessment of equity by respondents
 Source: Elaborated by author based on the analyzed sample.

Since the purpose of the study was the complex research and analyzing of motivational factors compared to the performance of employees, one of the questions is related to ways to reward employees.

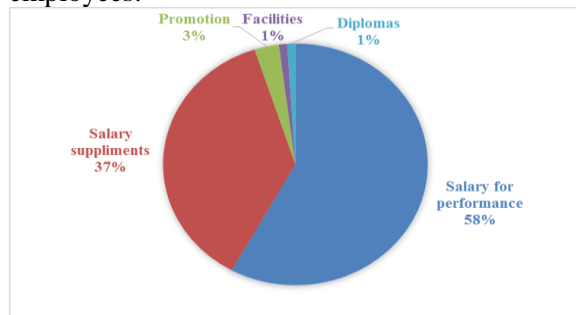


Fig. 4. Rewards requested by employees according to performance achieved
 Source: Elaborated by author based on the analyzed sample.

The data in Figure 4 demonstrates that financial rewards play a decisive role in obtaining performance this year and are about 58% of the interviewees.

In addition, the benefits paid on several occasions stimulate employees to work better.

Even if only 1% of those surveyed would receive praise for the performance achieved, moral and spiritual motivation finds its place in the Moldovan companies.

CONCLUSIONS

Motivation is a frequently discussed topic in both academic and economic or social environment.

If managers see motivation as an effective solution for the good course of the organization and achieving a certain level of performance, then employees consider it as an

essential part for individual development. However, excessive motivation or demotivation in an activity can lead to poor performance or even failure.

The salary remains the most common term for rewarding work and over 72% of respondents consider it as a decisive factor in motivating. The financial rewards requested by employees based on the performance achieved holds the largest share in the opinion of those interviewed.

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