

ANALYSIS OF THE HUMAN RESOURCES MOTIVATION WITHIN A COMMERCIAL COMPANY

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Abstract: *This paper aims to conduct a study on the main theories of motivation; human resources' motivation represents a major component of management and one of the most commonly treated subject in the literature. The actual content of every firm motivation reflects the managerial and economic vision promoted therein. The wide variety of these concepts, combined with the diversity of human resources and managerial situations in organizations, are reflected in a pronounced heterogeneity of the concepts and management practices. The empirical basis of this paper is the interpretation' results of all answers, obtained from the applied within the company questionnaire.*

Keywords: *human resources management; managerial practices; financial and non-financial motivation.*

JEL Classification Codes: M50

1. INTRODUCTION

The human resources motivation is a complex process as it aims the individuals within organizations, their diverse needs, expectations and aspirations. The statement „human resources are unique in terms of their growth and development potential” (Manolescu, 2005, p.11), supports this idea.

In the literature, the concept of motivation has a number of approaches. The motivation is an important lever in the individual self-regulation, as the motivation involves the extent to which a „persistent general effort is conducted to measure a goal” (Johns, 1998, p.28). It seems relevant Emilian's definition of motivation as „the overall state of emergency that need to be satisfied and that push it and it incites the individual to determine and satisfy them”. Additionally, the motivation is „the amount of the internal and external energies that initiate and directs human behavior toward a goal that, once reached, will lead to satisfying a need” (Stanciu Ș., 2001, p.175).

The employee's motivation in achieving performance can be determined by two types of factors (Mathis R.L. et al, 1997, p.203):

- Internal or individual factors (perception of the tasks, all the attitudes, needs, interests, behaviors and the values system);
- External or organizational factors (the salary system, specified tasks, work group, the surveillance and control system, the communication process, the feed-back and the leisure).

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2. THE STUDY'S OBJECTIVE

The purpose of this paper is to evaluate the employees' motivation. The success, performance and competitiveness of all the enterprises, regardless of their nature and their profile activity, depend to a decisive extent on the quality of management in general, but especially of the human resources management's quality (Isac N., Radulescu M., 2014, p.55). It is proved in practice that only a rational and efficient use of human resources can ensure the success in any economic and social field of activity. The economic activity of any company should be to obtain profit and an efficient management of human resources is the main way that will achieve this goal. Human resource's strategy (Secara C., 2014, p. 62) should be developed in close relation to the aims and mission of the organization, thus workforce was being selected, remunerated, motivated and distributed judiciously, her work being reflected in all areas (the production, social, political and economic domains).

The organization that addresses professionally human resources is likely to achieve high performance in all fields. Analysis and evaluation of the CS „PROIECTANTUL” LC human resources motivation had in mind about the following issues: the staff structure, the wage levels and the staff motivation. Compliance obligations assumed both by the employees and the company management helps to maintain an environment that encourages teamwork, cooperation and dynamism. The financial motivation within the company refers to all forms of monetary rewarding the performance of an employee: salary, benefits, bonuses and dividends. The motivation degree positively influence the employee participation in achieving the company's goals and, at the same time, the creation and development of a strong organizational culture.

The non-financial motivation refers to forms of rewards and incentives which do not involve direct grant of money to the employee. This reasoning is based on the settings of all the work and organizational factors influencing the energy, tenacity, and enthusiasm of employees and causes them to work at the highest settings. The management considers the non-financial motivation as an optimal solution for some problems that naturally occur during the activity, and it provides solutions that enhance the creativity, competitive spirit and loyalty of the employees to the organization.

3. THE RESEARCH METHODOLOGY

The analysis and evaluation of human resources motivation in the CS „PROIECTANTUL” LC took into account the following issues: the staff structure, the wage levels and the staff motivation. The company has 164 employees with individual employment agreement (see Table 1). Compliance obligations assumed by both employees and the company management helps to maintain an environment that encourages teamwork, cooperation and dynamism. Payroll system considered amplifying the employees' sense of belonging to organization and maintaining a real motivation to work by providing the differentiated wage levels of skills, completed studies and projects' complexity. To evaluate the motivation of employees in CS „PROIECTANTUL” LC, the questionnaire method was used.

The questionnaire was completed by a total of 50 people representing a sample of 30% of the total employees of the organization, and of these 27 were females (54%) and 23 were males (46%) (see Fig. 2). The sample selection took into account the structure of personnel (staff directly involved in the design and administrative staff) and the structure of employment by level of education (see Table 1 and Figure 1).

We used the same type of questionnaire to all persons, specifying the name of the employee who completes it, the compartment to which it belongs and its preparation, respecting

the rules: training employees on the knowledge for reality need, creating the atmosphere of trust, collaboration, use of appropriate language and formulations for the purpose.

Table 1: The company's graduate employees

	Categories of Personnel	Number of people
1.	University degree's employees, of which: - economic studies - technical studies - law studies - others	87 6 78 1 2
2.	High school degree	75
3.	Elementary's	2
	TOTAL	164

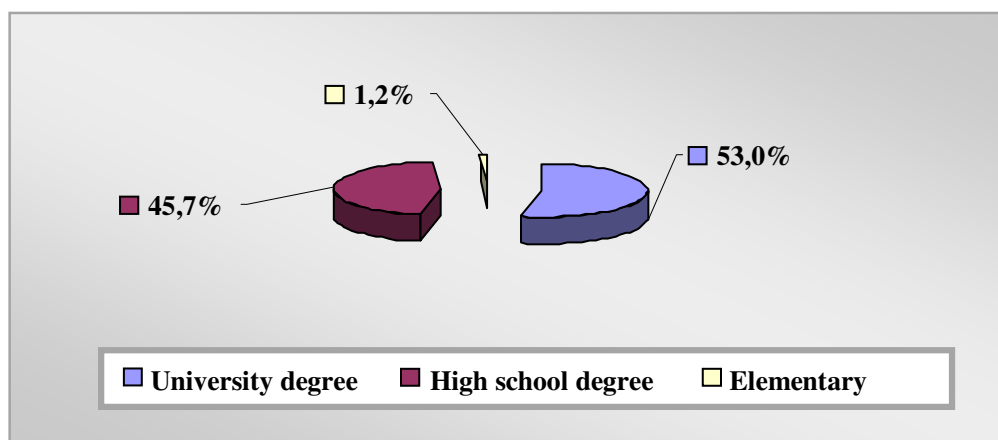


Fig. 1: Personnel' structure by level of training

The main resource of the CS „PROIECTANTUL” LC is the employees. The company has a number of 164 employees of which 87 graduate (university's degree), 75 of them have a High school degree and 2 has elementary studies.

Table 2: Employees' gender structure

Gender's	Number of employees
Female	93
Male	71
TOTAL	164

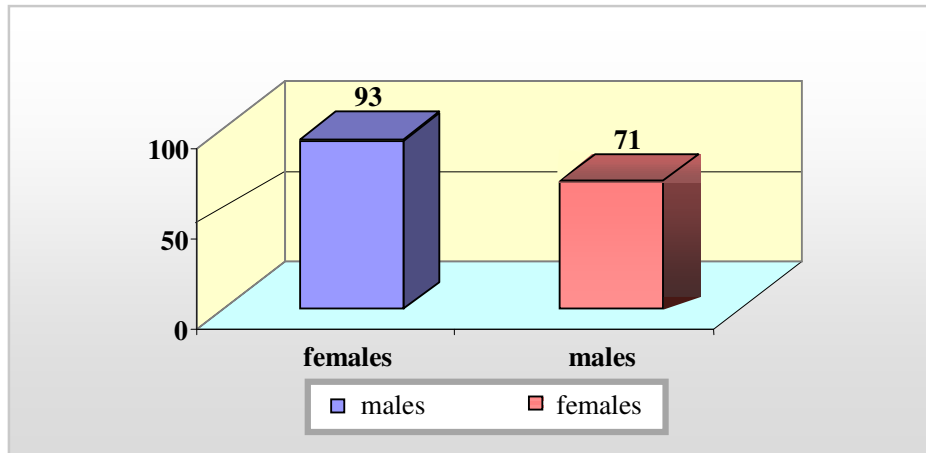


Fig. 2: Employees' gender structure

This figure shows that the company has 93 female employees and 71 male employees which indicate the preponderance of female staff.

4. INTERPRETATION OF RESULTS

Considering the personnel structure in CS „PROIECTANTUL” LC were surveyed 39 people in design teams and 11 individuals belonging to the administrative staff. Summarizing all questionnaires, the following conclusions:

Q1: Do you think that your work is fairly paid?

A: Yes – 14 people (28%) ; To a small extent – 29 people (58%); No - 7 people (14%);

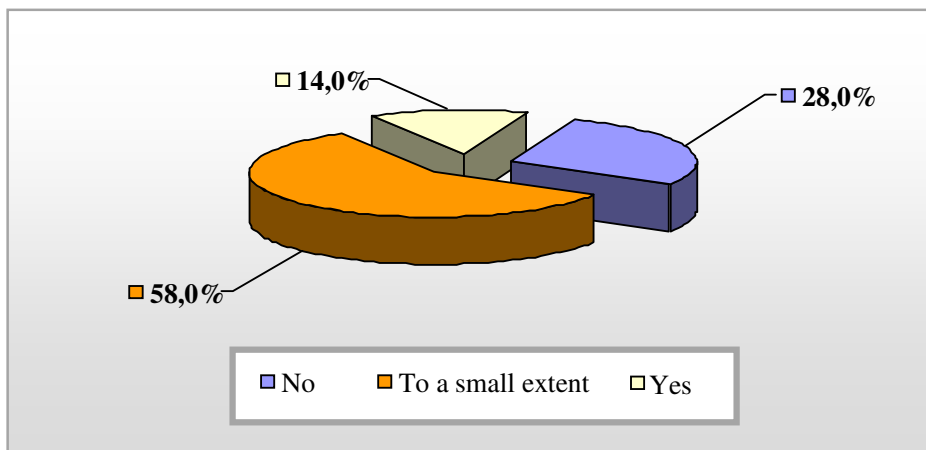


Fig. 3: Question 1 share answers

Only 28% of the employees believe that they are paid correctly while most employees believe their work is not rewarded according to their performance level.

Q2: Is your organization rewarding outstanding merits?

A: Yes – 13 people (26%); Seldom – 29 people (58%); No - 8 people (16%);

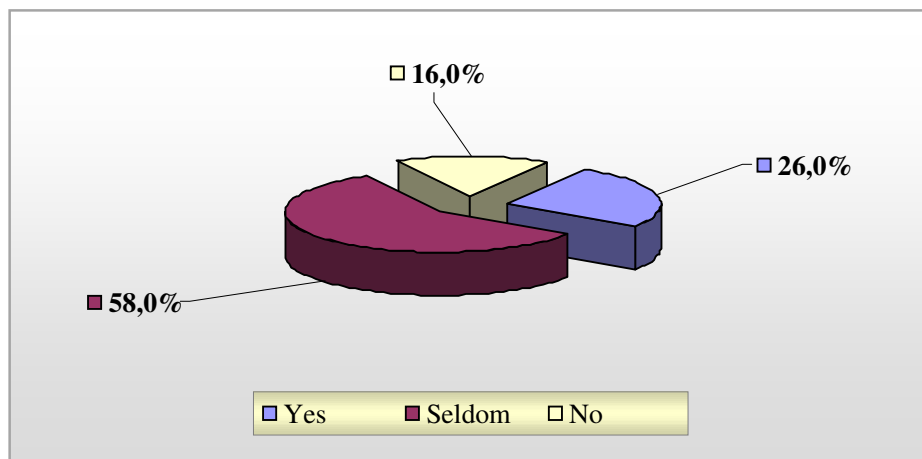


Fig. 4: Question 2 share answers

Most of the employees (58%) believe that exceptional results are rarely rewarded while a minority of the employees (16%) feel they are not rewarded at all.

Q3: In your organization, is respect and consideration as important as material reward?
A: Yes – 33 people (66%); less important – 14 people (28%); No - 3 people (6%);

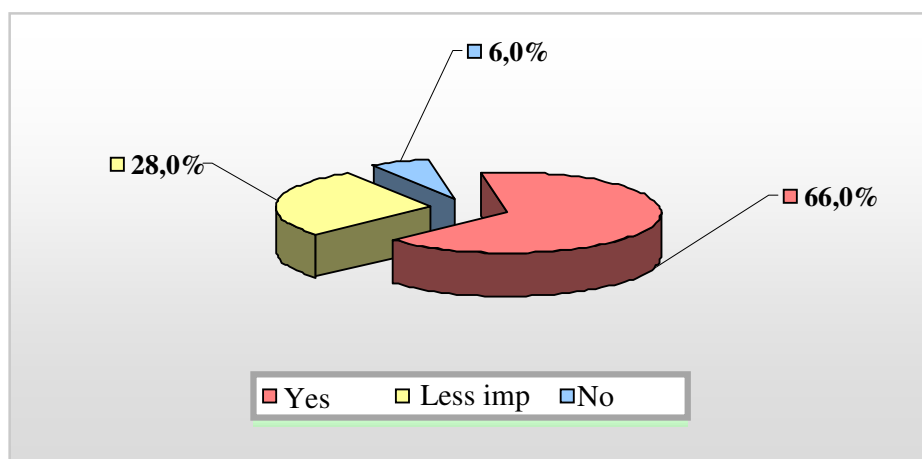


Fig. 5: Question 3 share answer

66% of the employees consider the respect and deference as more important than material reward, which shows the interest of employees for the non-financial motivation.

Q4: In your organization, is managers' assessment just as important as the financial reward?

A: Yes – 25 people (50%); Less important – 22 people (44%); No - 3 people (6%);

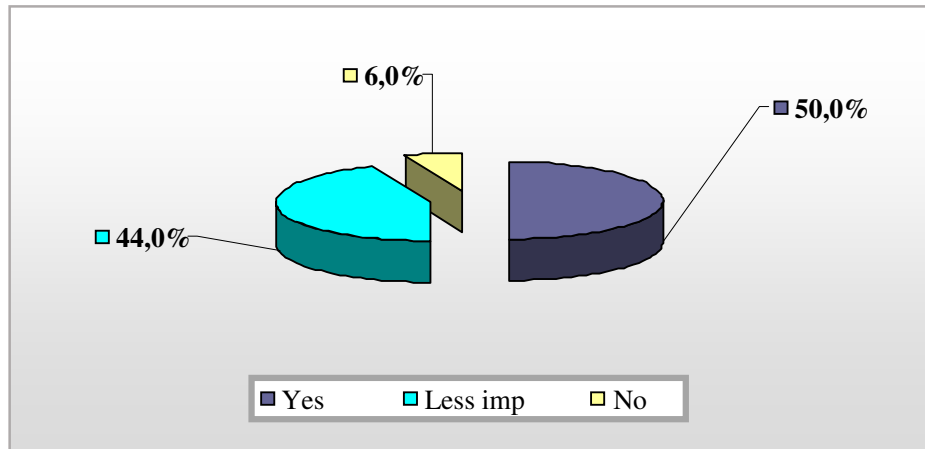


Fig. 6: Question 4 share answers

Although half of the employees believe that appreciation from managers is more important than financial reward, a considerable part of them (44%) believe it is a less important issue.

Q5: In your organization, the managerial levels promotion is made by skills or age criteria ?

A: Skills – 24 people (48%); Age - 26 people (52%);

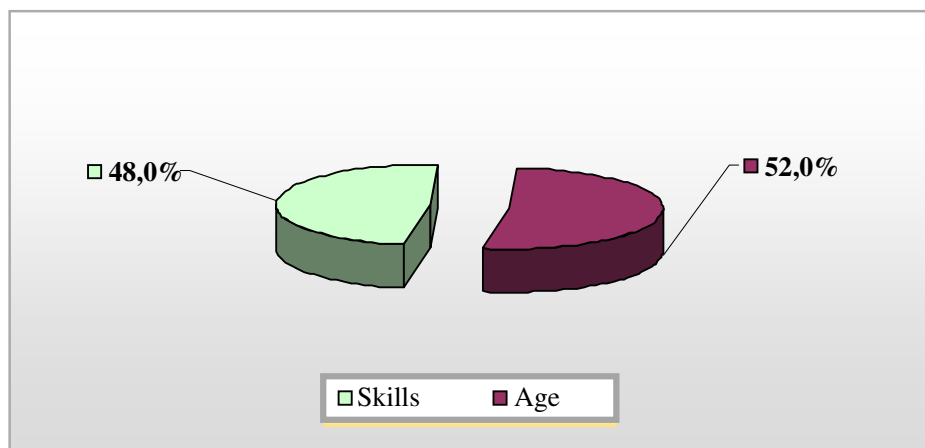


Fig. 7: Question 5 share answers

An important aspect is that 52% of the employees consider that advancement is based on age which shows the importance of hierarchy and its respect in the management's mentality

Q6: In project development, is accepted and encouraged the initiative?

A: Yes – 34 people (68%); Seldom – 7 people (14%); No - 9 people (18%);

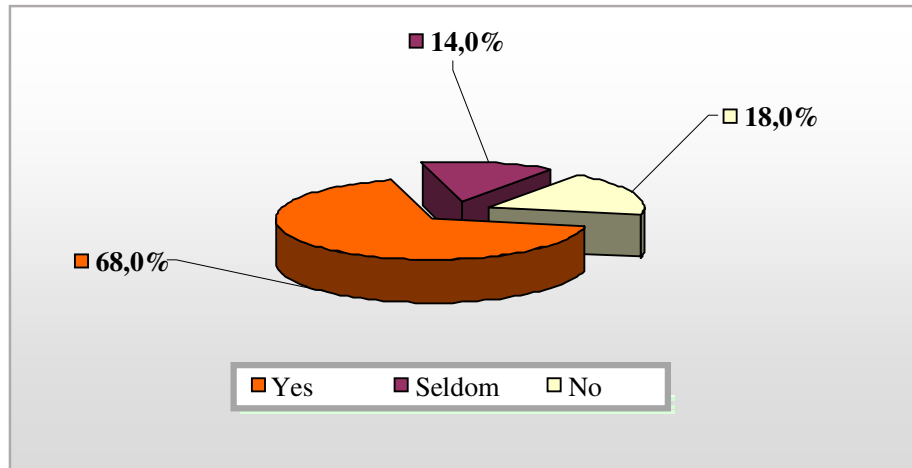


Fig. 8: Question 6 share answers

The vast majority of the employees (68%) feel that their initiative is appreciated, which shows the management's interest for innovation.

Q7: In your organization, have you been wrong or treated unfairly?

A: Yes – 15 people (30%); Seldom – 23 people (46%); No - 12 people (24%);

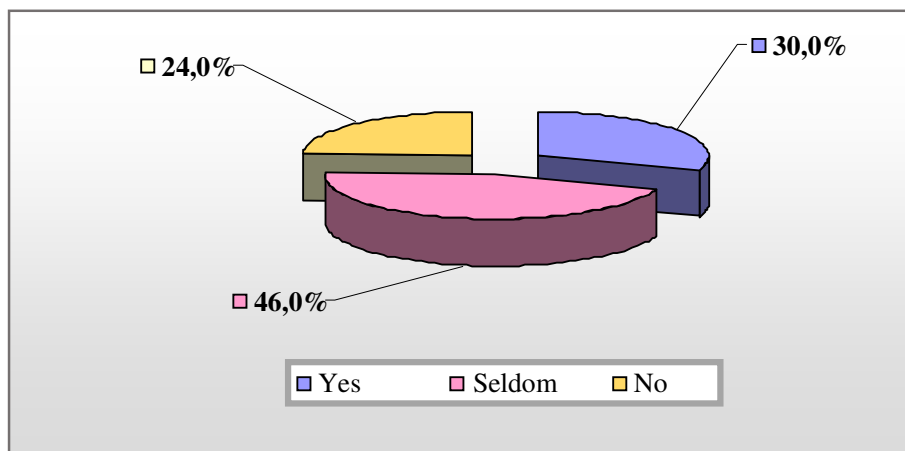


Fig. 9: Question 7 share answers

46% of the employees believe that they have been treated fairly, which is a point in management's favor, although a significant share of them (30%) feel that they have been treated unfairly.

Financial motivation in CS „PROIECTANTUL” LC includes all those forms of monetary reward of the work, or the employees' results as the salary, benefits, bonuses and dividends.

Non-financial motivation refers to the rewards and incentives forms that do not involve direct provision of money for the employee. This reasoning is based on the regulation of all personal factors, work and organization, that influence the energy, tenacity and enthusiasm of all employees and causes them to work at their highest settings. The managers considers non-financial motivation a solution for problems that arise naturally during activity, it provides solutions that enhance creativity, increase competitive spirit and increase loyalty to the organization.

We note that at the basis of each employee's motivational reactions are primarily the specific needs; these needs are very wide range, as shown in the diversity of the motivational theories.

5. CONCLUSIONS

We believe that employee's motivation can be enhanced by the existence of a performance evaluation program that encourages initiative, develop responsibility and stimulate effort for performance boosts.

Of particular importance is the study of underlying cultural values in the company, which are intended to highlight which are the most important sets of values at the level of each employee and the entire organization. Both management and organizational culture must support and reinforce desirable behaviors in the company. We consider that another very necessary element is the trust between employer and employee, which provides the framework through which is established and provided fair wages and rewards.

In this regard, we consider useful for motivating the company's staff a study of the salaries and benefits paid to employees in different positions and at different levels. The results of this study lead to the creation of a clear vision of the market wage system, which can be the substantiating basis of their own system of remuneration

At the end of this study we suggest some practical solutions, necessary to achieve and increase the employee's performance:

- to pay attention to non-financial motivation, which has a number of advantages: has stronger effects; calling for such as emotional elements; have positive effects on team cohesion; creates loyalty to the firm.
- to provide a suitable job for the employee's values and needs;
- to increase the job's attractiveness;
- let management to initiate meetings to celebrate individual and team success;
- to share awards for excellent results and to provide a progressive rewards for performance of excellence;
- paid time off, given during birthdays;
- paid course on a chosen by the employee topic;
- to offer indirect material rewards: many different insurance, protection schemes, etc.

All these techniques are often issues that management lose sight of, but if included in the organization motivation strategies can extend a major impact.

6. RECOMMENDATIONS

To achieve the performance criteria, we recommend:

- Establishing a reward system at the company level, according to its results or according to the results of each employee. This system, however, is conditioned by the fact that all employees know very well the criteria on which awards are granted.
- Awards for staff to be made in time, i.e. with a certain periodicity. It is common the biannual employees award (on Easter and on Christmas), but we believe that this system should be linked to certain of the employees personal achievements.
- Prize pool should be planned and included in the annual budget of the company. This planning of a permanent fund awards reflect the company's care for their employees and that it has defined its own personnel policy, a clear plan for how to involve human resources objectives.
- Finally, to be allowed to purchase share or shares in the company they work, because that creates a sense that they work both for the company and for himself.

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