MOTIVATION AND JOB SATISFACTION OF HUMAN RESOURCES WITHIN AN ORGANIZATION

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Abstract: *The purpose of this paper is of highlighting the link between motivation and job satisfaction. The research was started from a number of assumptions to show that the individual's expectations are related to motivation, while real rewards obtained by acts carried out are related to satisfaction. To achieve this goal was achieved an investigation on 68 employees using questionnaire method. The empirical basis of this paper is the interpretation' results of all answers, obtained from the applied within the company questionnaire.*

Key words: human resources; motivation; job satisfaction.

JEL Classification Codes: M20.

1. INTRODUCTION

The term motivation comes from the Latin word which means movement mover and refers to the process of selection, orientation and retention of human behavior (Gherman & Panoiu, 2003). Specialists have tried to explain the behavior of employees in organizations have concluded that at its base are both physical and psychological motivations (Muresanu, 2002). Involvement in the operationalization of strategic human resources management is not new in enterprise social function. Putting into practice the strategy is always done with people and, in this regard, staff function supports the actions that are planned (Fira, 2009). Frederick Herzberg (1969) started from the principle that human life takes place in two distinct levels: the physical and the psychological (Herzberg, 1969). The relationships between job performance and job satisfaction, on one hand, and job motivation and job satisfaction, on the other hand, are the studies the most significant in industrial-organizational psychology. (Isac et all, 2015). Positive motivation is based on employee satisfaction amplification participants in the labor process, as a result of the tasks assigned and completed with beneficial effects on the activity and interpersonal relations. Negative motivation is based on threat of staff reducing gratification or punishment due to failure to achieve objectives and tasks assigned. Such reasons lead to the creation of an atmosphere tense generating conflict situations (Sirota et al., 2010).

Alderfer's model enriches Maslow's model with the following ideas:

- an individual can pursue satisfying two or more concomitant needs;

- an individual can waive achieving the need of a higher order, if they are satisfied, in compensation, second-order needs. " (Stanciu et al., 2003). For a manager it is important to keep in balance balance two types of motivators (extrinsic and intrinsic) and understand that the reasons why people remain in a particular job are not the reasons for deciding to leave that place work (Rees, 1996).

Employees relies on intrinsic factors, psychological even when they are asked what they like about their jobs and tend to focus on extrinsic factors when they explain why need to leave a

job (McBride & Clark, 1999). Is why managers need to motivate employees, instilling in them the commitment and willingness to act and encouraging their creativity (Allaire & Firsirotu, 1998). Although Maslow's model is noticeably stiff, yet it provides a new answer to the question "what motivates people?". The answer this time is: needs and its own way of ranking for each individual (Cole, 2000).

2. THE STUDY'S OBJECTIVE AND THE RESEARCH METHODOLOGY

The main objective of this paper is the highlighting the link between motivation and job satisfaction.

In the research we once left a number of assumptions of the individual's expectations related to motivation, while real rewards obtained by acts are out related to satisfaction. To achieve this goal was investigated 68 employees using questionnaire method. The survey was conducted over a period of one week so that it can be caught in study subjects who work different shifts and did not affect the production process. In the questionnaire was applied to a number of specific questions, divided into 8 categories:
- Communication and Cooperation
- Working conditions
- Events and campaigns
- Professional Development
- Management / leadership style
- Relationship with direct manager
- Responsibility
- Salaries and benefits

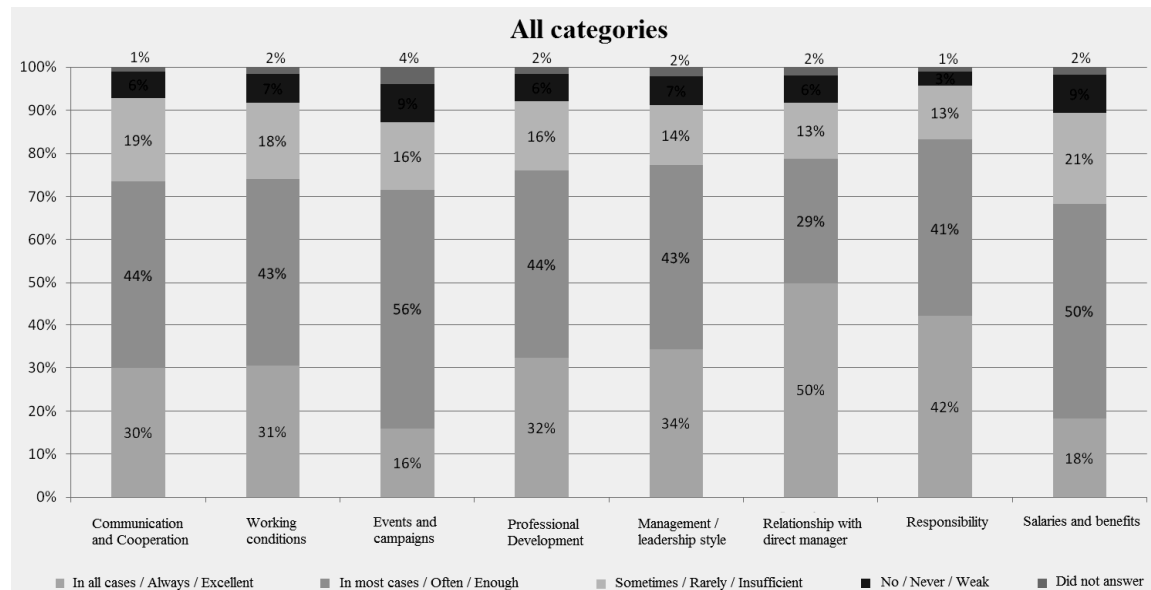The Fig.1 shows the results achieved for all categories of specific questions:

Fig.1. The results achieved for all categories of specific question

The results show on the one hand that these needs are extremely important subjects chosen, and secondly that they are satisfied to an average degree of the organization.

the results show on the one hand that these needs are extremely important subjects, and secondly that they are satisfied to an average degree of the organization. Thus if for subject importance of meeting these eight needs is huge, satisfying by organization is carried out at a satisfactory level.

For example, the need for organizing related events and campaigns in most cases is important for 56% of respondents and only 16% of respondents believe that this need is satisfied in all cases. It can be seen that the highest share on record salary in an employee satisfaction rate of 21%, followed by the need for communication and cooperation of 19% and 18% working conditions. importance lowest of motivational factors was for respondents relationship with the manager directly 13% and for responsibilities 13%. These correspond to the growth of needs, fulfillment, according to Alderfer's ERG theory or need fulfillment (the desire to excel, to achieve certain standards to achieve success) according to the theory of purchasing successes McClelland's, or personal achievement needs, according to Maslow's theory of self-improvement.

These results show that the company's production department workers are more interested in financial rewards and relationships with colleagues than the work they performed and promotion opportunities. For this reason the management of the organization should pay high attention to the needs of employees and salary related organizational climate in order to achieve the interests of employees for achieving quality standards and work as productive.

Motivation and satisfaction wage
This was followed in the questionnaire regarding the salary system, rewarding performance and non-financial rewards. Questions directly address how employees appreciate the payroll system offered by the organization. The obtained results can be viewed best in the graph below:
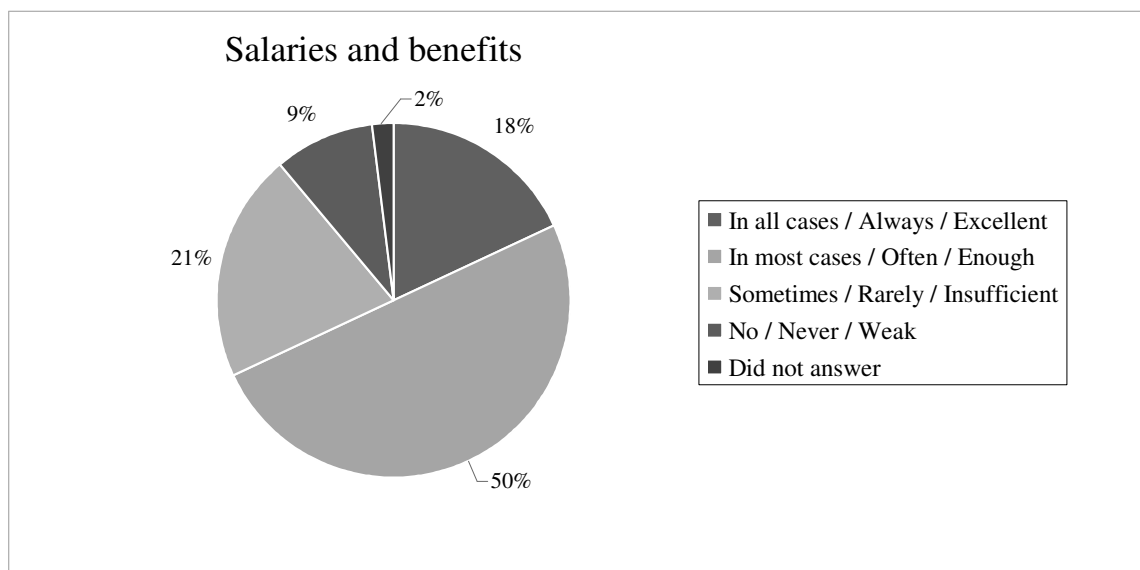

Fig.2. Salaries and benefits

From the Fig.2 we can see that only 18% among the interviewed appreciate the payroll system as very good (excellent), 50% of subjects as sufficient, 21% as insufficient and 9% of the polled payroll system unsatisfactory (weak).

Respondents rated salary as the main motivator, 50% of respondents considered good wage system, it can be said that there is a correlation between employee expectations and rewards received for these employees, so there is satisfaction of subjects investigated. Also the results

may suggest that there is procedural fairness and related rewards employees, that there is equity between the division of tasks, requirements for employees and salary level.

Working conditions
Working conditions and organizational climate focus on the appreciation of employees to working conditions and collective labor relations, thus obtaining results shown in the following chart:
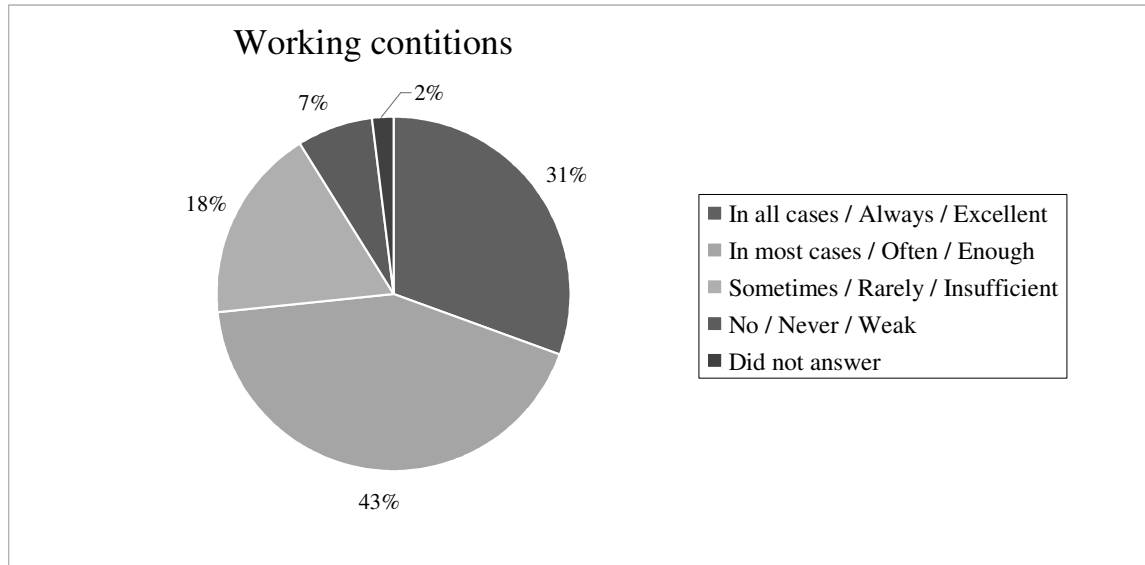

Working contitions

- 31%
- 43%
- 18%
- 7%
- 2%

Legend:
- In all cases / Always / Excellent
- In most cases / Often / Enough
- Sometimes / Rarely / Insufficient
- No / Never / Weak
- Did not answer

Fig.3. Working conditions

In Fig.3 we can see that 43% of respondents, employees in leadership positions in particular, considers the work conditions provided by the organization to be sufficient and 18% considers them as insufficient. These results show that the organization provide satisfactory working conditions, so there is no discomfort for employees. The company accomplishes this by providing ergonomic conditions of employment (adequate lighting, temperature and humidity suitable working environment, cleanliness, ventilation).

The relationship with the manager
The employee relations with manager and driving style are presented in the figure 4. It can be easily seen in the Fig.4 that 50% of subjects considers relations with their direct manager and management style as excellent, 29% as good in most cases, while 13% considers them as insufficient. Possible explanation for the results obtained may be afraid of employees to express true feelings towards organizational climate because they did not have confidence that these results will not be disclosed to superiors. Another possible explanation could be the subjects desire to make a good impression to the outside person that investigated, common in such cases.
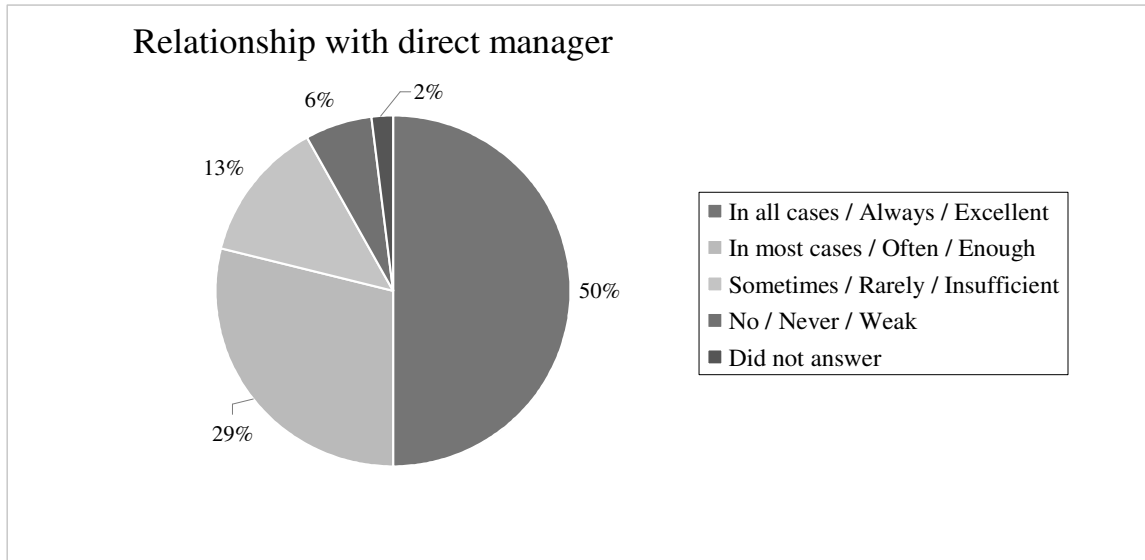
Relationship with direct manager

Fig. 4. Relationship with direct manager

Professional development

Career management within the organization was followed by questions regarding the opportunity of employees to advance and develop their career expectations. The results obtained after processing the answers can be seen in the chart below:
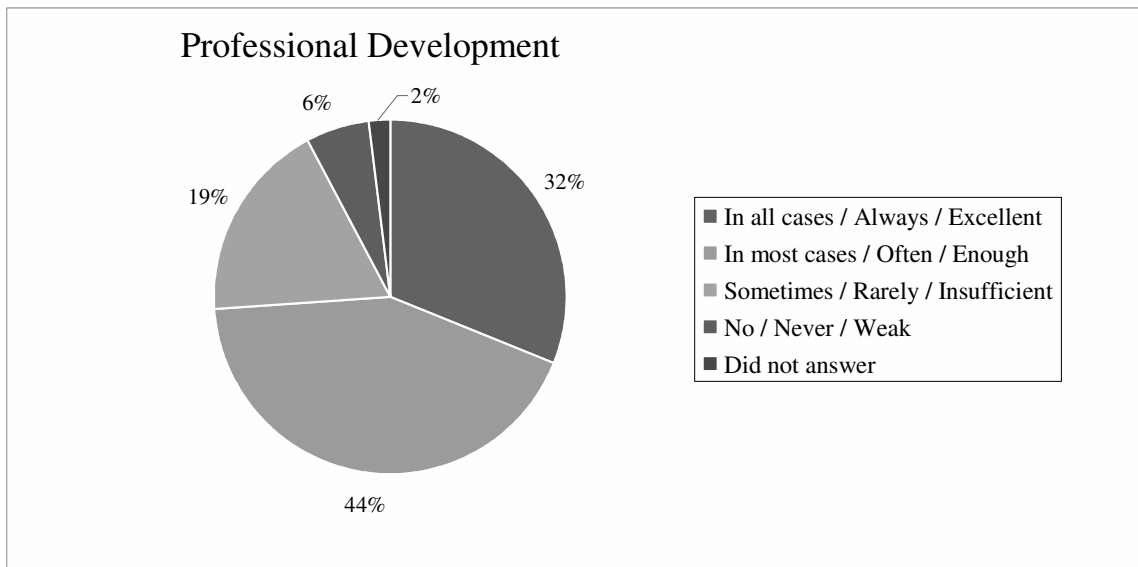

Fig.5. Professional development

As seen from the Fig.5 most of the subjects, 44%, believes that the company often provides opportunities for advancement and achievement of a career as expected, while 16% consider the possibility of advancement is average and 6% think they never cannot advance. These results are due to the fact that the company has increased the possibilities for advancement by providing training courses for all posts.

Communication and cooperation

In the questionnaire was presented to what extent there is a good collaboration and communication among employees, and the results are presented in the following chart:
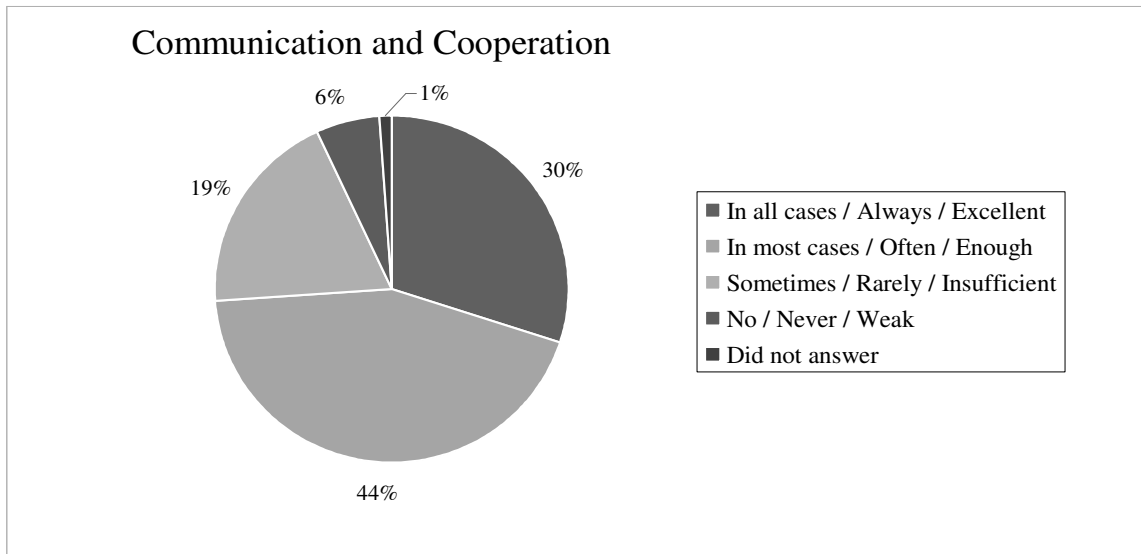
Communication and Cooperation

6% 1%

30%

19%

- In all cases / Always / Excellent
- In most cases / Often / Enough
- Sometimes / Rarely / Insufficient
- No / Never / Weak
- Did not answer

44%

Fig.6. Communication and cooperation

After applying questions related to communication and collaboration (Fig.6) the majority of respondents, 44% believe that there is good communication in the majority both among colleagues and managers and only 19% consider that there is an insufficient communication within the company, this aspect will be improved through various communication campaigns and meetings monthly with all company employees.

Events and campaigns

Related to organizing events and campaigns were implemented a series of questions to determine the level of satisfaction on how the organization of events and benefits after their results. this is presented in the next chart:
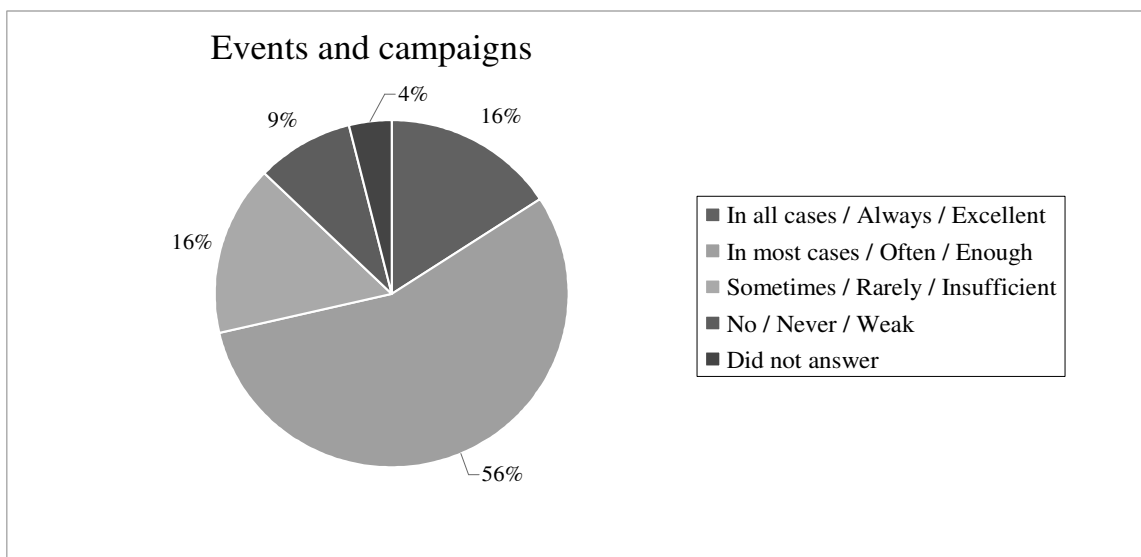
Events and campaigns

9% 4% 16%

16%

- In all cases / Always / Excellent
- In most cases / Often / Enough
- Sometimes / Rarely / Insufficient
- No / Never / Weak
- Did not answer

56%

Fig.7. Events and campaigns

The Fig.7 shows that only 16% of respondents are satisfied with the organization and the benefits derived from campaigns and events held regularly in the company, while 56% believe they are sufficient for their needs. Therefore, the company must take into account the considerable improvement campaigns and events, both quantitatively and qualitatively.

Responsibility

By applying questions about responsibility, was aimed degree of responsibility of the employees about their work and the activities they carry out within the company, as described in the Fig.8:
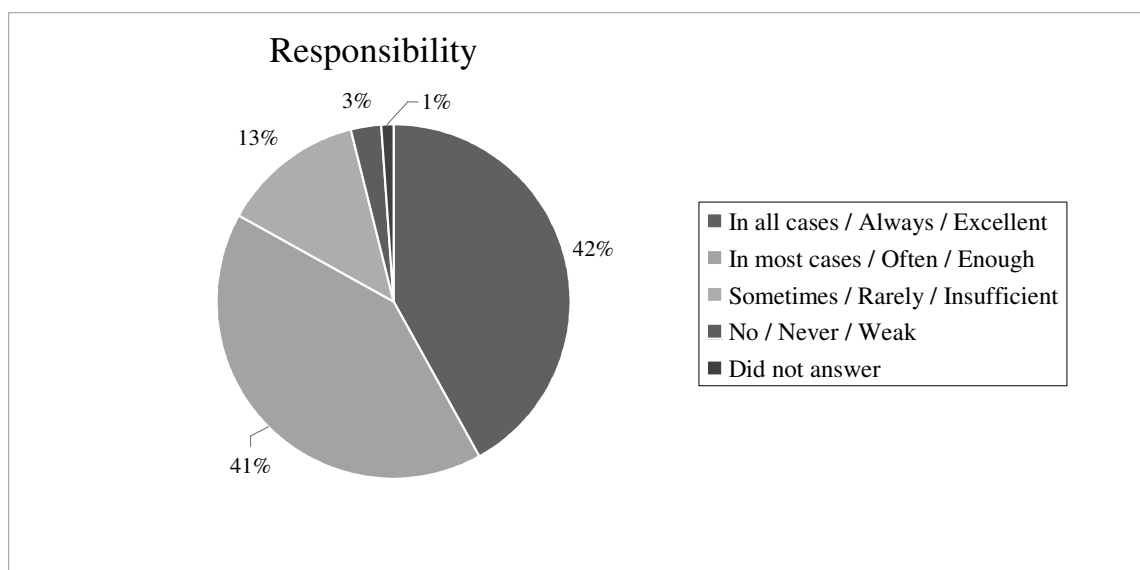

Fig.8. Responsability

Responsibility at work means creating a framework within which both personal rights are respected and the employee. according to the chart above shows that over 80% of respondents believe that in most cases the degree of responsibility is at the level expected.

3. CONCLUSIONS

Satisfaction influences the degree of motivation of each person, so in the final conclusions we take it in consideration satisfaction and dissatisfaction of respondents.

Analysis and evaluation of the results of the survey conducted, show that there are differences between management staff and the execution assessments on job satisfaction in some aspects of it.

A job execution is less satisfactory than the work of leadership, which is characterized by various activities, request more intense intellectual capacity, prestige, etc. Also as the qualification of labor increases the more it tends to be more satisfactory. Those filing work management They are most happy about Wage. The income level is associated with social status, independence, lifestyle.

For an employee, an appreciation at the salary received is neither satisfactory nor unsatisfactory. Better pay, can satisfy different needs, such as superior level: social needs, esteem, self-actualization. According to the expectations theory, if the salary can meet a variety of needs, he has a high valence, which should be a good motivator. Another aspect that differentiates the two categories of employees is work freedom, that freedom to plan, organize

and control their own work. The autonomy granted to employees is one way in which the manager can enrich the work of subordinates, enrichment work representing one of the many motivational techniques.

The last mentioned aspect, which produces differences between the two categories of personnel is feed-back position. Communicate how the organization's members perform their duties of the position they occupy, it has an important role in determining the efficiency of personnel and methods of improvement. Work should give the individual an intrinsic psychological satisfaction, to give him a chance to prove their skills and knowledge, to maintain the desire to continue to learn in order to progress. those who said that their work enjoys recognition had been claimed that it is to praise and much less in salary increases or promotion.

In order to achieve a high level satisfaction among employees, each manager must pay particular attention to personnel, because this source has a decisive role in achieving performance.

HR policies are becoming increasingly important in managing creative potential of the workforce. The role of the personnel department covers mobile workforce management, to ensure the necessary staff for the smooth functioning of the organization and to promoting human resources due to accelerated changes that occur in all sectors.

The current management is involved in taking measures to encourage ongoing professional development of the individual: decentralization of decisions by granting greater autonomy to employees, flexible working, establishment of programs for continuing professional education, the image of a compensation system based on objective assessment leading to appreciation of the work. A stronger motivation for employee is the career development, and this is an important function of the human resources department.

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