

THE MOTIVATION PROCESS OF HUMAN RESOURCES WITHIN AN ORGANIZATION

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Abstract

One of the basic conditions leading to increased competitiveness in today's business organizations is the motivation of human resources. Motivation is not just a theoretical concept, an end in itself, but a more insistently valuable tool used by managers to achieve higher performance and achieving the optimum cost and quality. A research on the motivation of human resources, made in SC Alvimar Comimpex S.R.L, aimed to analyze the structure of staff, level of remuneration and the role of motivation in enhancing employee performance. The research method used in this case was a survey, using as a tool for investigation and collection of information the questionnaire and interpreting the results with Statistical Package for the Social Sciences method. With this reaserch, we tried to enhance the use of motivation as a main managerial method to achive individual and organizational efficiency and competitiveness.

Key words: motivation, human resources, performance, efficiency.

Jel: M12

Introduction

Motivation is a major component of management and one of the most commonly treated subject in the literature, so it captures a wide variety of approaches, often contradictory.

In the contemporary economic context, SMEs should act as learning entities, developing the most important resources they have: human resources (García Sánchez, A. et al, 2011). In this sense, human motivation is a complex and dynamic process, for which there is no single answer to the importance of influence that money has or human factors on the ability of employees (Lefter V., 2008). Operational involvement in strategic human resource management is not a new of the enterprise social function. Implementation of the strategy is always done with people and from this point of view, the function of personal support actions that are planned (Fira V., 2009). The increasing importance of human

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resource management activities, of the personnel functions and structures with responsibilities in this area was based on the increasingly important contribution of motivation to increase staff performance (Mardar MS, 2010).

The research and results

The organization combine in different proportions material, financial, information and human resources to produce goods and services. However we consider that the human resources are vital to the success of any business. Research conducted in the organizational SC Alvvimar Comimpex LLC on the analysis and evaluation of human resources motivation had in mind, on the one hand, to characterize aspects of the structure of staff, the level of remuneration and the motivation of staff, and on the other hand, it holds potential by people who formed team, which can be eventually the most formidable source of competitive advantage.

In order to assess the level of motivation of SC Alvvimar Comimpex LLC employees was used the questionnaire method. It were used, on the one hand, closed-choice questions and open questions, which enabled the interviewed employees to express their views on the matter.

The questionnaire was sent to a number of 43 people, representing a sample of 33% of the total staff, and 12 of these were female (representing 28% of the respondents) and 31 were males (representing 72% of respondents). The selection of the sample took into account the structure of staff (direct productive personnel and administrative staff), the structure of employment by training, seniority and position of respondents in the organizational structure (production staff, executive personnel and management team). Given the structure of the SC Alvvimar Comimpex LLC staff, were surveyed 3 people with basic general knowledge, 33 people with secondary, 4 people with post-secondary and 3 people with higher education.

By centralizing all the answers to the questionnaires, the results were:

Q1: "Do you think that your work, done in the organization, is paid according to results?"

- a) 7 people answered "yes" or a rate of 21.9%;
- b) persons replied "small", which corresponds to 71.9%;
- c) the remaining 2 people believe that "no", ie 6.2%.

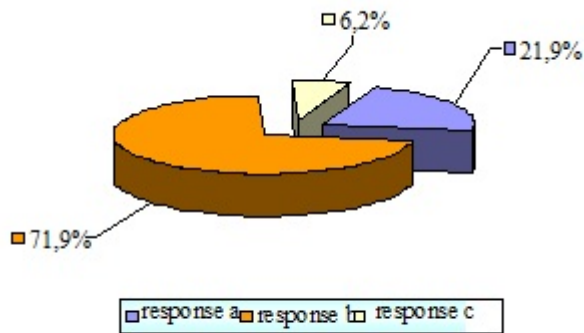


Figure 1: Share responses to question 1

Q2: Have your company given incentives / bonuses for outstanding results?

- a) 12 people answered "yes", ie a rate of 37.5%;
- b) 5 people answered "in rare circumstances", that is 46.9%;
- c) 5 people answered "not granted", ie 15.6%.

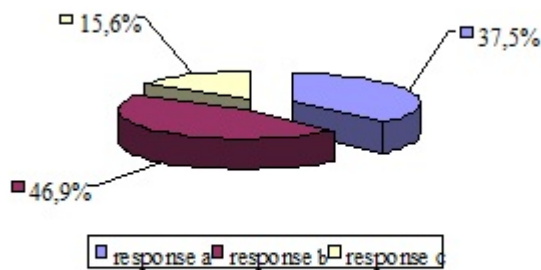


Figure 2: Share responses to question 2

Q3: „Do you consider that, in your team, the respect and consideration is just as important as material reward?“

- a) 20 people answered "yes" or a percentage of 62.5%;
- b) 9 people responded that it "less of importance", ie a rate of 28.1%;
- c) 3 people found that "not necessary", ie a rate of 9.4%.

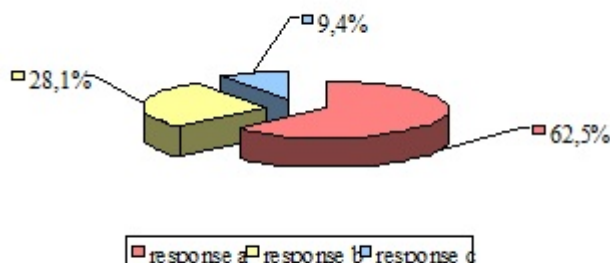


Figure 3: Share responses to question 3

Q4: Do you think that the assessing given by your direct manager is just as important as the financial reward?

- a) 14 people answered "yes" or a rate of 43.8%;
- b) 16 people answered "is less important", ie a rate of 50%;
- c) 2 people believe that "assessment is irrelevant", ie a rate of 6.2%.

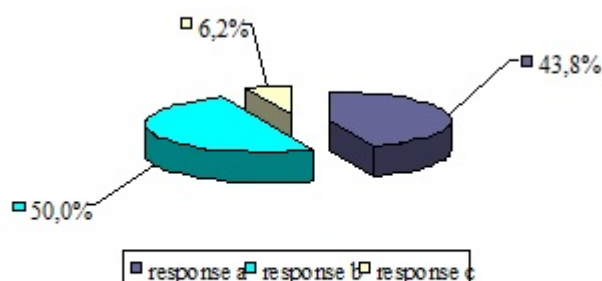


Figure 4: Share responses to question 4

Q5: Do you think that promotion of the employees is based on competence or seniority criteria?

- a) 24 people believes that employees are promoted based on criteria of competence, ie a rate of 75%;
- b) 8 people believes that employees are promoted based on seniority, ie a rate of 25%.

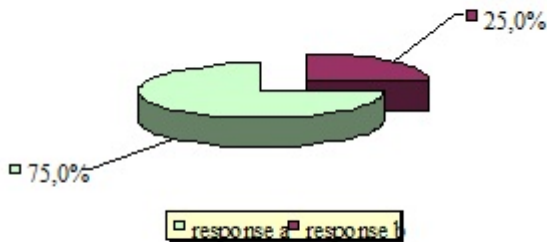


Figure 5: Share responses to question 5

Q6: In the process of drafting and implementing projects in the organization, is initiative accepted and encouraged? "

- a) 23 people answered "yes" or a rate of 71.9%;
- b) 7 people answered "in rare circumstances", that is 21.9%;
- c) 2 people answered "no", ie a rate of 6.2%.

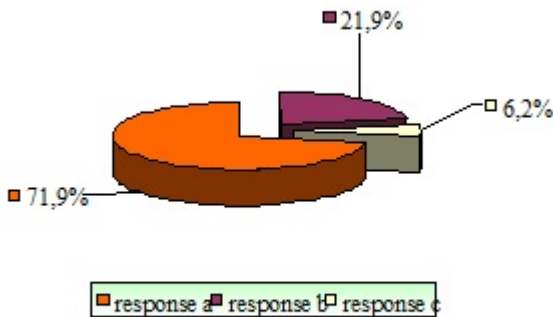


Figure 6: Share responses to question 6

Q7: "Have you been wronged or unfairly treated?"

- a) 5 people answered "yes", ie a rate of 15.6%;
- b) 11 people answered "in rare circumstances", that is, 34.4%;
- c) 16 people answered "no", ie a rate of 50.0%.

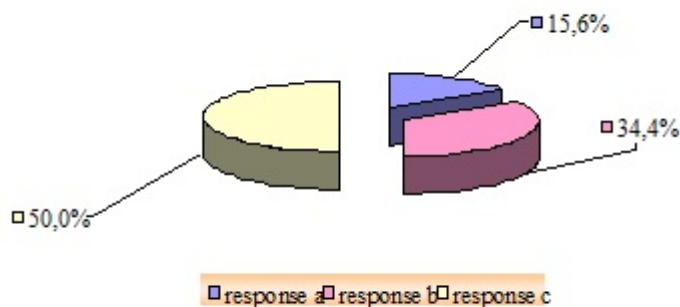


Figure 7: Share responses to question 7

Conclusions

From many theories on motivation follows a great diversity of elements which are involved directly and indirectly in the design and execution of the motivation process. Not one theory is a panacea for solving a motivational problem in the organization. It provides instead useful information in attempt to improve the motivation level of employees.

We found that motivation is consisting in both domestic and external motives motives (which are treated through a process of internalization), it is dynamic, in that it restructures and adjusts continuously according to: changes in the system of needs, level of education, work results, the status of employees. Also, the motivation makes possible to explain a psychosocial phenomena as the choosing process of profession, training, work integration, stability at work and even risk taking.

The need to pay due attention to motivation is given by the fact that, as managers claim "people are the most precious capital" but really, in our opinion people are not capital, they are the very firm. It is essential that the managers of an organization to know what are the main factors that influence the content of motivation - whatever their nature - and who can act on them.

Thus, we have identified several factors which were grouped, according to their membership and the ability to influence, in three categories:

- a) individual factors - reflecting the characteristics of each employee;
- b) organizational factors - which designate those elements that reflect the state and characteristics of the organization, that influence in a significant manner the approach, content and results of staff motivation;
- c) contextual factors - incorporating those elements of the exogenous organization having a marked influence on the content and effects of motivational processes within it.

Depending on their nature, of the manifestation, the manner in which they can be influenced and by motivational effects they generate, the needs of each employee can be classified in three categories:

- Economic needs
- Cognitive needs
- Emotional needs.

Each person, depending on the specific needs and of the national and organizational context in which they operate, has motivational aspirations and expectations. In an organization, managers need to know what determines people's behavior, goal and their personality. It is very important for the manager to consider how people in organizations actually behave and not how he would want to behave. In the SC Alvvimar Comimpex LLC was placed and put a great emphasis on the fact that there must be a correlation between the aspirations and expectations of the employees and the organization's objectives, as these things are essential to achieve individual and organizational performance.

The staff motivation strategy is designed based on the following three key issues:

- the average age of staff is low (around the age of 34 years);
- technical and material equipment performance and work climate that exists currently;
- the amount of employment wage, which is quite low compared to other areas.

Assuming that financial motivation is not strong in this organization, the managerial team continually seek to motivate the staff, especially emotional, by strengthening the sense of job security and belonging to the organization. This organization is moving towards participative management and the openness of managerial team to motivation, communication, promotion of staff solely on the basis of competence and emphasis on internal recruitment to fill management positions, have long been certain, undeniable things. Also, this organization put a great emphasis on training and professional development of the employees. Given that it aims to develop an transparent personnel policies, based on the idea of promoting young people with a high level of training and education, we can conclude that, in this regard, the organization is safe, at least in short and medium term.

Recomandations

As a recommendation, it is necessary that SC Alvvimar Comimpex Ltd to set a remuneration system that should be in accordance to the company's financial results and to the results of each employee. Also consider that this system should be known to all employees, including criteria for rewards granted. Considered that the possibility of employee participation in profit earned by the organization would be particularly motivating, strengthening their sense of belonging. All this would certainly lead to an intrinsic motivation of employees, so that they are motivated by their own internal mechanisms.

Increased job satisfaction is also a key goal, but it does not mean that it will automatically lead to increased performance. If goals of SC Alvvimar Comimpex LLC will not complete its employees purposes, it is unlikely that employees will work to achieve the organization's mission. We believe that employees will be motivated when they realize that their work will bring directly and reliably results to meet one or more basic needs: safety, respect, self-fulfillment, a sense of power. Consequently, to achieve a high level of performance, both at individual and organizational level, need the following:

- to establish a reward system at the level of the organization, according to its results or based on each employee outcomes. This system, however, is conditioned by the fact that all employees be familiar with the criteria for the rewards are granted.

- rewarding staff to be made gradually. Currently it is applied the biannual award of the employees (Easter and Christmas), but we believe that this system should be linked to certain personal achievements of employees. The prize pool should be planned and included in the annual budget of the organization. This timing of the prize pool reflects the organization's constant care for their employees, and that it has defined its own policy staff, a clear plan to involve human resources in achieving objectives.

- providing paid leave (value ticket off) is a very good reward because of the strong ties existing between the employee and the organization, he'll feel part of it even during his holiday.

- finally, to be allowed to purchase shares in the organization they work for the person; it would be an extremely motivating issue for employees because they'll work both for material rewards and for themselves. Often, some of these issues amiss the management, that is content to believe that it only knows how to motivate people, that money is a great motivator, and when the latter does not take effect, fear becomes the best motivator.

These arguments support the view that, creating a work environment so that all employees needs are met, will lead to intrinsic motivation of employees, so they will be motivated by their own internal mechanisms.

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