

THE NATURE OF MOTIVATION AND THE REWARDS IN THE WORKING PROCESS

NATURA MOTIVAȚIEI ȘI RECOMPENSELE ÎN PROCESUL MUNCII

LILE RAMONA, ISAC F. L.

Universitatea Aurel Vlaicu, Arad, Romania

Summary: The present paper tries to enter the complicated labyrinth of the employees' motivation in the working process and to investigate their preferences for the different means of motivation. For this purpose, we have undertaken a study over 23 firms from the town of Arad. We have noticed the preference for the financial means of motivation and not for the non financial ones, thing that has been expected according to David Mc Clelland's theory regarding the individual's needs of accomplishment on a certain level of the social development.

Rezumat: Lucrarea abordează modalitățile concrete de exercitare a diferitelor tipuri ale puterii manageriale în cadrul organizațiilor de afaceri. În acest sens, am efectuat un studiu asupra a 23 de organizații din municipiul Arad și am desprins concluzii interesante legate de diferențele în exercitarea puterii manageriale în organizațiile autohtone, respectiv multinaționale.

Key words: motivation, reward

Cuvinte cheie: motivație, recompensă

INTRODUCTION

The Nature of Motivation

The problem of motivation in the working process has known a growing interest lately, both from the part of the firms' researchers and from the part of the managers. The individual can have very different motives in adopting certain behaviour. For example, a manger may prefer the firm's club for the purpose of initiating social contacts, while another one chooses the same place for the interesting programs. At the same time, the same behaviour may be the result of different behaviours (an employee who wants to be promoted may has the aim of obtaining excellent results in his work, while another employee, with the same aim, may chose the way of flattering his boss).

The term motivation comes from the Latin word "movere" and means movement. The DEX (the Romanian Explanatory Dictionary), defines motivation as "being all the reasons and mobiles (conscious or unconscious) which determine somebody to do undertake a certain action or to have certain aims and goals".

Most of the motivation definitions insist upon three common elements which describe the phenomenon of motivation:

- the factor which determines and sustains the human behaviour
- the things that give a direction to this behaviour
- the way in which this behaviour is maintained or sustained

Each of these three elements represents an important factor for the understanding of the human behaviour in a working place. The first refers to the **energizing forces** from the inside of each individual which determines (directs) him to behave in certain ways and to the existent forces in the medium which block the first to develop. In the second, we speak about the **focus upon the**

aims: the individual's behaviour is directed towards a certain way. The third factor, takes into consideration **the inner forces of the individual** or specific to the environment which offer the feedback capable to rebuild the intensity and direction of the action.

In a thorough examination of the individual's motivation, Gary Johns suggests four strongly interconnected traits, which define the motivated behaviour:

- the effort, which is proved by individuals in a different manner according to the position they occupy;
- the perseverance, namely the consistency and persistence with which the individuals try to achieve the working task;
- the direction, which represents the qualitative side of the motivated behaviour (motivation meaning not only working hard but also intelligently)
- the objectives, which represent aims towards which the motivated behaviour is directed.

We have to underline the fact that the employees can be motivated by aims which coincide with the aims of the organization (such as the high level of productivity or increasing the importance of creative decisions), as well as by aims which are opposed to the aims of the organization (absenteeism, blackmailing and fraud).

Starting from these definitions and traits, we can draw a general model of the motivational process (representing a simplification of more complex relations, briefly reminding of the major items involved).

The basic constitutive parts of this generated model are: (1) the needs or expectations; (2) the behaviour; (3) the aims; (4) a certain form of feedback.

The model postulates the fact that the individuals have a multitude of needs, desires and expectations that can appear at different intensities. For example, they can have a sustained need to affiliate, a strong desire to obtain an extra income or an expectation that if he proves a sustained effort in his work, he will obtain a promotion. The elements with an "activating" character are generally accompanied by two phenomena:

- firstly, the emergence of similar needs, desires or expectations affects the balance on the "inner stage" of the individual; he will try to reduce the state he faces (the energetically component of motivation)
- secondly, the presence of the needs, desires and expectations is generally associated with anticipation or with a belief that certain actions will lead to the diminution of the unbalanced situation (the target focused component of the motivation).

The model supposes a chained development of the events. On the basis of certain combination of the desire to reduce the inner state of unbalance with the belief that certain actions will serve this cause, the individuals behave in a certain way they consider as suitable for reaching the desired goals. Undertaking such actions determines a series of actions both from the inside the individual and from the outside. These actions provide the individual information connected with the impact of his own behaviour. The feedback makes the individual either change or abandon his present behaviour or to reassure over the right orientation of his actions.

In order to clearly define this process, we can give an example. The individuals who prove a strong desire to interact with others (the need to affiliate) can try to increase the rate of contacts with those around them (behaviour), in the hope of gaining their friendship and their support (aim). On the bases of these interactions, they can reach a point in which they consider they have enough friends and can redirect their energies towards other aims; or they can receive a negative feedback

which draws their attention upon the fact that their behaviour is not suitable for the achievement of the aims and, consequently can decide the modification of this behaviour. In both cases, we can notice the important effect of moderation which the feedback has upon the components and the further modifications.

MATERIALS AND METHODS

In order to investigate the nature of the employees' motives and their orientation for certain rewards, we have undertaken a survey in 23 firms from Arad town, in three fields of activity (production, commerce and services) both national and multinational.

The sample used is representative for the population target of the survey, namely the employees of Arad town.

RESULTS AND DISCUSSIONS

The first question used in this chapter of the survey as **“Do you consider you are sufficiently well motivated as working staff in this firm?”**

In the beginning of this large theme, a general question has been asked regarding the collective motivation. This question aimed realizing a cognitive reporting process to other firms from this field. Thus, 58.24% say that they are well motivated as staff.

There is also a percent of 17% that do not understand this concept, and this thing indicates that these firms do not have an organizational culture able to create identity to the working staff in respect of others.

Chart 1

Degree of collective motivation	
	%
Yes	58.3
No	24.8
Don't know	17
Total	100

Chart 2

Ways of motivation within a firm					
Percentage %	1	2	3	4	5
Basic salary	59.7	4.7	4	5	2.7
Rewards/bonuses	10.3	16.9	9.5	11.9	8.2
Bonuses for holidays	8.5	2.7	15.5	7.7	10.1
Tickets for meals	8	22.4	8.8	13.3	9.4
Working conditions	14.2	9.6	13.7	11.4	15.5
Flexible schedule	7.8	8.1	5.7	3.3	5.1
Holiday/treatment tickets	4.5	2.6	4.2	3.2	2.3
Safety of the working environment	12.7	5.1	4.9	6.2	8.1

Ways of Motivation within a Firm – Superior Needs – First 5 Places

At this chapter, a percentage representation of the way in which the firm motivates its employees by the perspective of their primary needs can be noticed. For a better pointing out of the

essence, in the chart there are shown the percentage for the first 5 places and in the graphic the first 3 places.

If we consider the highest percentage of each place, we can notice that the basic salary is on the first place (59.7%), followed by the tickets for meals (22.4%, second place), the bonuses for holidays (15.5%, third place).

The working conditions are situated on the fifth place as being considerable (15.5%), so this problem seems to be more of juridical nature and labour protection than of managerial nature.

Among the superior needs of the employees, we mention that at this point they stand very poorly, on the first place stands the possibility of being promoted (12.1%), on the second place, the firm is willing to offer the official recognition of the accomplishments in that field (10.2%).

Chart 3

Percentage %	1	2	3	4	5
The possibility of being promoted	12.1	3.2	3.2	7	3.8
Participation at training programs	6.8	7.1	7.1	7.1	7.4
The possibility of gaining professional experience in that field	8	4.8	10.2	8.3	8.3
The relationships with the superiors	8.6	3	4.4	4.7	5.8
The relationships with the other colleagues	6.3	2.9	1.1	3.2	4.9
Official recognition of the professional accomplishments	10.2	7.8	4.2	4.4	4.4
The prestige that one has in the staff	7.7	3.2	3.4	1.1	3.2
The liberty of movement and decision	9.4	4.4	3.8	3.8	2.4

Desired Ways of Motivation – Primary Needs – First 5 Places

Regarding the expectation of the employees, we can mention that following the same procedure, the basic salary is on the first place (73.6%), followed by the rewards/bonuses (28.1% second place), after the bonuses for holidays (18.4%, third place), by the tickets for meals (17.7%, fourth place) and at the end the working conditions.

Chart 4

Percentage %	1	2	3	4	5
Basic salary	73.6	8.2	2.4	2.2	2.4
Rewards/bonuses	12.3	28.1	7.1	11.8	6.7
Bonuses for holidays	6.8	4.9	18.4	9.5	6.8
Tickets for meals	6.4	14.9	16.4	17.7	9.5
Working conditions	9.9	8.4	8.9	8.2	14.9
Flexible schedule	7.8	5.1	7	5.4	8.9
Holiday/treatment tickets	6	3.7	3.4	5.1	6.3
Safety of the working environment	12.3	10.1	9.2	9.2	6

Desired Ways of Motivation – Superior Needs – First 5 Places

The expectations among the superior needs indicate the following hierarchy: on the first place stands the promotion of the employee (8.5%), on the second place the promotion of the employee (5.7%), on the third place the experience gained (6.8%), on the fourth place the promotion of the employee (7.5%), and on the fifth place the experience gained (10.5%).

Overall, we can notice that the percentages for superior needs are less than the needs for the primary needs.

Chart 5

Percentage %	1	2	3	4	5
The possibility of being promoted	8.5	5.7	6.7	7.5	9.2
Participation at training programs	5.3	4.3	4.3	4.3	4.8
The possibility of gaining professional experience in that field	8.3	2.5	6.8	6	10.5
The relationships with the superiors	5.4	2.8	3.6	2.3	4.1
The relationships with the other colleagues	8	2.6	3.1	3.3	2.6
Official recognition of the professional accomplishments	6.5	1.6	1.6	3	1.9
The prestige that one has in the staff	6.1	0.8	1.6	1.8	2.9
The liberty of movement and decision	7.5	1.3	0.8	3.2	2.7

Expected Ways of Motivation within a Firm – Primary Needs- First Place (%)

In the following, the motivational offer and the expectations of the employees are being compared by the perspective of the first place.

Regarding the salary, the expectations exceed the offers and the same situation can be seen in rewards. The bonuses for holidays are not that important to employees as the offers, the same can be noticed for the tickets for meals, the working conditions and even the safety of the working environment. The only symmetrical point is the flexible schedule.

Considering the differences between the offer and the expectations, we think that a performing system of evaluation must be implemented to adjust the asymmetries of perception.

Chart 6

Percentage %	Received	Expected
Basic salary	59.7	73.6
Rewards/bonuses	10.3	12.3
Bonuses for holidays	8.5	6.8
Tickets for meals	8	6.4
Working conditions	14.2	9.9
Flexible schedule	7.8	7.8
Holiday/treatment tickets	4.5	6
Safety of the working environment	12.7	12.3

Expected Ways of Motivation within a Firm – Superior Needs- First Place (%)

Among the superior needs we can notice that the offer for promotion is not equivalently met by the expectations, the same for participating at training programs. The desired thing is the

possibility of achieving experience in the field and the relationships with the other colleagues.

We maintain the observation that in the firms analyzed, the most important ways of motivation are those regarding the basic needs and not the superior ones, even though differences of weighting between the offer and the request and the expectations still exist, in the what that they do not perfectly overlap.

Chart 7

Ways of motivation: received and expected: superior needs		
Percentage %	Received	Expected
The possibility of being promoted	12.1	8.5
Participation at training programs	6.8	5.3
The possibility of gaining professional experience in that field	8	8.3
The relationships with the superiors	8.6	5.4
The relationships with the other colleagues	6.3	8
Official recognition of the professional accomplishments	10.2	6.5
The prestige that one has in the staff	7.7	6.1
The liberty of movement and decision	9.4	7.5

CONCLUSIONS

The results of the study make us draw the conclusion that the proffered orientation is towards the means of motivation of financial nature, both from the point of view of the rewards offered and desired. Thus, David Mc Clelland's thesis may be proved, according to which the need of accomplishment of the employees appears only at a certain level of the social development.

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