Motivation, a Determining Factor in Organizational Performance Case study at ALPHA Asigurări SA

Bogdan Stefanescu

bogdanstefanescu@yahoo.com

Diana Elena Stefanescu

diana.estefanescu@yahoo.com

Elena Loredana Comanescu

lory_ela@yahoo.com

Ioana Antoaneta Ponea (Radu)

radoo_oana@yahoo.com

Valahia University of Targoviste, Romania

There is no universally valid motivation model. Although there have been many studies to find a motivation model that can be used in as many cases as possible for as many employees as possible, it seems that this goal can not be achieved so far because people are different, have different aspirations, different experiences, and their motivation is different. Individuals are unique, have unique potentials and qualities, and if managers have the ability to identify them, they can guide them to benefit the organization's goals. Research Methods: Observation and analysis of documents and quantitative analysis based on questionnaires. Research Question: Can staff motivation be a strong point in achieving organizational performance? Research hypothesis: Employee motivation is directly in line with organizational performance. The purpose of the research: Staff motivation positively influences organizational performance.

Keywords: motivation, performance management, organizational performance

JEL Classification: A14, M12

Motivation, the key to understanding mental phenomena and processes, plays a decisive role in achieving individual or group performance. Personal skills, as well as the individual level of motivation, are indivisible factors in achieving performance. From the researches conducted so far, significant discrepancies have emerged between individuals with similar skills and a different level of motivation.

Fig. 1 - Performance curve

Source: Authors

As shown above, performance increases in the same way as skill, but the reality demonstrates that performance depends directly on the type and level of motivation; the high

level of motivation leads to an increase in the performance curve and the lack of motivation leads to the lowest level of performance.

(1) and (2) the performance curve

Fig. 2 - Performance curve

Source: Authors

Employee de-motivated versus motivated employee. Specialist studies have led to the conclusion that a motivated employee is more performing with up to 43% of a demotivated employee. To bring performance, motivation must be at a point of equilibrium, otherwise extremes become unproductive.

Fig. 3 - Balance of motivation

Source: Authors

Demotivation leads to non-involvement or lack of performance. This may occur sporadically within a company, an employee - two, but it may also appear as a mass phenomenon, in which case it drastically affects the results of the organization. Specialized studies indicate an average of demotivated employees below 10%. An important factor in avoiding or correcting demotivation is the early recognition of signs and causes that cause this phenomenon.

Possible signs of demotion:

- non-compliance with the work schedule (frequent delays and / or leaving the workplace during or before the end of the program);
- repeated and unreasonable absenteeism;
- making other employees' commitments during working hours;
- avoiding new responsibilities;
- non-involvement in the current activities of the organization;
- minimizing professional effort;
- the inability to have a common vision with the organization;
- criticism of the organization's leadership or image;
- exaggerated intolerance to team mistakes;

- generating and / or accentuating conflicting situations within the team, aiming at consuming time and energy but also dissipating from current activities;
- the constant irritability of employees is another sign of acute lack of motivation;
- failure to carry out the assumed tasks, not by lack of professional capacity but lack of interest;
- separation from the rest of the team into the employee's psyche and manifestation of the state of affairs.

By identifying situations such as those described above, it is advisable to take action to correct or avoid demotion in two directions:

- open discussions with the manager to identify grievances followed by concrete actions through which to establish the steps to be for ameliorate the existing demotivation status;
- the lack of any managerial intervention and the professional reorientation of the demotivated employee into another team or exit.

Demotivation is a psychological state that can be transmitted from the individual to the individual and can cause many damage to the organization. Therefore, it is imperative to be aware of the factors favoring or causing problems by the managers of the motivational problems and their incipient correction.

The other extreme of breaking the motivational balance is excessive motivation, ie hypermotivation. This generates:

- extreme competitiveness;
- high conflict level;
- organizational stress;
- limited performance.

Hyper-motivated individuals can often have similar or even worse results than demoted ones, due to an overloading effect that is unfavorable and can lead to a total failure of the tasks received.

Thus, in order not to disturb the balance in the performance of tasks, it is advisable to have a concordance between the degree of complexity and the difficulty of the transmitted tasks and the intensity of the motivation. Otherwise there may be deviations from self-regulatory tasks - motivation with negative consequences in achieving organizational performance. The role of the manager is essential in this process, given that individuals are different and one and the same task will be perceived by different subjects as appropriate, mild or difficult. If the manager does not correctly estimate the degree employee of involvement there is the danger of under-motivation with the direct consequence of under-assessment of the pregnancy and the risk of its failure, but also the case of hypermotivation that can lead to organizational stress, limited performance or even exhaustion of the individual with the same negative consequences of failure of the task.

We did a study based on the application of a questionnaire at the employees of ALPHA ASIGURARI SA. The questionnaire was applied to 30 employees with execution functions, different sexes, different levels of study. Interpretation of results is transcribed in the graphs below:

Chart no. 1. The importance of motivating employees

Source: Authors

After centralizing the results, 98% of respondents appreciate affirmatively the importance of motivation as a determining factor in achieving organizational performance.

Chart no. 2. Involvement in decision-making is motivating for employees

Source: Authors

74% of the interviewed employees feel motivated if they are involved in the decision-making process, if the management takes into account in the final decisions the professional opinions of the employees.

Chart no. 3. Giving rewards only based on performance and results motivates employees

Source: Authors

Respondents appreciate, in proportion of 83%, as the rewards gave on the basis of performance is a motivating fact. Rewards are considered beneficial to competitive and performing people, ultimately achieving the organization's goals.

Chart no. 4. The current payroll system is motivating for employees

Source: Authors

From the analysis of the results, following the application of the questionnaire, it emerged that the current payroll system is not very motivating for a large number of employees, 62%, resulting in only 36% of them being satisfied with the current salary package. This result comes as an alarm signal for the management of the analyzed company, and requires a rethinking of the payroll scheme. Personnel remuneration is one of the most important factors of motivation, and it influences the quality of work, the individual results as well as those of the organization.

Chart no. 5. Employees feel motivated by a coaching manager

Source: Authors

Emotional intelligence, as an attribute of the coach manager, reflects social skills, tact and perception. The 95% percentage points out that many employees appreciate the presence of empathy in the relationship with the manager.

Conclusions

Following scientific, practical and theoretical research, a series of conclusions and recommendations can be made, as follows:

- it is required to consult employees in setting the objectives and the direction to follow for the company, motivated by their involvement and role in the operational activity;
- re-modeling the overall payroll system and correlating with individual performance rewards can lead to a higher level of employee motivation with positive consequences on labor productivity;

-implementing new forms of appreciation of performances (other than money), such as congratulations, congratulations or awarding titles such as "the month' employee ", according to western models;

-coaching is accompanied by a series of motivational effects, mutual trust, responsibility, stimulation of creativity and solution-oriented thinking.

Although a lot of motivational theories have been issued over time, it was not possible to implement a universal model of employee motivation, with the role of the manager / leader / coach being essential in mobilizing the human resource and achieving the expected organizational performance.

Acknowledgement

This article was realised with the program support "Dezvoltarea învățământului terțiar universitar în sprijinul creșterii economice - PROGRESSIO", Cod proiect POCU/380/6/13/125040, proiect cofinanțat din Fondul Social European prin Programul Operațional Capital Uman 2014 – 2020"

References

1. Adair, John (2010), *The Leadership of Muhammad*, Editura Kogen Page Limited
2. Collins, Jim (2012), *Exceleța în afaceri*, Editura Curtea Veche Publishing, Bucuresti
3. Goleman D. (2016), *Leadership: puterea inteligenței emoționale*, Editura Curtea Veche Publishing, Bucuresti
4. Goleman D., McKee A. și Boyatzis R. (2015), *Inteligența emoțională în Leadership*, Editura Curtea Veche Publishing, Ediția a III-a, revizuită și adăugită, Bucuresti
5. Goleman D. (2014), *Ce înseamnă să fii un lider bun*, Editura Curtea Veche Publishing, Bucuresti
6. Gardner Howard, Laskin Emma (2014), *Minți conducătoare. Istorii de viață ale liderilor mondiali.*, Editura TREI
7. Hill, Napoleon (2012), *Puterea de convingere*, Ediția a II-a, Editura Curtea Veche Publishing, Bucuresti
8. Kotter, John P. (2015), *Matsushita Leadership*, Editura Publica Pocket
9. Manz C. C., Sims H.P. Jr. (1987), *Leading workers to lead themselves. The external leadership of self-managing work teams.*, *Administrative Science Quarterly*
10. Mirza Yawar Baig (2012) *Leadership Lessons from the Life of Rasoolullah : Proven Techniques of How to Succeed in Today's World*
11. Niculescu Maria, Vasile Nicolae (2011), *Epistemologie – Perspectivă interdisciplinară*, Editura Bibliotheca, Târgoviște
12. Rosenzweig, Phil (2010), *Efectul de halou*, Editura Publica
13. Vagu Paraschiv, Stegăroiu Ion (2006), *Lideriatul de la teorie la practică*, Editura Bibliotheca
14. Luthans, Fred (1992), *Organizational Behavior*, McGraw Hill International Editions