

Motivation and performance in organizations

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Abstract: *Assumption from which we start in our approach is that organizations are not just members of the human resources that contribute to the smooth running of the organization; they are the organization itself. A significant role in the operation of the organization's motivation. More than just the application of certain techniques, management philosophy, manifested in the Manager's attitude toward the people he leads as well as the reaction of subordinates toward this attitude can lead to successful motivation of employees. To demonstrate a specific motivation which mobilizes both managers and employees for performing a task, I applied two self-knowledge exercises a manager and 20 employees it has in him, from a firm of confections. Non-response analysis revealed that there is a hierarchy for each employee or for a group of employees of the motivational factors that can rise in their work in the company management, which entails developing motivation complex actions.*

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1. Introduction

The structure, the operation and performance of the organization are influenced by the behavior of those who make up the behavior influenced by both their personal qualities, and to the interactions. The questions from which initiate our studies are: What pressures or forces existing in its own personality in the context of work or enable a behavior or the other? What needs desires, aspirations, interests and cause employees to undertake certain actions and not others? To what extent are dominated by rationality or employees of affectivity in actions you develop or initiate? Answers to these questions belong to the field of motivation and its procedures within organizational expression.

2. Motivation as a source of satisfaction and performance in your organization

Motivation is an internal state of necessity to the body that directs, accelerates and maintains customer satisfaction by her behavior, in order to mitigate or eliminate. Expressing the motivation is achieved through various behaviors. At the level of the organization, organizational behavior, leadership, and participation can be identified as being motivated. This means that any organizational behavior motivated helps the organization to adapt to the demands of organizational reality and to achieve their goals (Felix, 2007, p.388). An important condition of initiating and maintaining the intensity of behavioral reasons; such overriding reasons, with greater intensity and satisfaction with a need for more frequent (Campbell, 2008, p.114).

Motivation theories developed after 1990, in an era dominated by a systematic thinking and a global vision of promoting the vision, according to which "each person is different in its own way" and the imperative within a complex system, have identified a unique solution for each person. The motivation is to enable the possibility of expression and personal achievement. "Employees are motivated if they know where to go through the work

that they do, why they are moving in there and how they will reach the intended goal" (Cali & Cali, 2005, p. 183)."

In order to feel committed to a task, members of the organization must have the belief that it makes sense and worth the effort. Successful companies are those that have managed to use the value associated with the load of work as a source of intrinsic motivation of employees (Vlăsceanu, 2003, p.258). Teams and divisions receive space initiative, identifies its own means, they set their own goals, assuming the tasks and their outcome.

2.1 Job satisfaction and motivation

People generally have the same needs, but their intensity is different. An employee who has a strong self esteem can be dissatisfied in a particular job. Another employee, who has this need, but a low-intensity, can be satisfied with the same job. Also, people have different value systems. Starting from this, the employee will tend to choose certain behaviors depending on what he feels or teaches that it is right or wrong, what is desirable and what is to be avoided, what is acceptable and what is unacceptable, what rewards and what not, what it's worth, and what's not worth etc. The values can be "to be" or "to have".

The values that can be the basis for generating positive States by satisfying the need "to be" are: professional status-which gives the sense of an ongoing effort by development in the profession; the power; the success of the affiliate and social achievements; independence; need to work; knowledge; development, improvement. These values are related to the needs of the membership, affiliate, social acceptance, which is materialized through the need for respect and acceptance on the part of a social group and satisfy the relations of friendship and fellowship, through the aid of others, through the climate of cooperation and cooperative.

The values that can be the basis for generating positive States by satisfying the need "to have" are: money, boosting as a source of materials; honesty, as application of same values both its own actions and those of his fellows; usefulness for others; health; material comforts; creativity; family; time for oneself; the concern for a clean environment; positive image in front of others, that appreciation by others, such as reputation, in recognition of the value of respect. When the source is comparing needs motivation or personal values with results or rewards offered, this is applicable at the level of the Organization to the extent that employees have needs or values that it can meet work.

The employee is motivated as a result of a series of decisions you take based on the probability that a particular effort will lead to your desired reward and satisfaction. In order for a reward to be desired as it must be to have value for the employee. If the expected result is obtained, the behavior tends to be repeated; If this is not achieved, the behavior will be altered.

The State of satisfaction/dissatisfaction shows how efficient/inefficient achievement motivation. Customer satisfaction is both an individual and issue one, because it affects organizational life. Motivation is the cause which has as its effect the satisfaction (Felix, 2007, p 462). Both motivation and satisfaction are related to the performance of the work.

2.2 Performance, satisfaction and motivation

Performance refers to the contribution that employees make to achieve the objectives of the organization. She is in a close relationship with motivation, with the effort of his employee, with skills, feelings with the position and its role within the organization. Performance can be appreciated as a result of the product of the skills, motivation and the role which the employee meets him in an organization (Safari & Ionescu, 2005, p. 232). An employee with a stronger motivation will get better results than another one with a weaker motivation. However, performance is achieved when there is an optimal intensity of motivation.

Over motivation, as the surplus of energy committed to carry out this task, but also under motivation, which manifests itself in the energy deficit leading to negative effects in the performance plan. Lionel Bellenger proposed "golden triangle of motivation" (apud Felix, 2007, p.460). It consists of three coordinates: trust itself, determined by the self-image and positive feedback received from others;

-legitimacy arising from the internal feeling of adequacy between what is employee and credibility which is granted;

-identification of the individual for the first time the possibility of recognizing a value from resonance with his imagination.

Motivational means optimal balancing of these three "forces". Damage to one of the Poles result in disrupting the motivation. For example, if a post has no real utility, but it is very well paid, may occur dissonance between the apparent and the real legitimacy which emphasizes more and more evident over time.

3. Action plans-a necessity of motivation management

Employees are not motivated by the same types of factors. Each person is a complex combination of needs, experiences and reactions. Therefore, motivation can result in a search preference to satisfactions (Safari & Ionescu, 2005, p. 220). To increase organizational performance management must determine both factors that motivate each of your organization's employees, as well as themselves. It is desirable that the motivation to be strictly a custom, which represents a special effort for the employer.

I applied two exercise in self-knowledge (Cali & Cali 2005, pp.214-216) and Manager of the 20 employees who coordinate the apparel company Impex s.r.l. and I looked at the options of those who carried out the exercises.

The first exercise in self-knowledge has sought to provide information about the dominant motivators for each participant. The requirement was the following: assuming you have provided all the conditions for a decent living, that is the order in which you will strive to meet the following needs you?

(1-most important ...4-the less important)

- a. need for friends, Fellowship, to be accepted by the group.
- b. need for satisfaction in the work, to have professional development conditions.
- c. you need to appreciate your work, you are acknowledging the contribution, to be promoted.
- d. need for a higher salary, to be able to save, safety on the job.

Option analysis revealed that nine of the participants said that the economic need for a higher salary, to be able to save, safety on the job is the most important; seven of the participants considered that the need for recognition (to you, appreciate you recognizing the contribution, to be promoted) is the most important; two employees said that the need for self-realization is a priority (satisfaction in work, to have professional development conditions); two employees have opted for the first position for us the will of a social (friends, Fellowship, to be accepted by the Group).

The second exercise has the following requirements: thinking about you at your current employment and depending on the importance they have for you. policymakers expressed in the statements that follow, using the following scale:

<i>False</i>		<i>Somewhat true</i>		<i>True</i>
1	2	3	4	5

- a. the work you have to do to be interesting.
- b. To have a good manager.
- b. to be recognized and appreciated the work of the value.
- b. to have a real chance of promotion.

- a. to be able to have a normal personal life: time for family, friends, leisure.
- a. As you know to give me an important status in the organization.
- b. to have responsibilities.
- a. comfortable working conditions, a nice Office.
- a. policies, procedures, Rules of the Organization are acceptable to me.
- b. the opportunity to develop professionally.
- b. the work that they do give me satisfaction.
- a. security of the station.
- a. salary and other rewards.
- b. To have the opportunity to demonstrate initiative.
- a. Fellow job open, friendly.
- b. ability to communicate openly on any issue.
- b. the work you do to be always new, exciting, challenging.
- b. the work you do to give me the feeling that I realize.

The final requirement was that each participant to make the sum of all points awarded to category a and category b from 15 participants have achieved a higher score than the category in the category b; five participants have achieved a higher score than in the class b category a. category a Claims. is the inputs \"hygiene\" according to working conditions, physical and psychological health of human, organizational climate, wage behavior Manager etc. These factors relate to the labor and environment, even if they are impeccable, can't generate satisfaction in work but can prevent dissatisfaction at work.

Claims in category b are factors motivators that can lead to satisfaction in work and boost performance. These factors have a significant affective nature and take into account the need for recognition by others of the value of work, the need for individual progress and self-development, risk-taking work.

The conclusions that we can formulate the following analysis options participants in the two exercises to identify the types of factors that motivate are as follows:

- there is a potential to increase staff motivation "Impex s.r.l."
- identifying factors motivators can be intensified;
- It is necessary to develop plans for motivation, giving concrete solutions for motivational potential of employees.

Proposals for concrete solutions to an amplification of motivation of employees: □ alignment of post and employee through detailed descriptions, and felt that an employee who knows what to do is more motivated, especially if they are stipulated and the necessary promotion of performance conditions.

- quality recognition, giving positive feedback.
- potential Use of motivation of promotions by:-establishing fair criteria for promotion;
- by offering realistic promotion prospects;
- implementation of an effective system of performance appraisal.
- providing training programs, which contribute to the career development of employees.
- increased responsibilities and offering interesting, not only of routine activities. Delegation of responsibilities as an employee, and the delegation of authority, contributes both to motivate and to its development.
- Payment of appropriate wages. Satisfaction at work is the result of a double evaluations relating to work and what they get in return for Receiving the rewards she considered fair suggests that the next effort and future performance.
- the employee to be rewarded on performance measure. The poor performance should not be rewarded.

- Maintain the effort for the best possible knowledge of the employees. They need to feel important and understood not only professionally, but also on a personal level. A deeper knowledge of employees leads to the identification of the best methods of motivation.
- Establishment in a flexible manner to the company policies, for the purpose of implementing those policy changes of the organization that may cause demotivation of staff.
- preventing conflict or solving them from an infancy, in order not to develop in demotivante situations. Employee grievances are heard and resolved. If problems cannot be resolved, they explain the causes, possibilities, prompt solutions to those affected. The lack of attention and consideration to the problems he calls employees and alienates the Organization and its objectives.
- Avoid drawing unfounded promises □ Promotion, bringing to the attention of employees of rewards for performance. The design of a flexible system of rewards to be a Manager □ model through the adoption of desirable behaviors for employees. He demonstrates his own motivation, attitudes and behaviors.
- providing interesting posts to motivation □ Adaptation benefits for each employee. The benefits are a form of indirect reward, which contribute to keep the work capacity of employees. Increase the attractiveness of their granting organization. The same benefit is not identical for two employees. Therefore, you can set several types of benefits from which employees to opt for what they want.

Conclusions

In addition to economic need (need money) there are other needs that directs, mețin and stimulates the organizational behaviors. Between motivation, satisfaction and performance there is a dynamic interaction. Enabling factors may work to the satisfaction of the motivators as positive affective state, resulting from the exercise of the professional experience according to personal interests. Both motivation and satisfaction can influence and boost performance, especially under conditions of complex work. Performance made to extrinsic and intrinsic rewards achievement. When these are perceived by employees as being correct in relation to the level of effort and with what other employees receive, causes increased customer satisfaction.

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