

MOTIVATION AND PERFORMANCE. CORRELATION STUDY

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Abstract: *Through this study, we plan to investigate the role that has reward in the motivation of employees that are determinants of the reward system and the impact of these factors on motivation eg staff in order to promote a culture based on performance increase in organization. Also, this study aims to investigate the correlation between reward and motivation system of employees and the effects caused by the demographic characteristics of respondents. The steps are: : 1. diagnosis motivational research; 2. research on performance diagnosis; 3. motivational factors research; 4. interaction research reasons - performance. To address research problems in a systematic and organized manner, we established the following general research hypothesis: employee motivation is strongly influenced positively by the determinants of the reward system. The methods used to achieve the objectives set were: the documentary study, survey and questionnaire. The conclusion that can be drawn from the research is that, for providing motivational tools, very important is taking into consideration the peculiarity of the situation and the diversity of the group concerned.*

Keywords: *reward, motivation, performance, employees, firm.*

1. INTRODUCTION

One of the most difficult issues facing the management of most organizations is more efficient workforce. According to studies from the literature, for an organization to be successful, its members must be willing and able to perform in their jobs, having appropriate skills (Wiley, C. 2008). This implies that members of the organization's performance is determined both by their motivation, and the skills they possess. The relationship between motivation and skills is an important one because it is assumed that beyond a certain level, lack of ability or skills can not be compensated by motivation and conversely, lack of motivation can not be compensated by a high level of skills held (Kovach, K.A. 2010). Therefore, research is very important motivation mechanism to strengthen and improve behavior of organizations and to meet the challenges arising. Motivation is a key term in psychology, denoting that managers use the appropriate method to encourage employees to perform constant behavior in the workplace. The mechanism of motivation is a system that stimulates motivation and encourages behavior arouses enthusiasm to keep active staff (Hersey, P. & Blanchard, K. 2006).

2. APPROACH OF APPLIED RESEARCH

The study addressed proposes to investigate the role of the reward system in the motivation of employees. Thus, this study explores the determinants of the reward system and their impact on employee motivation in order to promote a culture based on performance increase. Also, this study proposes to examine the relationship between

reward system and employee motivation and the effects of demographic characteristics of respondents.

Considering definierea this end, the main research hypothesis is: *staff motivation is strongly influenced positively by the determinants of the reward system*. The working hypotheses are: 1. Within the organization there is a culture based on a fair motivational system; 2. Professionalism is the main attribute for obtaining performance; 3. Positive climate and safety at work, are the main determinants of employee motivation; 4. The yield performance is determined by increased motivation.

To address research problems in an organized manner, they were formulated following objectives: 1. diagnosis motivational research; 2. efficiency research on diagnosis; 3. motivation-performance interaction research.

2.1. The research method

For this research was to use one instrument in our own building, which was followed data collection, as follows:

- Section A - motivational diagnosis.
- Section B - diagnostic on your performance.
- Section C - interaction and interdependence motivation-performance.
- Section D - respondent profile.

The sample consists of 56 research of employees (42 men and 14 women), regardless of hierarchical position, and for each department, there are two hierarchical levels.

2.2. Analysis and interpretation of data

After sampling of responses revealed a total of 56 valid questionnaires. In what follows, we present the outcomes of the study, broken down according to set objectives and hypotheses.

Section A - motivational diagnosis

For diagnostic section motivational affirmations that received the highest score are:

Receive support from my supervisor to perform the tasks hierarchically - 4.25; I am appreciated by my supervisor when I do work hierarchically well - 4.21; I can count on the support of colleagues in achieving workloads - 4.21; I am treated with respect by those collaborating with workplace - 4.18; In a day's work and get involved in activities that I enjoy - 4.04; My supervisor has confidence in the work that I develop - 4.00; I participate in decisions that might affect me directly - 3.71; I am encouraged to use my personal skills in accomplishing tasks - 3.61; conditions in the workplace increases my efficiency - 3.46; I have too much to do to make it better - 3.43; in the last 12 months we have received from my superior qualms important - 1.75. From the responses received regarding job satisfaction, there exists respect and support between employees, indisputable values of organizational culture, and reliable guidance from superiors. Meanwhile, it is noted that employees know the expectations of leaders upon receiving tasks, which means a rapprochement between their goals and those of managers, so the company. All this reveals the organization's cohesion and coherence of activities, including sending tasks to subordinates from bosses, there is an environment for developing performance.

Less favorable opinions regarding communication with superiors at work assessing the results of their subordinates, and to freedom of expression of opinions or feelings. No participation employees in decisions that concern them is not well appreciated. Also, the difficulty of getting their free hours, in conjunction with the agreement against the statement "I have too much to do to make it better," reveals an overload of employees in some sectors, which recommends a resizing of activities in those areas. Considering the

average values recorded when the section A, we can say that the hypothesis H1 is confirmed.

Section B - diagnosis on performance

B 1: Attributes that define employees on performance: the results mean that define hierarchy sample is as follows: open-minded - 4.25; Professional - 4.14; efficient (productive) - 4.14; Smart - 4.11; efficacious - 4.07; Creative - 3.93; passionate work - 3.93.

We can draw the following conclusions: all items obtained average over 4 (out of 5) with the appreciation trend toward "more". It is the dominant attribute of opening the new sample, which can be translated as desire for modernization, refurbishment, reorganization; the last is the 'creative' in some contradiction "to open the new" This demonstrates a lack of concern for creativity and justify adopting stronger measures to stimulate it.

B 2 - Endless actions that define employee work performance ratio: professionals on addressing labor - 4.14; solving problems according to priorities - 4.04; concern for updates in the industry - 3.89; manifestation initiative - 3.79; applying innovative ideas - 3.68.

Therefore, we conclude: the biggest difference between the averages of six items was recorded between the manifestation of initiative and implementation of innovative ideas, leading to some detachment in applying for quality, provided a dose of exaggeration in responses compared to concrete realities. Considering the mean responses recorded at section B 2, it can be said that the hypothesis H2 is confirmed.

B3 - motivational factors impacting employees.

Scores on the seven motivational factors listed in the questionnaire, it can set preferences ranking employees: positive climate in the workplace - 4.11; Workplace Safety - 3.96; efficient management - 3.93; professional development opportunities - 3.86; assessment results - 3.82; promotion opportunities - 3.68; the possibility of making additional income - 3.18.

Based on this ranking, we can conclude: the last position of the ranking highlights the impact of lower monetary motivation, compared to non-financial motivation; motivations of the first two places invoke a more active role in planning and managing performance management, the determinants for others. Considering the average values recorded at the Section B3, we can say that the hypothesis H3 is confirmed.

Section C - interaction and interdependence motivation-performance

The 10 statements to the section C are ranked according to the average answers: performance are higher when there is a good motivator - 4.21; when the boss appreciates the positive work subordinates, they do better - 4.14; can achieve higher performance than the present - 4.11; recognition and praise received, determine employee to be more competitive - 4.07; Good results increase employee involvement in the works we have done - 3.96; results in the workplace are very good - 3.89; when the boss does not recognize the merits of subordinates, they feel wronged - 3.79; It means work performance and satisfaction - 3.75; employees do an interesting job that allows them knowledge and skills formats - 3.71; motivate existing workplace determine the activity to be efficient - 3.68.

It finds an inconsistent responses may be explained by way of enunciation of the two statements, one from item C10 (ranked first), being more explicit, defining more clearly the performance of the forms in which it manifests (initiative, creativity efficiency), while one in item C1 (located in last place), refers to motivate existence, which seems not up to the expectations of employees polled. Considering the average values recorded in Section C answers, we can say that the hypothesis H4 is confirmed.

Section D - respondent profile

From the point of view of the respondents, 50% have completed secondary education and 27% have university study. In terms of length of service, 46% work for 3-6 years, while 29% worked for more than six years, while 25% work more than 6 months. In terms of hierarchical level, 59% of respondents are a function of non-management, while 32% are in a position of operational management, and 9% are on a higher level. In terms of age, 88% of respondents they have 26-35 years, and 5% of respondents they have 19-25 years. Regarding respondents' gender, it is observed that the organization prevail males, 75% are men, 25% are women.

CONCLUSIONS

In essence, this study reveals that the management team can use strategies, policies and different tactics to motivate employees. For successful motivational tools it is very important considering the situation uniqueness and diversity of the group and the individuals in question. The questionnaire in our own building "*Motivation-Performance*", revealed various perceptions and appreciations, some expected, consistent, others less or even contradictory. Less expected were not very positive views on communication with superiors, the appreciation of the leaders of the results of work of subordinates, and those on overload and overwork employees.

Next Section E of the questionnaire represents "*the diagnosis of performance*". Also here, we investigated the perception of employees on professional competence and competitive work environment. The conclusions are the following:

- dominant attribute is "open to new things" which can be translated by the desire to modernize, reorganizations that contradict the attribute "creative", considered less relevant;
- the most important action is considered paying attention to the increased quality of work, while initiative and innovative ideas are viewed with reservations by employees. From this follows a new topic investigated: quality vs creativity;
- 84.5% of respondents consider important and very important participation in decision making, which soon as express the natural desire of employees to make their views known, to get out of anonymity to get involved in things which concern them. Obviously, this must be considered and limited participation in decision-making because a company is not a forum for of participative democracy;
- Faith employees that job stability is the most representative element of the human resources strategy, the obvious result of management's actions, directed for maintenance of jobs even under the circumstances economic recession;
- in the vision of employees, a competitive work environment is defined by respect for discipline in work and technological discipline, by recognizing and correcting their mistakes and less creativity, vision - in the current competitive context - seems somewhat anachronistic. After all, we recognize that discipline is necessary, and if the orientation is complemented by clients and their needs, then the two major traits contribute to the competitiveness of products and services offered;
- Interesting is the perception of employees on the qualities that you have to be a manager: firstly have good communication skills, be professional, open-minded, always involved;
- In view of employees, the ability of application of knowledge acquired and professional results are the defining attributes of professional competence, while creative approach and operative problems are accepted with reservation. This perception again reveals creativity in a lower register;

- The interaction and interdependence motivation-performance investigated to section C of the questionnaire is well defined favorable appreciations of respondents to the statement "the performance are higher (initiative, creativity, efficiency), when there is a good motivator" in opposition to the non-recognition by managers of the results of work of subordinates; It follows that positive motivation is very well received and expected by employees.

Given this reality and especially for reasons related to economics research, this study was aimed fulfilling objectives, this fact inevitably leading to limitations of the research. Among the limitations identified, mention:

- the sample dimension and structure, small number of respondents, research work only at the company in question, requires caution in generalizing the results to other companies in the service sector;

- no doubt, there was a tendency on the part of respondents desirability or dissimulation in relation to the statements in the questionnaire, and that could not avoided.

It can be said that if the organization analyzed, implemented employee motivation tools in correlation with their preferences. Thus, given the positive image of the results, it is recommended in the future achieving of a detailed study concerning the identification of those instruments which have a greater impact on behavior of staff. At the same time as mentioned in specialty literature (Lindner, J.R, 2008), we recommend conducting such assessments at a certain time, just to understand the motivation and the performances of employees.

In broad sense, research results allow promoting motivational programs and thereby improve performance, the results of this study were taken into consideration by the human resources department of the company.

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