

APPROACHES ON THE PARTICULARITIES OF THE MOTIVATIONAL DOMINANTS AND PROFESSIONAL PERFORMANCES WITHIN THE PRIVATE ORGANIZATIONS

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ABSTRACT: *The main aim of this article is the study of the particularities of motivation and professional performances within the private organizations. The purpose of our research was to observe the intensity of the motivational factors and the analysis of the performances in the work carried out at Craiova Ford Enterprise. The qualitative and quantitative methodology used, has led to the elaboration of some premises of the comparative research in the field.*

KEY WORDS: *Motivation, Motivational dominant, Public organization, Private organization, Professional competence*

1. INTRODUCTION

The study of the complex problems of the motivation's field has led to the formulation of an important number of theories. If we make a chronological approach of these theories, we can observe, that starting with Frederick W. Taylor, all authors have tried to explain the factors which motivate people, but they haven't been concerned with the causes and the ways through which motivation is produced and fostered.

The most significant theories can be grouped in two categories: classical theories, which tackle the problems of motivation in a traditional manner, dealing with the factors that motivate people; modern theories (contemporary), which present a modern and more dynamic vision on motivation and aim at the factors directing the behaviour.

Starting with the main categories of stimuli involved in the professional life, we identify the following essential stimuli: economic, financial, pecuniary stimuli-

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economic motivation; work, professional activity- professional motivation; interaction between the members of the work group- psychosocial motivation.

The economic motivation generated by specific stimuli which represents the ways in which people satisfy most of their needs, is considered the most directly linked with the professional performances of employees. The professional motivation's stimulating source is the work itself. It emerges from the man's relation with his work, and its particularities. The psychosocial motivation derives from the fact that within the process of work the man relates not only to his work but also to his fellows, to the other colleagues or work partners, to the group that he is a part of or other close groups. The work makes possible social contacts between people, it offers the possibility for a social status, affective or communication relations, and satisfies people's needs through the group.

Starting with the studies and theories in the field of work psychology and organization management- regarding motivation and professional performance, through this research we wanted to observe the intensity of the motivational factors and the analysis of the performances in the work carried out by the employees of a private institution- Craiova Ford Enterprise. The research conducted up to the present show the necessity of approaching the performance through a process of motivation and development of the members of an organization, as well as of increasing their level of professional satisfaction.

Based on this research the following hypotheses have been formulated, and they have been the guidelines of the present paper:

- I.1. In the activity within a private firm, in the field of car building, the extrinsic motivation prevails.
- I.2. In appreciating the professional satisfaction within a private firm, the factors regarding salary have more importance than those referring to the professional performance;
- I.3. The way of organizing work and the interpersonal relations between employees influence the subjects' professional satisfaction.
- I.4. We assumed that both motivation and the job satisfaction are influenced by the professional performance.

The main investigating instruments which highlight aspects related to motivation, satisfaction and professional performance are the questionnaire, designed in order to identify the motivational dominants and job satisfaction, and the interview. The results of the research emphasize the motivating factors as well as the satisfaction ones with different prevalence according to the way satisfaction and professional motivation, as well as professional performance are appreciated.

2. RESEARCH METHODOLOGY

The main research method used is the opinion survey by using the questionnaire and the interview. We have chosen these research instruments having in mind the idea that these can offer reliable information and the objective possibility of correlating the indicators, making thus possible the knowledge of motivation, attitudes, mentality, and goals of the interviewed subjects.

In elaborating the research methodology we had to take into consideration the fact that motivation is a very difficult factor to be measured, since a series of elements are of abstract and personal nature. We had to take into account the fact that favourable working environment increases the employees' motivation and job satisfaction.

Consequently, the research used the two following instruments:

1. A self-conducted poll (*The motivational dominants poll*). The poll has been conducted on 84 employees from Craiova Ford Enterprise. The structure of the poll depending on the gender: 72.6% males and 27.4% females.

The aim of the poll: identifying the motivation and the performances of employees within a private organization.

“Motivational dominants” Questionnaire

Questionnaire variables

I. Leadership (the need for power): the desire of influencing the people around, leading them towards success or manipulating them for your self-interest, being a leader, or not, depends on the others (decision making independence)

II. Expertise (need for achievement). The tendency or the desire of building personal prestige, of being considered an expert, a professional, of being “the shadow man” who influences decisions (good relationship)

III. Relationship (need for affiliation): the desire the individual feels to establish and maintain friendly relationships; the desire of working in a pleasant team, with nice people (good relationship)

IV. Subsistence (existence needs): the individual has basic needs (rest, stability, money, food, security)

Scoring

We sum up the values for each of the items below and we divide it to 8.

- I. Leadership (the need for power): 1,4,8,9,17,20,24,32
- II. Expertise (need for achievement): 5,10,13,14,18,21,25,29
- III. Relationship (need for affiliation): 2,7,11,15,23,27,28,31
- IV. Subsistence (existence needs): 3,6,12,16,19,22,26,30

Motivational dominants Questionnaire (Adapted from T. Constantin)

This questionnaire aims at identifying aspects related to your professional motivation. The data obtained will be used as teaching material that will help analyze the relationship motivation-professional effectiveness, as well as the relationship communication-motivation.

Please read the following statements related to your work carefully and circle the answer you agree with, taking into account the significance of each variant:

1 – never agree; 2 – rarely agree; 3 – sometimes agree; 4 – agree to a certain extent ;
5 – often agree; 6 – frequently agree; 7 – always agree.

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| 1. I am the one who imposes certain dynamics in the group | 1—2—3—4—5—6—7 |
| 2. I like to work in a united and harmonious team | 1—2—3—4—5—6—7 |
| 3. I believe that nowadays it is advisable to save money | 1—2—3—4—5—6—7 |
| 4. I obtain good results when I organize and conduct the activity myself | 1—2—3—4—5—6—7 |

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| 5. | I am interested in acquiring the latest information in the field I work in | 1—2—3—4—5—6—7 |
| 6. | I prefer a job that makes me feel secure | 1—2—3—4—5—6—7 |
| 7. | During my professional activity I like to get involved in tasks that imply team work | 1—2—3—4—5—6—7 |
| 8. | In my domain I consider myself capable of deciding consciously | 1—2—3—4—5—6—7 |
| 9. | I take the initiative when certain changes are necessary in order to organize the professional work | 1—2—3—4—5—6—7 |
| 10. | I consider that what I do must be done with maximum of competence and fairness | 1—2—3—4—5—6—7 |
| 11. | I like to maintain a pleasant atmosphere inside the group I work with | 1—2—3—4—5—6—7 |
| 12. | It is important for me to have a job that could offer security | 1—2—3—4—5—6—7 |
| 13. | I consider that I must have a series of responsibilities at work | 1—2—3—4—5—6—7 |
| 14. | It is vital for me to know as much as possible in the domain I work | 1—2—3—4—5—6—7 |
| 15. | It is important for me to work with pleasure | 1—2—3—4—5—6—7 |
| 16. | It is important for me that my salary should cover expenses | 1—2—3—4—5—6—7 |
| 17. | I take up responsibilities related to the organization of the professional activities | 1—2—3—4—5—6—7 |
| 18. | It is important for me to solve any problem I deal with | 1—2—3—4—5—6—7 |
| 19. | It is important for me to have some savings | 1—2—3—4—5—6—7 |
| 20. | I have the courage of taking the risk that certain situations imply | 1—2—3—4—5—6—7 |
| 21. | I know my duties very well and I do my best to fulfil them, as efficiently as possible | 1—2—3—4—5—6—7 |
| 22. | I work better when there are no family problems | 1—2—3—4—5—6—7 |
| 23. | It is important for me to have good working relationships | 1—2—3—4—5—6—7 |
| 24. | I believe I am capable of starting and managing my own business | 1—2—3—4—5—6—7 |
| 25. | In my domain, the decisions must be adopted objectively | 1—2—3—4—5—6—7 |
| 26. | Regular meals and rest are essential to me | 1—2—3—4—5—6—7 |
| 27. | I work better when I cooperate | 1—2—3—4—5—6—7 |
| 28. | I like to work in a friendly environment | 1—2—3—4—5—6—7 |
| 29. | I am capable of analysing a problem, a situation, weighting its advantages and disadvantages | 1—2—3—4—5—6—7 |
| 30. | I thoroughly plan my money and my expenses | 1—2—3—4—5—6—7 |
| 31. | I take part in the team work with pleasure | 1—2—3—4—5—6—7 |
| 32. | I am capable of taking up major responsibilities to a greater extent than the others | 1—2—3—4—5—6—7 |

Age _____ Gender _____ Education _____ Job _____
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2. An interview, with a structure which allows the identification of relevant aspects regarding the specific motivational features of a private organization.

INTERVIEW GUIDE

1. Why do you consider having harmonious and good relationships with your colleagues motivating?
2. Why do you feel motivated to accept such a position?
3. Why do you consider the salary and a secure job motivating for your work?
4. Why/why don't you want to be free?
5. What is the most unsatisfactory thing in your manager's activity?
6. How about your colleagues' activity and the relationship you have?
7. Are you satisfied or dissatisfied with the organization and communication in your institution?
8. Why do you consider yourself satisfied/dissatisfied with the organization and communication in your institution?
9. Which of the following aspects do you find more motivating in obtaining job satisfaction?
 - payment
 - supervising
 - interpersonal relationships
 - a secure job
 - leadership
 - working conditions
 - communication
 - professional achievement
 - professional appreciation
 - promotion

3. CHARACTERISTICS OF MOTIVATION AND PERFORMANCE FOR THE PRIVATE INSTITUTIONS

The hypothesis of the present study states that apart from payment there is a series of factors which can determine an employee to perform better, therefore it is very important that the employees in a company should be motivated financially and non-financially in order to reach performance.

Table 1. Statistic values of the Motivational dominants" questionnaire

	Leadership	Expertise	Relationship	Subsistence
Mean	5.0	6.0	6.6	6.1
Median	5.0	6.0	6.7	6.1
Sample minimum	4.2	5.7	5.8	3.9
Sample maximum	6.6	6.7	6.9	6.7

From the above table it can be noticed that the most important need in a public institution is the relationship need (6.7 - the highest level), being followed by the subsistence one(6.1 highest level) and expertise (6.0)and the lowest level is registered by the leadership item (5.0 - low level). The above stated hypothesis is confirmed by these results, enabling the statement that in a private company the motivation of the employees is related mainly to the payment policy (subsistence item). However, a factor that should be taken into consideration is the relationship/affiliation item. Therefore, payment stimulus - as an activator of economic motivation - is undoubtedly one of the most important categories of stimuli designed to maintain a high level of job satisfaction. Tables 1, 2, 3 and 4 show the frequencies and percentages with which we can find each value to the 4 dimensions of the poll, taken separately. The table presenting frequency for leadership shows that the values between 4.4 and 5.3 are dominant, meaning that there is low and medium motivation for leadership.

Table 2. Frequency and percentage of the leadership variable

	Frequency	Percentage (%)
4.2	11	13.1
4.4	7	8.3
4.5	10	11.9
4.6	9	10.8
5.0	10	11.9
5.1	7	8.3
5.3	12	14.3
5.4	7	8.3
6.6	11	13.1
Total	84	100

Table 3. Frequency and percentage of the leadership variable

	Frequency	Percentage (%)
5.7	29	34.5
6.0	21	25.0
6.1	11	13.1
6.4	9	10.7
6.5	6	7.1
6.6	4	4.8
6.7	4	4.8
Total	84	100.0

The table displaying the frequency and percentage of the expertise variable states that: most of the interviewed people (59.5%) prove low motivation to the achievement need. These findings may conclude that there is low motivation of the employees for self development and for obtaining professional performance. In conclusion, the assertion „a high level of commitment of the employees is determined by the high level of motivation and loyalty” is not valid.

Table 4. Frequency and percentage of the relationship variant

	Frequency	Percentage (%)
5.8	4	4.8
6.1	5	5.9
6.3	8	9.5
6.4	10	11.9
6.5	6	7.1
6.6	8	9.5
6.7	15	17.9
6.9	28	33.4
Total	84	100.0

For the relationship item, the values between 6.4 and 6.9 are dominant, meaning that the communication system both with their colleagues and with their leaders is very important.

Table 5. Frequency and percentage of the subsistence variable

Values	Frequency	Percentage (%)
3.9	2	2.4
4.9	4	4.8
5.4	9	10.7
5.7	6	7.1
5.8	5	5.9
6.1	28	32.2
6.7	30	33.3
Total	84	100.0

The subsistence item presents the highest values (6.1 to 6.7), leading to the conclusion that for the Ford Company employees, their job security is very important and that they find job security and the certitude that their work covers the subsistence needs very motivating.

Consequently, as a result of the administration of the "Motivational dominants" questionnaire to the 84 employees belonging to Ford Craiova Company, the following conclusions emerge:

- **C.1.** A high motivation of the employees to the subsistence and relationship items (high level), medium level for expertise and low motivation for leadership was noticed;
- **C.2.** The role that the social component plays in the organization is important, since it may influence work productivity and job satisfaction for the employees, loyalty and maintaining them in the organization;
- **C.3.** Beyond the subsistence and security needs of the individual, work has an important function in covering superior needs such as interpersonal relationships;
- **C.4.** The involvement and loyalty of the employees in the company they work for are of low level, since an important reason they continue working is related to the subsistence.

4. CONCLUSIONS

The approach of the professional performances of employees must be adopted through the process of motivation and increasing their professional satisfaction. The knowledge and analysis of the motivational dominants become within this context very important. The researches lead to good results if we take into consideration the characteristic elements existing in the private organizations, where the way of organizing work and the interpersonal relations between employees influence the subjects' professional satisfaction and implicitly their motivation. Therefore what we need is an approach based on an adequate methodological instrumentarium that will lead to dense information and offer an objective possibility of correlation between

indicators, making possible the knowledge of the motivations, attitudes, mentalities and professional interests of the interviewed subjects.

The researches regarding the knowledge and the analysis of the motivational dominants have been based on a few specific dimensions. Thus, aspects such as subsistence and security, the level of relationship, social climate, the employees' attachment and involvement, have allowed, with the help of the applied research instrumentarium, the possibility for the identification of some specific elements concerning the employees' motivation and performances within the private organizations. The conclusions drawn from such an approach are very useful for the management factors in the different exercise of the specific attribute of motivation and training of employees.

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