

MODALITIES OF NON-FINANCIAL MOTIVATION OF EMPLOYEES WITHIN ORGANIZATIONS

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ABSTRACT: *The main objective of this article is the research regarding the modalities of non- financial motivation of the employees in organizations. The scientific research started from the necessity of theoretically explaining this relatively new concept, used mainly by the terminology of the managers, human resources specialists and specialists in staff motivation. Thus, by using the research methodology based on investigating and analyzing the research data, I have identified and synthesized the main non-financial rewards, which may be administered by the organization management to its employees to stimulate their loyalty and improve their performance.*

KEY WORDS: *non-financial motivation; organizations; employees' development; loyalty professional performance*

JEL CLASSIFICATION: *M12*

1. MODALITIES OF NON- FINANCIAL MOTIVATION

Non-financial motivation means on one hand using other means than financial rewards to stimulate the employees' loyalty, their active involvement, performance raising and reaching the aims of the organization and, on the other hand, it is formed of all those ways of rewarding and stimulating that do not directly involve sums of money offered to the employee.

The current economic context brings to light, more than ever, the focus of the organizations on the cheaper methods and techniques of motivation, even if it means reducing the number or a more rigorous selection of the people who will benefit from this type of motivation.

When it comes to motivating staff in order to get better professional results, money is the first option. For many years, bonuses and salary rising were the solutions

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the managers used to keep the standards and the team. Such a routine, however, cannot be a long-term one; therefore, the managers are looking for new ways of motivating their employees.

Within the organizations, the more the employees are motivated and willing to act, the more developed and efficient the activity becomes. The human resources department and the manager have as their main purpose motivating the employees, and when money is out of the question, the solution could be the so-called “learning experiences”: team-building, workshops, feedback, communication, enthusiasm, setting objectives, analyzing the strengths and weaknesses, practicing and ability training. By all these the employee feels that he belongs to the group and is valued.

The strategy of the manager should be based on the transition from the external motivation (money, bonuses) to the internal one (inner motives the employee may have in order to act). For many employees, the process is not a simple one and it is necessary that the transition should not be very sudden.

It is wise to still continue using external stimuli, other than money. We could speak about the leaders’ capability of persuading, communicating verbally or non-verbally, offering models to inspire and motivate.

The employee becomes easy to motivate when the organization already has a strategy, when clear objectives and deadlines are settled, and they start to be reached. The employee must feel, as soon as possible, that what has previously been told is really happening. Otherwise he feels de-motivated.

Apart from the external factors that can encourage a person to contribute to the professional performance of an organization, there are also innate abilities which play a stimulating role. Each person has feelings of inferiority and implicitly the desire to improve, to become better.

Psychologically speaking, the most powerful inner motivation belongs to those who wish to compensate an organic inferiority (defect or lack) or those who wish to obtain power. There is also a type of motivation that all people share, that of fulfilling basic needs: the need to belong to a group and be significant, valued. Human beings have got a natural tendency to join other people and this factor permanently motivates them.

Among the most efficient motivational techniques we can mention the managers’ active listening to their employees and providing clear feedback in order to clarify the tasks or to assess the results.

Some other modalities used in Romania are job enlargement with new tasks of similar difficulty or complexity as well as job enrichment with new tasks different in terms of competence and responsibilities.

The most used modalities to motivate are: the development of the “management by objectives” and the agreement between the employee’s objectives and those of the organization.

Continuously promoting an efficient communication between the manager and the employee in order to clearly understand the tasks and correctly assess the results is another way of motivating employees. According to Anda Racsa, another modality used in Romania in order to motivate employees is delegating clear and precise tasks, naming the precise performances to be accomplished, the employee being thus trusted.

The management of the organization has to take into account the employees' preferences when choosing the motivation modalities, and we will further try to present the main non-financial motivation used by organizations.

Fringe benefits: gift and food vouchers. In Romania, gift and food vouchers are on top, a type of benefit preferred by both the organizations and the employees, being an important motivational and rewarding instrument for the employees.

The reasons for this are well-known: the sums for such vouchers are deductible and tax-free both for the employer and the employee, and they can be used nationally.

Apart from the economic advantages, the food vouchers are accompanied by a series of logistic and administrative aspects which contribute to their efficiency in the strategy of rewarding and motivating employees. The easiness of their administration and the additional benefits are more and more important for the Romanian organizations.

Thus, the order and the systems facilitating their administration have been developed by customized programs for each customer organization (either via personalized informational programs or via internet) and by doing this, the organizations have instruments to gather and interpret data referring to the order, the calculation and the fast transmission of the orders and the analyses of the order history.

The internal distribution of the food vouchers is much simplified by delivering them under the form of individual coupons for each employee. What is more, the vouchers can be customized with the first and last name, with personal ID, the internal distribution errors being thus avoided.

There are some additional advantages for the employees: apart from the real benefit of the food vouchers, the employees can receive, inside their food voucher packages, special offer coupons for consumer goods, grocery, books, travelling, insurance or financial services, etc.) The same administrative and financial advantages can be found in the case of gift vouchers which can be offered to the employees as well as to the business partners or the customers.

Regarding the gift vouchers as a means of motivating and making the employees loyal, they are used most often as prizes and reward in the internal contests or as bonuses on special occasions, and they are tax-deductible and tax-free within the 150 Lei/person (according to the Law of fiscal code no 571/2003, modified and completed- the gift vouchers for minor children of the employees offered on Easter and June 1st, Christmas and other religious similar holidays are tax-free, the same being those offered to the employees on march 8th up to 150 Lei/person).

Non-wage benefits/fringe benefits. Age, education, professional experience, marital status, the number of family members are very important elements which determine how the employee perceives certain benefits. According to the specialists, adapting the benefits to the employee's needs is the best option to motivate him; as a result the impact can be sometimes as valuable as a payment rise.

For the moment, according to several specialists, many of the Romanian organizations do not have clear systems of offering non-financial benefits, but generally, the managers prefer to offer the following deductible services which make the employee dependant on the organization:

- cars to be used by sales representatives or managers;

- mobile phones unlimited conversations;
- health, life, risk or accident insurance;
- membership cards to sports clubs or beauty centres;
- discounts when purchasing certain goods;
- relaxation benefits such as dance classes, spa or fitness membership, massage at workplace, etc;
- facilities for kindergarten;
- Special credit for buying a house;
- Paid subscriptions to magazines and specialized books from abroad;
- Facilities to join foreign professional associations;
- Payment or contribution to long-term training sessions, such as EMBA;
- A number of share certificates of the organization or the possibility of becoming partners to its leadership;
- A contribution to or free vacations.

According to Laura Chilom, e-Jobs Hr Consultant “the fringe benefits the organizations offer to their employees are in fact mutual benefits since, on one hand, they satisfy the employee’s needs and on the other hand the organization gets the best results with a minimum of effort, which is not quantified in the budget but in the loyalty degree of the employees”.

The positive effect of offering non-wage benefits is confirmed by François Podeur, Sodexho general manager, who believes that “the employees prove a high degree of organization commitment, are more loyal, feel more motivated to exceed their limitations and personal growth.”

However, apart from many enthusiastic people who find flexible benefits an excellent idea, there are many analysts who mention the high costs of such a system, and in today’s context when the Romanian firms, who used to offer benefits, imitating the multinational organization strategy, are affected by crisis, there is the risk of cutting off the benefits, without a clear economic analyses, fact which will lead to demotivating the employees and high productivity fluctuation.

According to Gabriela Șarapatin, Human Resources and Career Management specialist, the main methods of non-financial motivation and the most frequent motivating factors mentioned while interviewing the employees refer to value and appreciation from the organization, subjective well-being and career development.

Communication between the management and the employees. The meetings between the management and the employees are highly motivating, due to the fact that people are having a tensed period of time. Through personal communication between the managers and their employees, the latter feel more secure and appreciated. In such difficult periods of time, full of ambiguities, communication between the management and the employees becomes even more important. Either formal or informal, the employees need official information, which neutralizes the information received by other channels of communication, annihilating thus the spreading of rumours.

It is extremely important that the managers should take responsibility and clearly and directly communicate the situation of the company, the impact of the crises, the undergoing changes, the expectations of the organization, as well as the decisions regarding payment and job safety. This last aspect becomes increasingly important as

the employees are more likely to chance expectations, many of them being willing to give up benefits in favour of the safety of their job, as Dorina Păun, Managing Partner at DC Skope Consulting, says.

Talent management integrated into Career Management policy. Apparently, the economic crisis has stopped talent-hunting, as the organizations have not extended their activity and most of them have their vacant jobs blocked. This made it clearer that talents have become essential for the survival of the organizations and that is why the managers have to rethink their motivational and employee retention policy.

Talent management, integrated into the career management policy, becomes essential both for the organization and for motivating employees who need to grow professionally in order to fit to the labour market.

Human resources professionals play a crucial role in identifying those who are a real talent for the organization and also the potential ones, so that they should become key-employees at a certain moment. Such an approach requires strategic vision, which often lacks to some of the human resources professionals who are stuck in solving administrative problems instead of a long-term strategy.

Ileana Burada, HR Athénée Palace Hilton manager says that the Hilton Hotels has a human resources strategy with a positive impact on the employee's career, through a series of programs of professional development. Thus, the "Elevator" programs are designed to prepare employees for upper positions, by combining practice in different hotels in the world with the use of management skills; and the "Panorama" programmes are meant to offer assistance to the new heads of departments to get accustomed to their new role. Another interesting program is "Shine 4D" which prepares the heads of departments for 4D level (Director of Operations or Director of Business Development), people who are automatically on the list of international vacancies for their position and "Shine GM" which is a continuation of the previous program, for the next level, namely General Manager. The last program "Top Gear" is dedicated to young talents identified in the HR domain. Even if the organisation has got a general cost reduction policy, including employees, it has the possibility to guide their career and continue to motivate them.

Job redesign. Job redesign in order to make it motivating, by the responsibilities it implies, may be considered the first step in the motivation policy of the organisation. What the employers must take into account, when designing the jobs as motivation factors, are the following: the level of responsibility, the autonomy it provides, the significance the job may have for the employee and the diversification of the abilities it requires when dealing with various tasks. There are many possibilities regarding job redesigning: job rotation, job enlargement and job enrichment. The last variant refers not only to the increasing number of tasks for the job but also an increase in the complexity of those tasks. Such an approach meets the employees' need for development and it is recommendable that it should be integrated in the career management process.

The organization- a stimulating environment for the employee' involvement and identification. If, up to now, performance improvement has been associated to payment rise- through financial bonuses and cash allowances- this proves to be a non-sufficient and short term transaction. This is due to the economic context which

requires dedicated employees to share the organization values and be ready to make greater efforts to surpass the performance gap generated by the crises.

The extra-job behaviour is vital, that is contextual performance, and it is related to the level of the employee's identification with the organization and its values. That is why the question of the motivation policy becomes important-what to be rewarded and how exactly to do it?

The employees do not want a simple trade, according to the contractual conventions, but they wish for an environment where they can improve themselves. The leaders must be aware that the transactional manner of offering money for work is no longer useful. On one hand there are objective economic restrictions and on the other hand the people's need developed.

Human resources specialists mention that the following non-financial motivating factors can persuade staff to work harder and more efficiently:

- Feedback. The manager's regular feedback is a powerful motivating factor for a significant number of employees. Therefore, the manager can and it is advisable to establish regular meetings with the members of his team, where they can receive feedback regarding the activities of the week. There are some simple rules here- not all the employees feel motivated by regular feedback, so feedback will be offered only to those employees interested in the matter; - the positive feedback is more efficient when offered in public, while the negative one in private; - offering feedback must take into account some simple rules: always mentioning more positive aspects than negative, the ideal ratio being 5:1 for the positive ones.

- The level of authority of the job. It is surprising and difficult to implement, but most of the employees would work harder if delegated more authority and trust. Excessive restrictions are nowadays the main reason the employees change their jobs. Why is it difficult to implement? Because delegating a high level of freedom to the employees in performing the activities required by the tasks of their jobs could inevitably lead to a greater number of errors both the employee and the organization must learn from and not to be blamed for.
- The relationship with the manager. The fact that the manager openly shows interest in the employee's work, that he praises the effort or delegates an important task makes the employee perceive himself as being much more important for the organization rather than in the absence of these aspects.
- The employee's sense of belonging. Sometimes the relationship of an employee to the group he belongs to has a more stimulating and retaining effect than an insignificant salary raise. The way he socializes with his colleagues, the common goals, the orientation towards the same values, aims, in conclusion, the pleasant atmosphere in the organization stimulates and makes the staff loyal.

In the same context, George Butnoiu, human resources specialist, thinks that a comfortable, modern, usual working place can be a powerful motivating factor and an important non-financial benefit and he states that: "a thousand Euro invested in comfort has a five time greater effect than a thousand Euro given to the employee to be spend – the comfort increasing the employees' productivity making them enjoy coming to work".

The importance of involving the employees in the activity is vital to the economic performance of the organization, fact which is confirmed also by the studies of the “Society of Incentive & Travel Executives” (SITE) (Non –financial motivation- a business solution for the current economic context) which shows that less than 20% of the employees work at their full potential, and 75% of them consider that they could be more efficient, whereas more than 80% of the customer satisfaction owes to the really involved and informed employees.

The Gallup recent year research show that 70% from the 700000 interviewed employees are not involved in their jobs and the more time people spend in an organization they less emotionally involved they tend to be.

The psychologist Lena Rusti believes that every person wishes the others to have a good opinion on him/her. That explains why, working for the first time is a period of striving and a motivating in order to show that you are capable. Thus, motivation is in interdependence with the signals the employee receives at the workplace.

One of the most frequently used methods is to really involve the employee in the organization, to give him the feeling that he is not only a simple employee, but a partner. As a result, the well-being of the organization becomes personal well-being, which is a much more consistent motivation than a salary raise.

Such is the case of US General Motors Company which encouraged its employees to take part in its leadership and, as a result, their involvement led to positive results. The organization used a series of motivating factors, for example: suggestion box, closed door policy, the quality circles and flexible work programs, promoting teamwork or quality life programs.

Another important type of motivation is the involvement of the organization in the employee’s living plans, doing things which may influence the employee’s personal life (paying a nanny, a housemaid, a nurse for the employee’s parent). The psychologists state that the employee feels much more involved in the organization when he perceives it as an extension of his personal living plan.

The most powerful motivation is represented by the flexibility of the work program since nobody likes working overtime. In this way, the inability to accept that the employee has a life outside the eight, ten or even twelve hours of work is the most de-motivating thing that can undermine a long-term relationship in an organization.

In a more and more complex and ambiguous environment, the managers will have to find new ways of motivating people, to make them get involved and be trustworthy and value promoting.

According to the training consultants, in order to find cheap methods of motivating employees the focus was on promotions coming from inside and development through training sessions. We mean here both the possibility of getting a promotion an organization may offer and the possibility of education offered to the employees.

Efficient application and implementation of the training sessions- new approaches of the organization. The employers have now reduced the bonus or have offered it only in agreement with the results(less satisfactory compared to last year)

and have given up the team-building sessions focused mainly on socializing activities, without having specific aims.

Alexandru Talmazan, managing Partner at Wrightson Romania Consulting Company says that "the present crises situation makes the employees less demanding and naturally, the employers will take advantage of the situation and cut off the holiday bonus and reduce the budget for parties, team-building and presents".

Obviously, in comparison to last year situation, the training market is decreasing, especially in the first part of the year." The highest training consumers have postponed their projects for the second part of the year, waiting for the results of the first half. It is not only the value of the training budget which has decreased, but also the average number of training days per employer" stated Decebal Leonard Marin, Managing Partner Corporate Dynamics International.

According to Vlad Duțescu, Managing Director Sandler Training, the organizations which have training sessions during the economic crises period are the ones used to investing in the employees' development and have resources which can be allotted for such programs.

"The new paradigm is given not by the type of the organization or the number of its employees but by the instruction style and the chosen program: precise and step by step, ensuring support to the employee for an efficient implementation and recovery of the investment", added Vlad Duțescu.

The organizations which are investing in this period of crises are of two types: "the big international ones whose training sessions are a permanent part of the development strategy and the medium-size ones to which developing the employees' skills is a condition to survive" said Leonard Marin.

The average managers have been the subject of such training programs in particular, their performance having the greatest impact on the productivity of the organization.

For example, Kraft Foods Romania did not give up training its employees in 2009, maintaining the training budget at the same level as the previous year", said Dorin Grigorescu, the Human resources Manager of the company." Although everyone is facing the crises, we have decided not to cut off the training and employee development budget", added Dorin Grigorescu.

Also, Real Hypermarket kept a training portfolio similar to the previous years, focusing on developing of the professional abilities of its employees in stores, on modernizing, presenting and standardizing the network procedures.

Unlike the previous years, the organizations have changed the approach of the training sessions, being much more rigorous in selecting the staff and exactly identifying everyone's needs. Leonard Marin explains: "the organizations have become much more selective, firstly with the training providers and then the cost involved. There is a higher interest in reducing the cost in favour of organizing training sessions based on internal resources, a shift to e-learning and to a more accurate identification of the training needs. It has also increased the interest in designing programs for the specific needs and for result measurement. The training coordinators were very attentive to the internal selling of training programs, to involving the managers of the employees and to disseminating.

The training sessions done just for being “fashionable” have completely disappeared and team-building sessions have also been greatly reduced.” A major interest of the organizations was shown to the marketing training sessions, precise workshops and integrated programs for a period of time up to one year. The organizations having employees at national level have started to use online trainings, which reduce the cost of travel and enhance the time of the productive activity. Generally, the market narrowed, starting to become more structured and more pragmatic and immediate results oriented”, said Vald Dutescu.

The staff participating in the training sessions was rigorously selected, assessing the employee’s contribution to the sales figures of the company, the abroad training has been replaced with online one or at the workplace, some of the money saved being used for detailed and precise assessment of the instructional needs and the degree of implementation of the things learned.” Both the organization and the employees have been more interested in the applicability and the implementation rather than the fashionable title or the sympathy towards the trainer. Nobody is asking” how much did I like it? but “was it useful?” noticed the Sandler Training manager, which further observed that, in this period of time, some participants paid for the training programs personally, allotting between 360 and 1200 euro, according to the type of the training session, or some organizations have chosen to support a part of the training cost while the other part was paid by the employee.

This year, Real network preferred to organize internal training sessions providing the employees the opportunity to share experience. „ The focus has been on technical courses and in-house delivery. This year was one of sharing experience and working discipline. There was no other solution, since by setting up 24 stores in just 4 years and due to the sales rate , the organization has got very much experience all our employees must benefit from” said Ioana Olteanu, Training Manager at Real Hypermarket Romania. The courses Real have chosen were tailored to meet the specificity of the activity. Thus, the employees took part in “customer care” training sessions, in management courses designed to the department heads, courses for working procedures or foreign languages and IT courses for the employees from the headquarters and the international courses of the Metro group designed for the level of organizational management have continued. As strategies of motivating the employees, the organization focused on promoting from within.

”We have organized assessment centres to offer all the talented employees the chance of demonstrating their entrepreneurship, management and leadership abilities” said Ioana Olteanu.

This motivation policy by promoting the worthy employees is confirmed by the research done (in September 2009 and took into account a test specimen of 600 organizations from Central and Eastern Europe, from which 180 have been multinational and Romanian organizations on the local market) by the consulting and auditing company PricewaterhouseCoopers (PwC), where we can notice that 39% of the multinational companies present on the local market were or are going to be promoted this year, the same percentage as in 2008.

The employees with the greatest opportunities of being promoted work in financial services where 48% are being promoted or in FMCG(a percentage of 41%).

Opportunities of career development can be for the employees working in industry, in pharmaceutical domain or IA&C, as more than 30% of the employees of the participating organizations at the study will be on a higher rank position at the end of the year.

The promotions as well as the possibilities of instruction offered to the employees by the organizations, are part of the motivational policy which contribute to the development of new job specific skills, and not only do they stimulate employees but also a higher performance and an increase in the profit of the organization. Another form of stimulating the employees, used globally by the big organizations, searched for by the employees and used more and more by different employees in Romania is given by:

Incentive tourist packages. These incentive packages are designed especially for the corporate organization which are ready to invest more and more to keep a high level of the employees motivation, being able thus to touch higher levels of performance, finally represented by the profit of the organization.

The success of this type of motivation is based on the created emotion and memorable events of those who take part in this type of program, as the incentive packages offered by the event organizers or the travel agencies include car races with formula 1 cars, the possibility of trying new sensations swimming by the sharks in exotic destinations, tours which include cooking lessons and collection wine tasting, experiences meant to charm the ladies by including shopping and spa sessions, unforgettable experiences for those who longed for becoming astronauts when they were children or want to feel on their own space launches, in space simulator, taking part in military training in MIG planes, survival lessons, scuba diving; rafting; hot air balloon; safari, etc.”

As we can see from the study of the theory and practice of motivating human resources, the array of motivations which can be used by the management of an organization in order to increase performance and job satisfaction of the employees is a very complex and difficult to implement one. The difficulty of such an approach is that the efficiency and efficacy of motivational techniques must be adapted to the individual needs, thing which is almost impossible and ideal.

2. CHARACTERISTICS OF NON-FINANCIAL MOTIVATION

In the current context, the economic regression requires as guidelines for the managers, the identification and amplification of motivating non-financial factors. We can no longer ignore the need of /praising the employees' work, of grouping and socializing with other people during the activity, of finding a meaning to the actions they undergo.

According to numerous studies in the domain, mentioned by specialists in articles which discuss motivation, we can notice the long term lack of efficiency of the financial systems, because they are economically limited(the possibility of allotting rewards by the organisations), they can lead to dissatisfaction when bonus is offered on subjective criteria regarding the employees' performance, and is from the point of view of the employee a right that he had earned, which makes him work better, only if he

continues to receive financial bonuses no matter the economic situation of the organisation.

On the other hand, human resources specialists argue that a series of studies have shown that non-financial motivators are more efficient in building the employees' long term high commitment, but we must take into account the fact that, each employee is motivated by different reasons, having unique values and interests, and that is why it is quite difficult to establish an efficient motivational policy for the organization.

The materials presenting the idea of non-financial motivation include the ideas of such a motivation compared with financial motivation: it costs less; it has more powerful effects, appealing to emotions; it is remembered by the employee a longer period of time; it does not create hard feelings when the employer is forced to give up on it; it has positive effects on the team's cohesion; it creates loyalty towards the organization.

A major advantage, according to the specialists, is connected to the special efficiency of the methods of non-financial employee motivation because it ensures the employees' long term loyalty and performance.

From the specialists' ideas regarding motivation, the following are worth mentioning:

- there are many employees in famous organizations, with very consistent pay packages, far above the average, which choose entrepreneurship or changing the employer, simply because the lack of non-financial motivation;
- the studies show that the motivation offered by a salary raise lasts between three and six months;
- motivating employees without money is part of the skills characteristic for the highly performing managers and is specific to the culture of those organizations which have high working productivity;
- the methods that do not imply money, require production managers: team leaders, masters, shift leaders, regional managers or department managers with real leader skills, capable of making the people follow even in the difficult market conditions in the present day crises;
- all these aspects must be correlated to the specific conditions in the labour market and especially, time, as none of the methods, implying money or not, cannot work for a long time without the other;
- the non-financial motivation policy is not a standard one for all the organizations, but it must be adapted and adjusted to the needs of the organization and the objectives the organization sets.

The experience and the opinions of the training specialists and consultants, the non-financial motivation is the best solution for a series of problems which may appear in an organization, such as:

- increasing the employees' productivity;
- reducing long-term employee absence, which, when it is legally covered, prevents the employer from taking the right measures;
- the increase in the employees' involvement and responsibility including in the situations when the activities are perceived as being extra-work;

- the increase of the creativity and productivity of the employees in critical moments for the organization;
- the increase of the loyalty to the organization and avoiding staff burnout especially in the sectors with a high level of stress where the employees' retention is difficult;
- raising the employees' competitive skills, ambition and the desire to succeed;
- raising the cohesion of the team and the enhancement of the working atmosphere;
- increasing the internal image of the organization and improving the internal atmosphere;
- the increase in the quality of the services and products offered to the employees, without supplementary costs.

The instruments of non-financial motivation are many and a short presentation of them from the point of view of both the employer and the employee would be the following:

- a set of very strict rules;
- efficient meetings;
- rewarding special merits;
- respect shown to the employees, the manager to care about the employees as human beings, not just simple employees;
- celebrating employees' birthday;
- interest for creating and supporting a team atmosphere and respect among the employees;
- the existence of a transparent salary and promotion system;
- the manager has to correctly treat the employees, to clearly divide the tasks, to set realistic objectives, to show trust to the employees and not lie to them, to introduce stimulating measures;
- to provide the employee the opportunity to learn new things, to feel appreciated for what you do, to be criticized only when there is a reason, to know your tasks clearly, to have a satisfactory level of authority and autonomy, your opinions to be taken into account and to have colleagues who do their job well.

3. NON-FINANCIAL MOTIVATIONAL FACTORS

Among the non-financial motivational factors which may stimulate the employees' involvement and performance raise, we are going to list some of them from the array of those mentioned and used in management practice.

Good working conditions allow exploiting the natural potential of the employees. Unsatisfactory working conditions such as unpleasant location, heat, narrow and non-ergonomic spaces divert attention, affect performance and enhance the employees' frustration. We must take into account, on one hand, that there may be employees who are financially rewarded at a level they can easily give up when better working conditions are offered, thus being more satisfied and more performing, and on the other hand, the investment in enhancing the working conditions will not be balanced according to the performances of the activity.

Job satisfaction refers to the way in which the policy, the rules and the procedures of the organization are formulated and implemented and refers to the

privileges offered to the more experienced employees, the status in the organization, the title of the job, the degree of supervising it implies, the existence of an office provided, etc in the public sector, such motivating factor was a powerful one until now for a large category of employees, both the executives and the top management ones. However, when large job cuts and salary reductions are to come in the public sector, the retention of a part of this category of employees whose motto is “quality of work and high responsibility” is questionable in the future.

Job promotion supposes climbing the hierarchical ladder, being a sort of recognition of the employee’s professional development and performances and is a powerful motivating factor. Non-promoting an employee who is expecting it and is considered entitled to it by its colleagues will profoundly de-motivate the employee, and in case this situation continues, he will not hesitate to leave the organization the moment his expectations could be satisfied by a better offer from another organization.

Appreciation and professional fulfilment means getting good results which may motivate employees, a higher motivation for performance being conditioned by its recognition and rewarding. Sometimes a simple “thank you” is enough, but unrewarded success at work is de-motivating, since, in this case, the employee will not consider that there is no use striving to do things better as long as there is no difference in doing things well or not. Completing a task is motivating the employee in trying to get further success, that is why it is necessary that the manager set realistic objectives and help the employees to reach them by good communication and feedback so that to avoid de-motivation as a result of their failure in reaching the objectives.

Personal development may be promoted by offering possibilities of continuous professional training, specialized training sessions offered by the organization both by external specialists and by active socializing projects such as team –building.

Attractive work which supposes that the job itself may offer the most important and motivating rewards must be taken into account as an important motivational factor. For this, it is necessary that the employees are properly trained when starting their activities, which leads to the science of leading how to do things better, efficiently, which leads to increased motivation and performance. Moreover, the employees must be allowed to have autonomy, responsibility and control (self-control as well as external control carried out by cognitive feedback, since autonomy supposes stirring the intrinsic motivation which can generate active involvement, innovation and increased responsibility in activity. Each employee prefers to be responsible and to control the way he/she works, the decision he/she takes and their results. If the members of a team have individual responsibilities, their work will be more efficient and will avoid failure in attaining the objectives by blaming the other team members as lack of individual responsibility.

For quality work we must take into account the need for the individual-job agreement. Some employees have higher potential than the others and prefer not to be too controlled, but others need help. If the right employee has the right job he will be motivated to accomplish the appointed tasks.

We must notice the great variety of factors which may increase motivation, fact which leads to the conclusion that non-financial motivation is very difficult to design and implement in order to enhance the employees’ responsibility, performance

and job satisfaction, in order to increase the productivity and efficiency of the organization.

Paying attention to such factors may lead to performance, which means not only high quality, but also working more, keeping existing customers and gaining new ones, or, simply, customer satisfaction.

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