

ASPECTS OF MOTIVATIONAL MANAGEMENT WITH IMPLICATIONS FOR EMPLOYEE PERFORMANCE

CONSTANTINESCU Alina

PHD Student, Valahia University of Targoviste, Faculty of Sciences and Arts, Department of Science, Aleea Sinaia Steet, 13, 130004, Targoviste, Romania, e-mail: alinaconsta@yahoo.com

ABSTRACT. *The instability of the current economic and socio-political conditions implies the need for adaptation, or permanent revision of the methods and procedures applied by the motivational management at the level of each organization, the economic entities being in the situation of finding new ways of employees' motivation, resources that support and maintain the flexibility and continuous accommodation characters, to inherent changes. Based on the results recently obtained following an empirical research on employees from a certain region of Romania, the purpose of this work is to emphasize certain aspects that can be taken into account by practicing managers, in establishing the motivating factors that lead to the achievement of organizational performance objectives by increasing the individual and group workplace performances of the employed personnel. Also, our analysis takes into account the catalyst effects that characteristics such as the type of organization based on self-esteem or the personality type of the individual, have on the motivation process, the working hypotheses investigating these features as well.*

KEYWORDS: *Employee Motivation, Workplace Performance*

JEL CLASSIFICATION: *M12, O15, J01*

INTRODUCTION

Since the 1980s (Johnson & Duberley, 2000), economic researchers have identified the need to adapt knowledge by putting it in accord with the randomness induced by the instability of socio-economic environmental conditions.

Also, in order to reduce the effects caused by the resistance to change of some employees, along with the study of the organizational culture, it must be taken into account that the motivation of the human resource must be adapted in order to transform the feeling of insecurity into enthusiasm for the new (Marsh, C., 2001).

From our point of view, problems of employee motivation must be approached by association with a series of modern concepts existing in specialized literature, such as organization based on self-esteem, OBSE or proactive personality traits of individuals.

According to Pierce & Gardner (2004), or Long, C. et al. (2015), organization based on self-esteem, OBSE, is an organization in which management, through the measures and adopted policy, respects employees, recognizes their importance, and encourages collaboration both horizontally but especially in vertically way.

Regarding the proactive personality, (Bateman & Crant, 1993, Crant, J.M., 2000, or Wang et al., 2017), is that type of employees personality, characterized by features such as involvement in solving new problems, proven initiative and creativity for improving their own activity or the activities of the work groups they belong to, contributing significantly to achieving organizational performance.

Currently (Amin, M. et al., 2021), there are four motivational factors used in the work motivation of human resources: professional identity, financial, recognition, and career opportunities.

EMPIRICAL RESEARCH

Our research uses the data collected following a survey carried out during the previous year, in which a total number of 512 respondents participated, employees of medium-sized enterprises in the territory of Dâmbovița County from Romania. In this section, we provide the results regarding the absolute frequencies of each possible response type for those questionnaire

questions that were specifically designed to study the three characteristics previously presented, namely the OBSE organization, the proactive personality traits of employees, and the motivational factors.

For OBSE characteristic, we formulated the question: *Do you think that the management of the company/organization sufficiently supports and encourages the initiative of the employees?*

For proactive traits characteristic, we formulated the question: *Do you consider yourself a person who is constantly looking to improve your life?*

For financial motivational factor characteristic: *Would getting a wage raise motivate you to work extra?*

For career opportunity motivational factor: *Would getting a promotion motivate you to work extra?*

For professional identity motivational factor: *Would gaining new knowledge, improving yourself, motivate you to work extra hard?*

And for recognition motivational factor: *Would gaining respect and recognition of value from colleagues or management motivate you to work extra?*

Table 1. The absolute frequencies of the possible answer variants corresponding to establishing the level of encouragement and support by the management of the employees' initiatives

			1	2	3	4	5	Total
Do you think that the management of the company/organization sufficiently supports and encourages the initiative of the employees? From Never '1' to Very often '5'								
Position occupied	non-managers	volume	24	32	85	117	150	408
		percent	5,9%	7,8%	20,8%	28,7%	36,8%	100,0%
	managers	volume	6	10	29	17	42	104
		percent	5,8%	9,6%	27,9%	16,3%	40,4%	100,0%
Total	volume		30	42	114	134	192	512
	percent		5,9%	8,2%	22,3%	26,2%	37,5%	100,0%

Source: Processing by the author, according to the observed data from the opinion poll.

Table 2. The absolute frequencies of the possible answer variants corresponding to establishing the level of manifestation of the proactive personality type

			1	2	3	4	5	Total
Do you consider yourself a person who is constantly looking to improve your life? From No '1' to Yes, always '5'								
Position occupied	non-managers	volume	0	1	6	59	342	408
		percent	0,0%	0,2%	1,5%	14,5%	83,8%	100,0%
	managers	volume	3	2	3	13	83	104
		percent	2,9%	1,9%	2,9%	12,5%	79,8%	100,0%
Total	volume		3	3	9	72	425	512
	percent		0,6%	0,6%	1,8%	14,1%	83,0%	100,0%

Source: Processing by the author, according to the observed data from the opinion poll.

The results of the data analysis (table 1 and figure 1) show that 36,8% of operative personnel, respectively 40,4% of managers, attest that the employing organization is of the OBSE type.

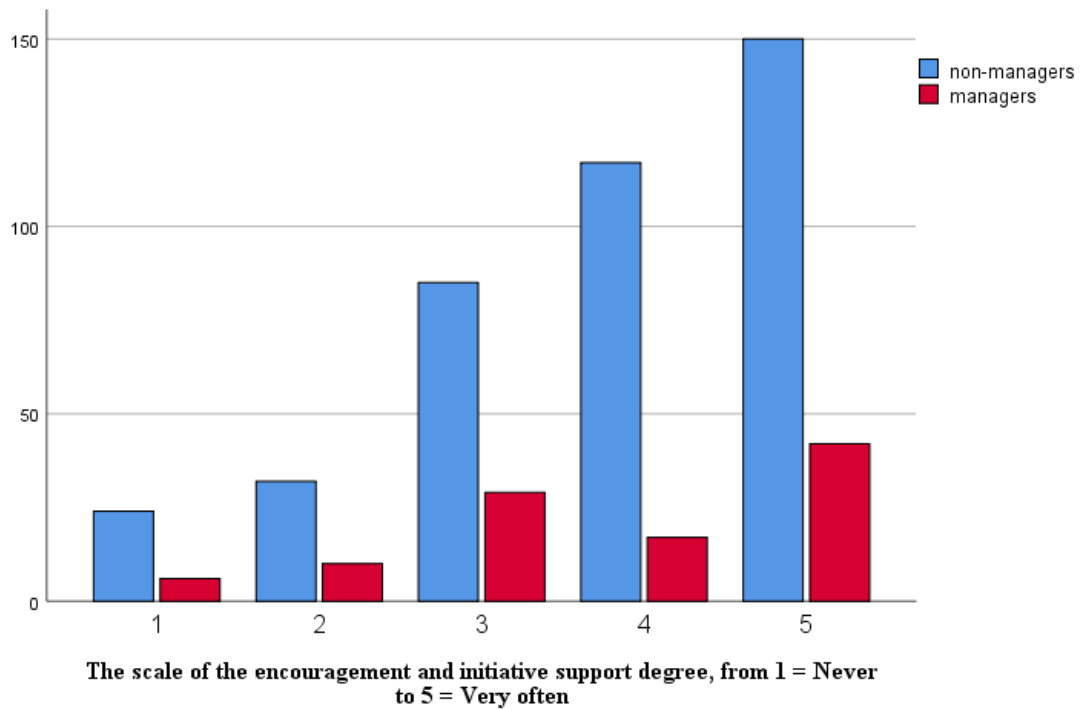


Figure 1. Graphic representation of the situation regarding management's encouragement and support of employee initiatives

Source: Processing by the author, according to the observed data from the opinion poll.

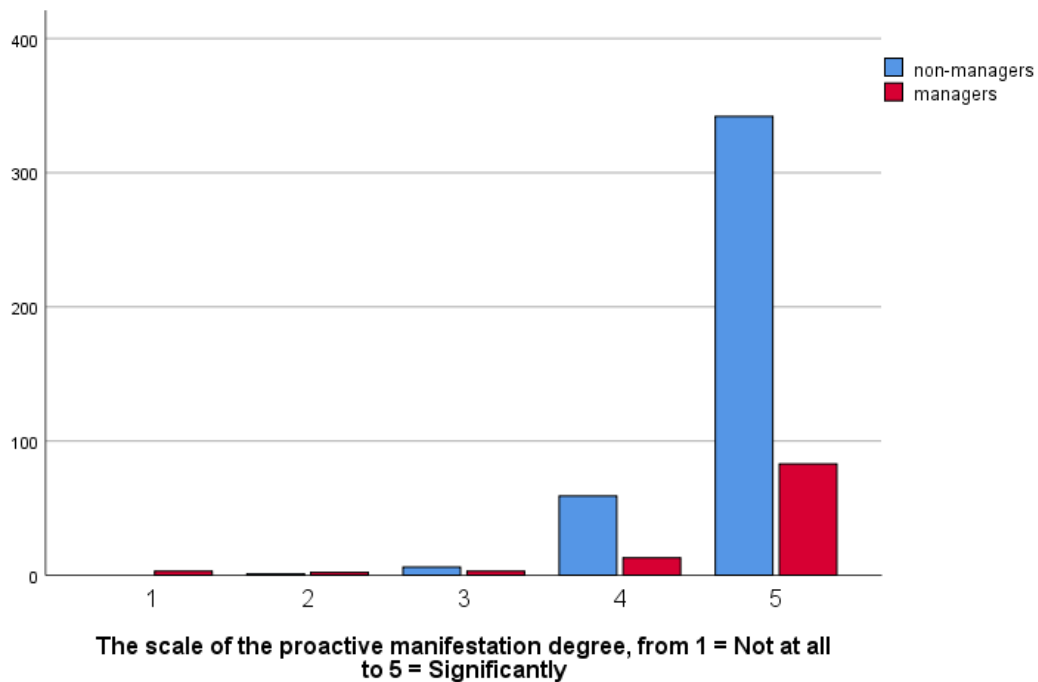


Figure 2. Graphic representation of the situation regarding the presence of traits specific to the proactive personality type

Source: Processing by the author, according to the observed data from the opinion poll.

The results regarding the proactive personality of individuals, as can be seen from table 2 or from the graphic representation of figure 2, show that most of the employees (83,8% of operative personnel, respectively 79,8% of managers) always have proactive personality traits. According to Constantinescu, A. (2021), the most preferred non-financial motivational factor is professional identity, therefore, in what follows we will give it the greatest importance.

THE INFLUENCE OF THE OBSE TYPE AND OF THE PROACTIVITY ON WORK PERFORMANCE

In this section, by using the chi-square procedure, we tested the association of OBSE characteristics and performance, the results obtained being then corroborated with the association between the proactive personality of employees and the characteristic of interest, performance, an association proven in a previous work (Constantinescu & Stegaroiu, 2022).

For the null hypothesis :

*H₀: There is **no association** between the work performance and the OBSE type.*

The chi-Square Test results, from table 3, indicate the rejection of the null hypothesis.

Table 3. Chi-Square Test results for hypothesis H₀

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	57,373 ^a	1	,028		
Fisher's Exact Test				,032	,026
N of Valid Cases	512				

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 8,44.

b. Computed only for a 2x2 table

Source: Processing by the author, according to the observed data from the opinion poll.

For the null hypothesis (Constantinescu & Stegaroiu, 2022):

*H₀: There is **no association** between the work performance and the professional identity motivational factor.*

The chi-Square Test results, indicate the rejection of the null hypothesis.

Also, similar hypotheses were tested for all four motivational factors, the professional identity factor providing the best results in terms of its association with performance in the field.

CONCLUSION

The obtained results prove the connection between the characteristic of interest, performance, and the utilization of specific types of motivational factors, organizational policies or human resources.

As we have shown in previous communications (Constantinescu, A., 2021 and Constantinescu & Stegaroiu, 2022), employees with a proactive personality prefer the motivational factor of professional identity, and in addition, there is an association between performance and this motivational factor or between performance and proactivity.

In order to face the negative effects caused by the change in economic conditions, managers can motivate employees by using the motivational factor of professional identity, simultaneously strengthening the specific characteristics of OBSE organizations or ensuring a human resource with a proactive personality.

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