

MOTIVATION OF HUMAN RESOURCES IN MODERN ORGANIZATIONS

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ABSTRACT

Human Resources, along with material resources, directly influence the company's activity in its attempt to achieve its objectives. Their quantity and quality, which an enterprise has at its disposal, decisively influence the productivity of the company. Ensuring, maintaining and developing the Human Resources of companies are major concerns in modern management. The way Human Resources work can make a difference when material resources are the same. The choice of high quality Human Resources is a necessary condition for improving the company's performance. However, emphasizing the role of Human Resources does not mean an underestimation of other resources. The systematic design of the company involves the interdependent approach of resources starting from the fundamental objectives to whose achievement they compete together, from the essential connections that exist between them. Motivation is one of the traditional problems of studying organizational behavior and for years has aroused the interest of managers and researchers. In modern organizations, motivation has become even more important. This is due to the need for high productivity in order to become globally competitive. Knowing how to capture the creative and productive energy of the people who make up the enterprise is, in fact, the deep essence of the management of the Human Resources of the enterprise. The basic problem of a leader, in this context, should be how to succeed in influencing the performance of the people who work in the enterprise he leads. The main purpose of this article is to identify the main actions and decisions that determine the nature and content of the relationship between the organization and its employees.

Keywords: *Human Resources, modern organizations, performance, decisions*

JEL classification: *O15*

1. INTRODUCTION

The analysis of economic activity starts from man and his needs. The notion of human need or necessity designates, in the most general sense, the feeling of deprivation accompanied by the desire to make it disappear. Human needs are preferences, desires, feelings, expectations of people to have, to be, to know and to believe, respectively to own goods, all these being conditioned and becoming effective by the level of economic and social development, conditioning objective, and the level of development of the individual - subjective conditioning (Brăileanu, 2004).

Motivation is the sum of the forces, internal and external energies that initiate and direct human behavior towards a certain goal, which once achieved will determine the concern for satisfying another need. In the literature the area of defining motivation is extended; the definitions proposed by various authors concern various aspects, considered essential; thus, some definitions are focused on the motivational process, while others consider the description of the motivational structure (Luț, 2010).

In 1890, the first theory of motivation appeared, promoted by Freud, James and McDouglas. Contradicting the hedonistic hypothesis regarding human behavior, the three theorists stated that a large part of this behavior is not determined by rational, conscious, but by instinct; instinct includes curiosity, love, fear, jealousy, sympathy, being the main factors influencing motivation. Over time, the theory of instincts has been attacked for various reasons. There have been psychologists who have also argued that instincts are not inherited, but are actually learned behaviors. It was this current that founded the theory of reinforcement (Nicolescu, 2004).

Motivation for work is the influence that certain factors exert on employees and that leads them to positive or negative actions to perform work tasks. Unlike the material and financial means necessary for productive activity, people represent more than a source of costs or consumption. Their system of needs, values, motivation and satisfaction will determine individual and organizational performance. The concept of motivation is defined by all actions, carried out over time, to stimulate the participation of people interested in the fate of the institution or company, to contribute directly or indirectly, consciously or not, to achieving the organization's performance based on common interests and aspirations.

The complex motivations, which belong to the psychological man, start from the fact that he is an organism that develops, goes through certain psychological and physiological stages of evolution, has connections with his environment; at the same time, man is not only complex, but also eminently variable, he having hierarchical motives according to their importance. The hierarchy of these pieces of furniture changes over time and also in space, depending on certain situations, which means that, in reality, the same person may have different interests in relation to the time at which the act of leadership and work formation refers, the workshop, section, work compartment to which the worker belongs. Man acquires new motivations through his experience in that economic unit and thus there are differences between initial and newly registered aspirations (Philip, 1997).

Motivations for mobilization and involvement are observed especially in the case of workers in high-performing enterprises. However, the employment, the involvement of the staff appears as a main motivation of everyone's behavior, because it starts from the fact that the achievement of each worker depends on the success of the enterprise. Every worker feels that he or she is essential to achieving the company's goals and so his or her place is in the unit and in customer service and innovation. The staff cannot work at full capacity without being stimulated in any way by the management of the company. The most used types of rewards include: money, benefits, gratuities, prizes and employee participation plans for company benefits.

Rewards management is the process of developing and implementing strategies, policies and reward systems, which allows organizations to achieve their goals by recruiting and retaining the necessary employees, as well as by properly motivating them. Rewards management consists, first of all, in the design, implementation and maintenance of the employees' rewards system that must be adapted to the continuous improvement of organizational performance. Traditionally, this field of management activity is called payroll administration, a concept considered or considered, more and more, as limited, if we consider the issues addressed.

In the management literature that addresses the issue of rewarding human resources, as well as in the practice of companies in various countries around the world, a series of terms are used such as: reward, compensation, salary, remuneration, remuneration, payment, bonuses, rewards, incentives, bonuses, commissions, indemnities, benefits, facilities, insurance, indexations. Managers cannot order their employees to be motivated; but what they can do is create an atmosphere through which to cultivate responsibility, dedication and improvement in the workplace. Some managers choose a shorter path, but not at all effective - they try to motivate through fear. However, this method quickly loses its effect. True managers motivate by their personality and authority, not by fear. Only motivation through authority is lasting.

In a narrow sense, the motivation consists in correlating the needs, aspirations and interests of the staff within the organization with the achievement of the objectives and the exercise of the tasks, competencies and responsibilities assigned within the organization. In the context of human resource management, motivation can be defined as an internal, individual, introspective process that energizes, directs and supports a certain behavior.

The main objective of the research study is to evaluate the main strategies practiced by managers regarding the motivation of human resources.

2. RELEVANT LITERATURE

The place of Human Resources Management is well specified in the context of General Management. Thus, in the literature, published so far, the emphasis is on aspects related to relationships, the report, starting with recruitment, selection, employment, improvement and stimulation throughout employment and ending with cessation of activity (Rotaru and Prodan, 2005). In other words, Human Resource Management could be defined as a complex of measures designed interdisciplinary, regarding staff recruitment, selection, placement, use by ergonomic work organization, material and moral stimulation until the termination of the employment contract (Postavaru, 2005). This definition corresponds to the man-demands system, where man occupies the central place, being forced to respond to the demands of all factors (Lefter and Manolescu, 1995).

The size and quality of human resources depend on the following factors (Panisoara, 2005):

- Economic factors: income size and job supply;
- Demographic factors: number and structure of the population in the area of activity of the enterprise;
- Psychosocial factors: social aspirations, intense publicity and the spirit of skills.

The quantity and quality of human resources that an enterprise has at its disposal is an essential factor in achieving the objectives, for at least two reasons (Panaite and Iftimescu, 2004):

- 1) human resources are creators of values on a spiritual, conceptual, scientific level;
- 2) the efficiency with which all the other resources of the enterprise are used (material, financial) depends on the human resources, on the way they act.

Human Resource Management is the set of general and specific activities related to ensuring, maintaining and efficient use of resources within the organization and involves continuous

improvement of all employees in order to achieve the mission and organizational objectives (Philip, 1997).

Regardless of the way of organization, the activity of personnel in an enterprise has two categories of objectives (Puiu, 2012):

- long-term strategic objectives that take into account the organization and planning of human resources;
- operational objectives, of a tactical and administrative nature, which take into account the activities aimed at the daily management of the work groups.

The responsibility lies with both senior managers and the specialized department. Senior managers have a duty to know the specific activities of the HR, stimulating effective cooperation between the company's departments and the HR department. The manager of the HR department has the responsibility to promote a correct conception on the content of the activities of the managed field (Ursu, 2001).

Activities in the field of Human Resource Management include (Rotaru and Prodan, 2005):

A. HR strategic planning is the responsibility of senior managers. The strategic planning process aims to anticipate demographic changes in society and their effects on the organization. By correctly and objectively anticipating staffing needs, an appropriate number of employees and an appropriate structure by specialties, by levels of training, by ages can be ensured.

B. Equal employment opportunities: organizations and managers are required to comply with certain legal regulations on the need to ensure equal employment opportunities for different categories of staff. There are issues related to discrimination based on sex, age, nationality. The requirements of equal employment must be met by all managers in the case of HR recruitment, selection, training and development.

C. Job / function analysis: is one of the basic activities of the HR department. Based on the information provided by the job analysis, the job description and specification are made, documents that are used for actions regarding staff selection, orientation of new employees within the organization. Also, the information from the function analysis is used to substantiate the reward system, performance evaluation, professional training.

D. Staffing: represents the activities of ensuring an economic unit and refers to the recruitment and selection of staff. The recruitment of staff precedes the selection and represents the totality of the actions undertaken to attract a sufficiently large number of candidates to fill a vacancy within the organization. Staff selection means choosing from a number of candidates the most suitable person for a particular position. Selection involves the use of data sources such as: application form, interview, tests, physical examination.

E. Vocational training and staff development: includes the orientation of new employees to the conditions and requirements of the position, as well as the stimulation of the development and increase of the professional training of the employees. Establishing training needs, evaluating training results, career planning and management development are activities that are amplified, leading to an increase in expenses. Given the increase in training costs, it is necessary to estimate the costs and analyze the efficiency of training that can be expressed by benefits obtained per unit of money spent, increase labor productivity.

F. Performance evaluation: means determining how well each employee fulfills the duties of the position they hold. Such evaluations are used to make decisions on rewards and incentives, to establish areas where staff training and development measures are needed, to make decisions on staff placement and promotion, and to improve the content of the position.

G. Rewarding staff: through salaries, incentives and aid must be done in correlation with the performance of work tasks. Each company must develop, develop and improve its reward systems according to the financial results obtained.

H. Staff health and safety: employees' physical and mental health and safety are vital concerns. Occupational safety concerns must be complemented by those related to the health of employees. These concerns have arisen in connection with the risks and dangers of disease as a result of chemicals and novices used in production processes.

I. Employee relations: relations between employees and employers must be organized and conducted in the interests of both parties. In order to facilitate employee relations, it is important to make them aware of HR policies and regulations.

J. Trade union relations: trade union relations activities are of interest because they concern and affect employees, managers. Contact between unions and employers occurs on two levels. At the formal level, the union is the agent that represents the interests of a group of employees within the company. At another level are the ongoing union-organization relations focused on the dissatisfaction and individual demands of employees.

K. Information systems and evaluation of the HR: they are vital for the management and coordination of activities in the field of HR. The design, development, maintenance and use of HR information systems are needed to better record, use and research data on this activity. As it grows in size, any organization faces problems related to the need for human resources. If the organization is growing, methods must be established to find and hire people who possess the required skills (Ursu, 2001). This is usually reflected in a form of human resource planning.

Analyzing the future projects and trends of the organization, it is estimated the number of people needed and the type of skills and competencies needed. After developing a human resources plan, a number of steps necessary to implement the plan must be followed (Stanciu *et al.*, 2003):

1. The first essential part of implementation is determining people;
2. The next step is recruitment which is a procedure used to attract qualified people to apply for vacancies within the organization;
3. After people have been attracted to apply for the job, the selection procedure is used to determine the people who will actually perform the tasks in the organization and who will be employed;
4. Newly hired people need to be taught the rules and standards, and a type of integration or guidance program is used for this;
5. After people have been integrated into the system, it is usually necessary to help them to update their general abilities, attitudes and skills, bringing them to the level considered appropriate in the organization through employee training and development;
6. Once people have started to function within the organization at the right level the problem arises:
 - a) the appropriate performance appraisal procedure by which the management can make correct decisions for awarding the rewards offered in the form of salary or promotion
 - b) their adequate remuneration, the salaries considered correct for the people with certain abilities and responsibilities of the position are established.

The content of motivational theories is not recipes for motivation in organizations, because none of them is optimal; each of them has limits. But the fact that they were built on experiments, effective studies over several years forces managers to know them and to make decisions about motivating informed employees.

3. RESEARCH METHODOLOGY

In the field carried out in the field of human resources management, 232 managers from Romania from various fields of activity were involved: *construction, IT, trade, production*. The research took place between December 2019 ÷ February 2020. The research was based

on the use of the questionnaire that was sent by e-mail and the size of the sample in this study was a simple random sample.

The aim of the research is to evaluate the main strategies practiced regarding the motivation of human resources. In the process of analyzing the strategies regarding the motivation of human resources, the following elements were researched:

- ✓ analysis of motivational theories;
- ✓ studying the strategic objectives of the company;
- ✓ elaboration of variants of motivational strategies;
- ✓ conducting consultations at all levels of management, as well as between management and subordinates, in order to make the necessary adaptations for the elaborated motivational strategy and the choice of the variant that will be implemented;
- ✓ permanent application and re-evaluation of the motivational strategy.

In the socio-economic universe, the economic decision assisting problems are generated by the multi-criteria decision processes; this is why we used the *maximum global utility method* in the study.

The model tries to use, at maximum, in a scientific way, the informational base, and the procedures for imitating the rational mode of decision making is, in more or less elaborate forms, the conceptual essence of the models. The steps of the global utility method are as follows:

Step 1. We build the utilities matrix with the elements x_{ij} , $i = 1, \dots, r$ and $j = 1, \dots, n$.
(1)

Each matrix element is calculated for the maximum criterion with the expression:

$$x_{ij} = u_{ij} = \frac{x_{ij} - x_{i \min}}{x_{i \max} - x_{i \min}},$$

(2)

and each minimum criterion with the expression:

$$x_{ij} = u_{ij} = \frac{x_{i \max} - x_{ij}}{x_{i \max} - x_{i \min}},$$

(3)

where:

x_{ij} = value of the i indicator associated to the j indicator;

$x_{i \max}$ = minimum value of the i indicator;

$x_{i \min}$ = maximum value of the i indicator.

Step 2. We calculate the global utility for each project, as the sum of the products between the utility matrix elements (the column vector corresponding to the project) and the importance coefficient given for each indicator.

$$UG_j = \sum_{i=1}^r \alpha_i u_{ij}, \text{ unde } \sum_{i=1}^r \alpha_i = 1 \tag{4}$$

Step 3. We choose the project to which the V_j maximum global utility corresponds.

$$\max \{UG_j\} \Rightarrow V_j \quad j = 1, \dots, n \tag{5}$$

For differentiating a decisional V_i variant (given n variants), and for selecting the best offer by simultaneously considering various assessment criteria (C_j , $j = 1, \dots, n$) we use the

maximum global utility method. Finding the best combinations of attributes (characteristic of a variant) forms the object of the multi-attribute problem. This involves the transformation of all number values a_{ij} (expressed in the associated measure units) and qualitative characteristics in utilities u_{ij} , i.e. numerical values (adimensional) located in the range $[0, 1]$. The basic hypothesis in the correct functioning of the weighted sum method is the criteria independence. The greatest of the synthesis utilities shows the best variant.

In the research were analyzed the main strategies for human resources motivation strategies:

S.1-Payment as rewards: the issue of money has always been raised as a motivator, starting from the question of whether people work better in the situation where they are paid better;

S.2-Personal relationships: respect for a person or a duty to that person can be strong enough motivations to cause someone to act on demand. The aspect of interpersonal exchanges is interesting: as if requesting or doing a service is an entry or exit operated in a person's interpersonal account;

S.3-Competition: a strategy commonly used in certain areas of organizations involves placing individuals or units on competitive positions. It starts from the idea that people will be motivated to increase their performance in the situation where they will be given the opportunity to win;

S.4-Involvement / participation: one way to change the work environment is to increase participation in the planning process, setting goals and making decisions. One such system is goal management;

S.5-Reward / punishment: probably no other method is better understood and put into practice than the type: improving performance will determine the granting of rewards (salary increases, bonuses, promotions); if this does not happen, penalties will be applied (dismissals, transfers, refusal of salary increases or promotions).

In Table 1 presents information base to study the weighting importance they attach to each strategy managers motivation of human resources.

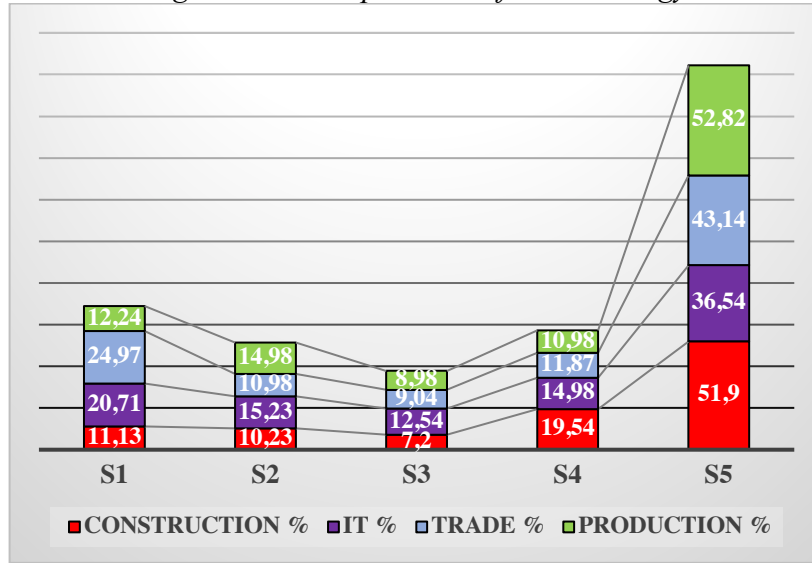
Table 1: Percentage of each strategy

STRATEGIES	FIELD OF ACTIVITY			
	CONSTRUCTION, % (v1)	IT % (v2)	TRADE % (v3)	PRODUCTION % (v4)
S1 (c1)	11.13	20.71	24.97	12.24
S2 (c2)	10.23	15.23	10.98	14.98
S3 (c3)	7.2	12.54	9.04	8.98
S4 (c4)	19.54	14.98	11.87	10.98
S5 (c5)	51.9	36.54	43.14	52.82

(Source: developed by the authors based on the collected data)

The main results are the management of human resources in the first strategy *S.5 - Reward / punishment* and in the last instance *S.3 - Competition* (Figure 1).

Figure 1: The importance of each strategy



(Source: the author's own concept)

The execution of the calculation algorithm implied:

Step 1 – Building the unit matrix with the elements x_{ij} (Figure 2)

Figure 2: Unit matrix

0.00	0.69	1.00	0.08
1.00	0.00	0.85	0.05
0.00	1.00	0.34	0.33
1.00	0.47	0.10	0.00
0.06	1.00	0.59	0.00

(Source: the author's own concept)

Step 2 – Calculating the global utilities for each organization (Table 2):

Table 2: The results of the calculation of the global units

GLOBAL UTILITY	RESULT
CONSTRUCTION	2.06
IT	3.16
TRADE	2.89
PRODUCTION	0.46

(Source: the author's own concept)

Step 3 - From the table no. 2 is observed by the calculation of the global utilities, the largest global utility has the IT.

Therefore, following the application of the algorithm for calculating the maximum global utilities method, it can be concluded that IT organizations give the most importance to human resource motivation strategies.

4. CONCLUSIONS

The mathematical model used in the research study was the *method of maximum global utility*, due to the fact that it has an accuracy in the process of evaluating the main strategies per acre is based on human resources motivation, according to studies in the socio-economic field. The analysis of the existing situation was performed under multiple aspects: number and structure of staff, by age, seniority, gender, level of professional qualification, depending on the level of professional competence in relation to the criteria established for assessing workers, by degree absenteeism.

Following this study we can conclude that human resource motivation strategies have broadened the field of research as follows:

- ✓ the motivation of human resources has become a strategic function of organizations, directly related to the top management of the unit;
- ✓ imposed new requirements on the part of the workers, increased content, on multiple levels, of which significant are the superior training in the field of management, knowledge of psychology and sociology, communication and negotiation capacity;
- ✓ has expanded its range of operational tools (social indicators, social balance sheet);
- ✓ the traditionalist conception of the staff has changed, which was considered a source of costs that must be minimized, for the staff which is considered as a vital resource of the organization and which needs optimization.

This research analyzed the main activities carried out by the human resources department, according to the studies in the economic field, which are grouped, according to the dominant activity, as follows:

1. *personnel administration*, which involves the registration of employees in the records of the economic organization; preparation of personnel files; compilation of related statistics; recording employee movements; administration of remunerations, calculation of social expenses related to unemployment, pensions, calculation and distribution of proposed social benefits for employees, tracking of individual salaries, bonuses granted, deductions from employees;
2. *strategic planning of human resources*, through which it is located at a high level of management, being a strategic activity.
3. *analysis of the position / position* - involves focusing attention on the content of existing positions / positions, activity that will facilitate, subsequently, recruitment and selection of staff, orientation and integration of new employees, evaluation of performance by employees in the work process;
4. *staffing*, which includes activities related to the recruitment and selection of staff for vacancies in the organization;
5. *professional training and staff development*, which includes orientation of new employees regarding the requirements of the position / position, as well as stimulating the development and growth of the employee's professional training.
6. *performance evaluation*, determining the level at which employees perform their work tasks, facilitating the adoption of decisions regarding rewards and incentives or the development of training and professional development programs;
7. *compensations, aids and incentives* - the stimulation of the staff through salaries, incentives and aids must be realized in correlation with the level of fulfillment of the work tasks within the organization.
8. *personnel health and occupational safety* - physical and mental health and occupational safety must be constituted as important occupations of the organization, by virtue of increasing the social responsibilities of management towards employees and the population in general;

We can observe that after a long period of time, economic organizations were not concerned with anything other than making a profit and, as a result, problems related to labor relations were considered less important, the emphasis being on administrative issues, legal or disciplinary. Human resources, as an object of the labor market, are a category of economic resources that synthesize the work potential of society, enterprise. Human resources are paramount among those available to an organization in carrying out its activities to achieve its objectives, and it is therefore logical to pay particular attention to the management of these resources. In order to be successful in the activity performed with subordinates, managers must know in depth the motivation process. To understand motivation, managers must first understand the reasons why individuals behave in a certain way and why they have certain reactions in threatening situations or through which they try to influence. Motivation is an internal process, not an imperative that can be imposed from the outside.

According to studies in this field of activity, effective performance at work does not depend only on motivation. There are many other factors, such as: individual knowledge and skills; the nature of the pregnancy; the adopted managerial style; organizational climate. These factors also play a role in human outcomes. The essential feature of the motivation is given by the fact that it determines the extent to which the individual wants to make his knowledge and skills available to others and, moreover, to remove the effects of obstacles and difficulties encountered along the way.

In conclusion, for each employee, the motivational framework created by the organization's management must allow the respective employee to feel important, to feel that he exists, to have the image of winner, winner, success.

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