

# HUMAN RESOURCES MOTIVATION: AN ORGANIZATIONAL PERFORMANCE PERSPECTIVE

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**Abstract**— In this article, theoretical aspects of motivation and performance concepts and processes are covered. The paper aims to provide a research framework regarding the influence of motivation on human resources performance. In this regard, we applied Herzberg's two factor theory, selecting the motivational factors which influence the activity of employees from industrial firms. Considering the aim of the research, the paper proceeds to analyze the influence of prevalent motivational factors on employees' work performance. Within this view, there were selected representative performance criteria in order to develop an integrated research framework regarding the factors which motivate employees working in industrial companies to improve their work activities and the overall company performance. The result will represent the basis for further quantitative research analyzing the relationship between employees' motivation and improvement of performance of their work activities.

**Keywords**— HR motivation, human resources performance, performance criteria.

## I. INTRODUCTION

EMPLOYEES' motivation has a fundamental role in each organization which establishes strategic objectives for achieving high performances. There can be underlined a direct relationship between employees' motivation dimensions and human resources performance obtained at the workplace. In such context, it appears as very significant to managers to identify the motivational factors which determine employees to perform during accomplishing their daily work activities. Thus, the current paper wants to provide a research framework development to verify the relationship between the factors which motivate employees in realizing their work and the performance they reach. In the light of this research, it is necessary to achieve an approach more concise of the relation between the intrinsic and extrinsic motivational factors which influence employees' work and the criteria of performance, which indicate the principles of establishing employees' performance level.

## II. THE CHARACTERISTICS OF MOTIVATION

### A. Motives and Motivation

Motives remain on the basis of human action. The actions which individuals initiate are influenced by the motives [1] that mobilize them, by needs, goals and by aspirations which are required to be accomplished. The motivation of the individuals is that interior state which is based on the overall motives which direct the behavior of the individual in terms of attaining the proposed objectives. In other words, motives represent the cause which direct actions to happen, that impetus which leads to action. Thus, motivation encapsulates complex psychological processes causing "the arousal, direction and persistence of voluntary actions that are goal directed [2]." Motivation has been regarded as an internal state of the individual which directs his behavior or activity in order to fulfill the proposed goals [3], as "the process used to allocate energy to maximize the satisfaction of needs" [4], or, relating to the workplace performance, as "eagerness to work well or sell large quantities of a product" [5].

### B. The Process of Motivation

Motivation is a very complex subject, it is influenced by and it influences many variables. Also, it can be asserted that motivation of individuals represents a process which appears with a stimulus (need, attraction element) and causes individual psychological and physical tensions. Motives and motivational forces which are generated influence the individual to adopt an appropriate behavior and to be focused on achieving the desired result or objective. Then, the process continues, behaviors are re-evaluated, controlling the achievement of the objectives and the satisfaction of needs.

In this view, it must be explained that, within organizations, managers should consider the process of motivation as a very important factor influencing and predicting employees' actions and work performance.

### *C. Work Motivation*

Work motivation can be described as an ensemble of internal and external forces which initiate the work behavior, determining its form, direction, intensity and duration. The literature indicates that work motivation involves a set of processes that determine a person's persistence to allocate personal resources across a range of possible actions with impact on organizational accomplishments [6], and also an intention of the employees to direct their efforts towards achievement of the organizational objectives and satisfaction of individual needs [7]. Employees' work motivation can be evaluated by investigating the attitudes (e.g. satisfaction) or the behavior and assessing their performance. Employees' actions and behaviors in the workplace are influenced by an array of motivational factors [5] which energize individuals to apply effort in order to accomplish the organizational goals.

As it was mentioned previously, there are differences concerning the motivational force which conducts employees towards satisfying their needs and performing the activities from the workplace. Formulated in this way, there can be distinguished the intrinsic motivation of the employees which can be closely related to the work process, self-fulfilment and individual performances, and extrinsic motivation, which is generated by a source outside the individual and represented by tasks, requirements, interdictions, rewards, etc.

### *D. Motivational Factors According to Herzberg's Two Factor Theory*

In the light of this research, it was chosen Herzberg's two factor theory in order to achieve an approach more concise of the prevalent extrinsic and intrinsic motivational factors which influence employees' work motivation, produce work satisfaction, and consequently, work performance. For Frederick Herzberg (1966), there are two distinctive categories of factors which affect the employee during performing his work activities, producing work satisfaction or dissatisfaction. According to Herzberg's two factor theory, motivators, such as personal development, recognition for a job well done, achievement, autonomy and responsibility, are associated with satisfaction and the performance of work. Also, hygiene factors, such as working conditions, safety, the amount of pay, quality of supervision and social environment of work, are associated with dissatisfaction [4]. Herzberg argued that the intangible, intrinsic factors contribute to enriching a job and attention should be given to the job content, recognition, responsibility, opportunities for advancement and achievement. There were differences concerning the contextual, extrinsic or hygiene factors identified by Herzberg, such as working conditions, company policy, supervision and pay, which should be attended to only as ways of minimizing job

dissatisfaction [8].

The author states that extrinsic factors have little or no effect on employees' work performance. On the other hand, intrinsic factors are associated with work satisfaction and with the performance of work. Herzberg demonstrated that the absence of the hygiene factors, extrinsic to the work, generates dissatisfaction for employees and their presence does not produce satisfaction, whereas the absence of motivators it is not associated with experiencing dissatisfaction, but their presence is a strong source of work satisfaction [9].

Therefore, according to Herzberg's two factor theory it can be noticed that the increase of motivation and work performances can be obtained especially through the influence of intrinsic factors' action, which entails the constitution of an important source of work satisfaction and job enrichment [10].

### III. LINKING EMPLOYEES' MOTIVATION TO PERFORMANCE IN THE WORKPLACE

Work should be a source of satisfaction for employees, who intend to use their abilities in order to achieve high standards of performance [11]. Motivation and satisfaction are related to individual performance [12] which can be influenced positively or negatively.

For employees who are intrinsically motivated in performing their activities at the workplace, it can be identified a positive relationship between work motivation and performance. Therefore, we can notice that, according to Herzberg's two factor theory, employees' intrinsic motivation determine work satisfaction which in turn increases work performance.

When employees' intrinsic motivation is high, they enjoy working and investing more time and energy in work activities, improving their job performance [13]. In other words, "intrinsic motivation is itself the *outcome*, the result of a work situation that people enjoy-because they are in charge, because they have the opportunity to acquire new skills and abilities to match a different challenge" [14], leading to creativity, productive energy and performance. In such context, it appears as essential to underline that extrinsic motivation does not guarantee employees' performance in the absence of rewards. Regarding the influence of the intrinsic and extrinsic incentives on employees' performance, it should be mentioned the fact that the extrinsic motivational rewards (such as motivating salary, money) represent a prediction factor of the performance, and intrinsic incentives can determine, also, a high level of the individual performances [15].

Taking into account the motivational element in case of the employees, they respond to extrinsic and intrinsic incentives that the organization offers, contributing at the same time to the accomplishment of the organizational purposes and improving the performance [16]. A motivated employee will realize very well the tasks of the

organization, being proactive and implicated, thus leading to a high performance of the organization. As a consequence, high motivated employees have positive attitudes regarding their work and register high work performance which intensifies the organizational productivity [17].

Also, according to Hackman and Oldham's job characteristics model, there are three critical psychological states that a job must foster in order to achieve desired outcomes as work satisfaction and high-quality performance. Meaningfulness, responsibility for work outcomes and knowledge of work activity results are psychological states that are likely to occur when jobs are designed to contain five characteristics: skill variety, task identity, task significance, autonomy and feedback [4].

The scheme below highlights the established relationships between features that can be designed into jobs, the psychological effects of these features (such as the responsibility for work outcomes) and the outcomes of employees and organizations (such as satisfaction and work performance).

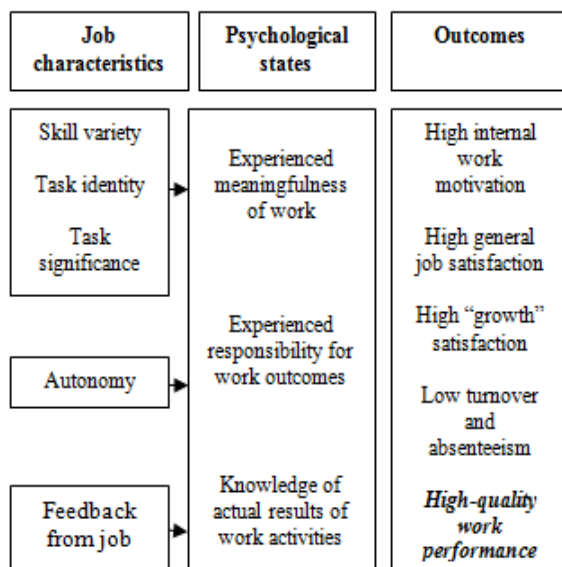


Fig. 1. The relationship between job characteristics and employees' work performance [4].

#### IV. HUMAN RESOURCES PERFORMANCE

To ensure a higher percentage of performance of their employees, managers should create the right structure that allows employees to have the autonomy and the skill variety they need to perform their tasks. In such context, it appears as essential to emphasize that the process of training human resources into direction of obtaining outcomes implies the influence of motivational forces which determines the achievement of high-quality work performance. Therefore, we can notice that job performance of employees is "partially determined by the

motivation to work hard and, therefore, increases in motivation should result in greater effort and higher performance [2]."

Concerning this issue, the term *performance* is used in order to identify how well an employee does the work, evaluating the results of the work [3].

#### V. PERFORMANCE CRITERIA AND RESEARCH FRAMEWORK DEVELOPMENT

##### A. Designing the Research Framework

In the light of this research, it is necessary to achieve an approach more concise of the relevant performance criteria which can be chosen to assess human resources performance in relation to motivation. In this context, the performance criteria defined in behavioral and individual terms must correspond with motivation which is also defined relating to the individual behavior [2]. In other words, the measurement of human resources performance should be related to individual behavior, considering motivation having an important role among factors such as ability, role expectation [2] and contributing to work performance.

In order to conceive a research framework development, there were established the motivational dimensions, according to Herzberg's theory, and the performance criteria to measure the human resources performance. Thus, it has been arrived at the idea of creating a research method design using intrinsic and extrinsic motivational dimensions and established human resources performance criteria.

##### B. Research Summary

The research framework examines an integrated approach regarding the influence of motivational factors on employees' performance in industrial firms, where the exploratory issues can offer useful conclusions regarding the interdependence between these elements and how they can influence overall company performance.

The main objective of the research framework is to identify employees' performance degree in relation to motivational factors. The research problem states that a high degree of performance is directly influenced by motivation. The scientific research aims at bringing into light the degree of motivation of employees from industrial companies, determining the prevalent type of motivation (intrinsic or extrinsic motivation) which coordinates their activities and influence their work performance.

This approach is very useful as it allows the establishment of the motivational factors which influence human resources performance in industrial companies, determining managers to focus their motivational strategies towards employees' needs and enhancing the overall organizational performance.

### C. Selecting the Research Items

Considering the contents of this paper, there were selected significant motivational factors, according to Herzberg's two factor theory. Within this view, there were chosen ten motivational factors, realizing the distinction between intrinsic factors (motivators) and extrinsic factors (hygienic), having as a model Herzberg's two factor theory. There were selected five intrinsic motivational factors (*value of work, appreciation and recognition, responsibility, personal development opportunities and advancement possibilities*) and five extrinsic motivational factors (*manager's competence, work conditions, salary, job security and company policies*). The selection of the motivational factors was realized applying as a research method the focus group [18], utilized to verify the content validity.

In order to provide a better understanding of human performance measurements and the influence of motivation, there were proposed ten appropriate performance criteria, related to individual and behavioral terms. A performance criterion represents the principle on the basis an appreciation or classification is made [11]. The performance criteria which were chosen are the following: temporal criteria (*permanent preoccupation for accomplishment of clients' demands in the established terms*), numeric criteria (*the degree of specific tasks realization, the acquirement of work related skills, work quantity accepted qualitatively, the ability of proposing or developing ideas and initiating new projects*), financial criteria (*the degree of persistence in achieving the predicted profit*), procedural criteria (*the compliance with external and internal rules, the ability and accuracy of completing work tasks, the procedure of collaboration with colleagues regarding the accomplishment of work tasks*) representation criteria (*errors in realizing the products designed for clients*).

This combination was chosen because we aim to check methods of assessing employees' performance, based on characteristic features and individual behavior [11].

## VI. CONCLUSION

The current research framework developed will be extended through a quantitative approach using a questionnaire and verifying the relationship between motivational factors and employees' work performance. It is noteworthy that this research study provides an integrated framework illustrating the main factors which motivate employees working in industrial companies, highlighting as well the influence of these issues on improving their work activities and the overall company performance. This framework could be further used by managers and academia as well, as a vehicle for improving organizational performance, taking into account employees' work motivation. There is no doubt that the current integration directions of the theories of

motivation explain employees' behaviors, their compatible needs with the job and energize in order to improve the performance of their work activities.

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