

MOTIVATION AND PERFORMANCE AT S.C. TASMANIA – OPTIMAL PERFORMANCE

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Abstract

The paper deals with a research made for S.C. Tasmania involving the motivation of employees. A system of values is involved in motivation, values which give a precise meaning and influences the degree of individual freedom, the accession to certain values. Optimal performance gave the result that, in research, intrinsic reasons are leading to higher and more stable performance over time than extrinsic ones.

Keywords: motivation, employees, organizational factors.

JEL classification: M₃₁, M₅₁, M₅₉.

Employees' motivation to work at *S.C. Tasmania* means the certitude that they will get, by doing the work in the given conditions, elements that will meet their own needs. In motivation is involved the system of values which gives a precise meaning and influence the degree of individual freedom, the accession to certain values.

The motivation of employees within *S.C. Tasmania*, to obtain good results in their work, acts by two groups of factors: internal and external. Internal factors are individual factors, among them fall: perceptions, attitudes, needs, interests, behaviours, value system. Organizational or external factors includes: salary and incentive system, specifying tasks, group work, supervisory control system, internal communication system, feedback, leisure etc. These interrelated factors cause, by the behaviour and motivated human, the capacity to adapt to different situations. Needs met are causing a physical balance, mental and spiritual of the individuals. But this balance is fragile and passenger in the sense that a new need has been met, causing an imbalance which again makes the individual to re-motivate.

The Manager of the *S.C. Tasmania* is likely to influence job satisfaction and therefore work performance. Different motivational theories have the purpose to show advantages and disadvantages that might occur involving them in strategies and policies of *S.C. Tasmania*.

With the condition to take into account that the motivation for work is primarily a personal matter, it may be influenced by policies and organizational strategies. The manager depending on his reaction to the consequences of the behaviour of subordinates can influence job satisfaction and therefore performance. Studying various theories of motivation is to highlight the advantages and disadvantages that might occur involving them in the firms' strategies and policies.

There are theories that examine organizational factors and theories that combine the two sets of factors in explaining human behaviour at work. But, be taken into account that work motivation is primarily a personal matter, but may be influenced by policies and organizational strategies. Motivation is not just a theoretical concept, an end in itself, it is actually to be a valuable "tool" used more intensely by the leaders to obtain high performance, meaning especially performance goals in optimal consumption and cost (lower) and quality (high), etc. Only in this way is explained the growing interest of practitioners for motivation, a purely theoretical concept until recently.

The relationship between the intensity of motivation and performance is dependent on the complexity of the activity (required job) that the individual has to fulfil. In simple tasks (repetitive routinely with automated components, with few options to resolve), as motivation' intensity increases is associated with the increase of the performance.

If complex tasks (creative, content-rich solution and variants), as the motivation increases is associated with increased performance until a certain point, after which the second decreases. This has been demonstrated by Yerkes and Dodson in the research conducted in 1908. On the same occasion was launched the concept of optimal motivation, that motivation intensity allows obtaining high performance or at least the expected ones, particularly in two situations, namely:

- **The difficulty of the task is perceived (estimated) right by the individual;** In this case, optimal motivation means a correspondence relationship, even of equivalence between the sizes of the two variables (eg, if task difficulty is high, means that it takes a great intensity motivation to carry it, if difficulty is average, average intensity of motivation is sufficient...etc).

- **When the difficulty of the task is perceived (estimated) incorrect by the person;** In this case, the individual will not be able to mobilize the energies and efforts to achieve the task. Difficulty of the task may be judged unfairly *underrating* it (in this case of *less motivation of the individual* he is acting under a power shortage, which will eventually lead to task failure) or by *overrating* it, causes that the *individual to be over motivated* and act under a surplus which could disrupt energy, stress, and may spend energy before facing the task etc.

In these circumstances, to obtain optimal motivational is needed a slight imbalance between the intensity of motivation and difficulty of the task. For example, if task difficulty is average, but

determined, incorrectly - as being big, then the average intensity of motivation is sufficient and therefore need a slight undermotivation. If task difficulty is average, but considered - wrongly - as small, medium intensity of motivation is sufficient and therefore indicates a slight overmotivation. Optimal motivation is obtained through the action of the two variants; on the one hand, by getting used the individuals to estimate fairly the difficulty of the task (drawing attention to its importance, including by highlighting its heavier moments, etc.) and furthermore, by manipulating the intensity of motivation to increase or decrease it (eg, induction of strong emotions can increase the intensity of motivation), in addition, must be considered also the types of reasons, and relations that are established between them in the motivational process. From here you can detach the following conclusions:

- Intrinsic reasons lead to higher performance and more stable over time than extrinsic reasons;
- Extrinsic reasons may be negative and positive.

The latter is more efficient - both production and human - than negative ones. Negative extrinsic reasons are preferable to be applied only in exceptional condition and performance of simple tasks requiring quantitative type. Positive extrinsic reasons are an important part in motivating performance activities. To achieve optimum motivation should be considered a permanent combination of positive extrinsic motivation with intrinsic motivation, in order to obtain not only increased performance but also the development of human potential of the personal life (Petrescu, I., 2005). It should be noted that the motivational optimum has a personal motivation and a group one. Motivation is by excellence individual, but is also largely the product of working social contexts. For example, if in a group or working party, the number of undermotivated individuals is bigger and has a stronger influence than the fairly motivated ones, then the motivational condition of the second is coming lower, having a negative effect in the performance of the whole team. Performances at *S.C. Tasmania* are, in a certain way, the amount of the individual performance of its members, which in turn depend on several factors, according to the relationship (Rasm, C., 1995):

$P_i=f(M,C,I)$ where: P_i - the performance of a member of the organization;

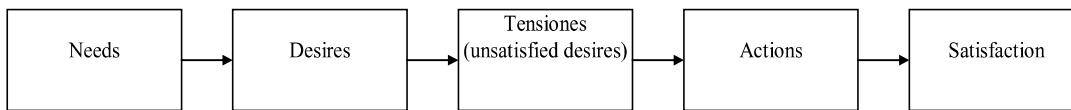
M - its motivation; C - capacity to work;

I - the image that he has about his own role in the enterprise.

At the base of human condition there are always a set of mobiles - needs, tendencies, desires, intentions, ideals, supporting the achievement of certain facts and actions and adopting certain attitudes.

These mobiles are elements interposed between environmental stimulus and individual relationships, causing a certain behavior, by this factor must be fully aware each training course leader in this kind of duties.

Note that motivation is based on needs and causes a chain reaction, according to the following scheme (Fig. 1.):



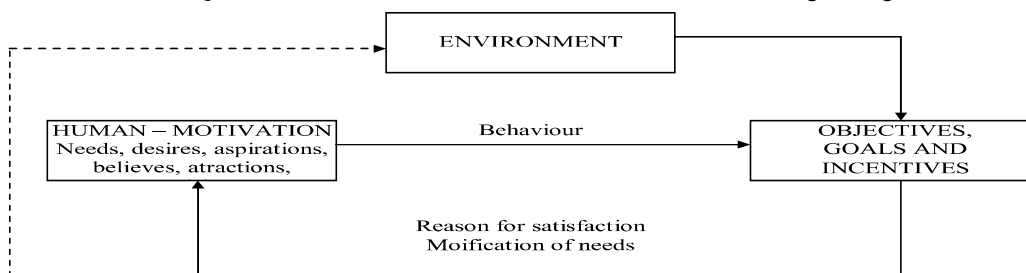
Source: C.Rusu, 2003, p.16

Fig 1. The chain of needs – satisfaction

From the research conducted we find that motivating factors at *S.C. Tasmania* are those elements that determine an employee to perform certain actions or adopt certain attitudes, such as salary, peer esteem, acquiring a prestigious title, occupying a high position, etc. Also, these factors can ensure the agreement on the conflicting needs and also can ensure a priority in meeting different needs.

We find that satisfaction is a state of content that occurs when a desire is satisfied. In other words, we can say that the motivation is the employment result in the race for support and satisfaction is linked to results already obtained, the difference between the two concepts explains why a person can have high job satisfaction and low motivation for his work and vice versa. Note that the human behaviour is sometimes random, which is oriented to specific goals or environmental incentives that are attractive only because motivations satisfy individually the people.

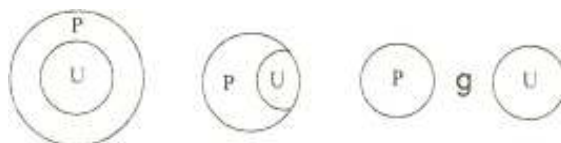
Motivational process at *S.C. Tasmania* can be structured according to Fig. 2.



Source: C. Rusu, M. Voicu, 1995, p. 219

Fig. 2 Restructuring of motivation. Motivational process scheme

Also the economical function of motivation can be represented as fallows in fig. 3.



Source: C. Rusu, M. Voicu, 1995, p. 220

Fig. 3. The economical function of motivation

Symbols:

P – Capabilities (professional, moral, physical) asked at the working place;

U – The capabilities proven by the candidate.

The success of an employee at S.C. Tasmania at an exam for a post does not mean that he will act so its behaviour is identical to P, passing the examination shall certify the candidate's ability (so U), and not the intention to engage already in this work. This depends meanwhile of what consideration is given for his remuneration and motivation, being also cases where employees who have succeeded very well in exams were not capped or did not went up in the career.

Employees were found with good physical and mental qualities, with optimal working conditions, but who works differently: some with excellent results and others was reaching to a hostile and indifferent behaviour. So it can not be simply that:

Work output = x training skills

Since the ability to work efficiently is the result of a dynamic work, this is effective when the employer's capabilities are supported by motivation.

From here follows the relationship: **Work output = x motivation ability – fatigue**. The way that employees understand how to give what they posed depends very much both of their real capacity and also of the management requirements from S.C. Tasmania. (Fig. 4).

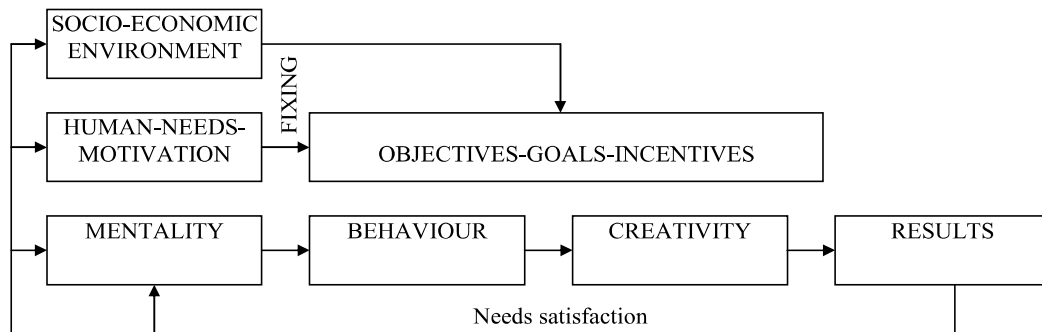


Fig. 4. Relationship: mind - creativity – results

Conclusions

The study allowed us to make clear that the employee, in its usual work activity, proceed in several ways:

- Can make quantitative standard, but the quality is ensured in lower limit;
- Can achieve qualitative and quantitative standard in good condition;
- Can work only under constant surveillance;
- Can work without being so controlled and supervised.

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