Employee Motivation - Component in the Management Strategy Implementation
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Abstract:
Motivation is a part of the strategic plan of an organization, regardless of its type. Strategic management is part of an entity's resources to achieve its goals. The involvement of the manager and the management team, the knowledge of the context in which they operate, the setting of objectives, trends identification in the activity field, the technological upgrade and the alignment with the online environment, make the target of the organization easier to reach. And in a micro-enterprise case with only 9 employees, the motivational policies can be used, shortly after their implementation.

Keywords: Motivation, strategic management, public organizations, management strategies, management.

I. INTRODUCTION

The success factors of implementing a strategic plan in an organization can be represented as pyramid elements. Thus, if one of these elements is not optimized and presents deficiencies, then the efficiency of the strategic plan implementation will suffer and the organization objectives will be delayed. Human resources are the foundation of the pyramid structure in the intention to suggest that employees are the basis of any action, within an organization-type entity. The person responsible for implementing the strategic plan is responsible for addressing human resources issues, including their motivation.

II. MOTIVATION IN STRATEGIC MANAGEMENT

The complexity of the concept makes it difficult to have a simple, unanimously accepted definition. It has not yet been possible to find a satisfying answer to the question "What makes employees work efficiently"? The difficulty is determined by the fact that any researcher must make some assumptions about the reasons for the behavior he observed or recorded. As a result, there will always be a certain element of subjectivity in the reasoning about motivation. However, we can agree with the following definition:

Motivation is the process in which people choose different forms of behavior to achieve personal goals.

The relationship between work performance and employee motivation is as follows:

$P = f(Me, A, M)$  
(Victor Vroom)

where:

$P =$ performance  
$Me =$ area/work climate  
$A =$ ability  
$M =$ motivation

Leaders' efforts to motivate their employees determine the following benefits:

- Positive attitude towards the organization;
- Reduced staff turnover;
- Low absenteeism rates;
- Increased quality of services;
- Compliance with deadlines;
- Creativity and taking responsibility.

To determine the factors that influence the behavior of the individual, research has been undertaken that has highlighted the relationship between need (necessity) and reason.

Starting from clinical observations, Abraham Maslow developed two fundamental ideas:

- human needs can be ranked on five levels that can be represented by a pyramid;
as long as a need is not met, it is a source of motivation. Once it has been met, the need for a higher level will become a new source of motivation.

The delicate situation in public management, namely the motivation of the officials in this field, encounters in Romania the retention to move from a society where a socialist ideology predominates in the collective mind, to a society that has adopted rather the democratic institutional form, but not the individualistic essence (assuming responsibility for each action taken). One of the main causes, for the dysfunctions of the administrative system in Romania, is also the precariousness of the personnel policies or even their absence. Personnel policies do not sufficiently stimulate civil employees, and the mindset of human resources changes according to market trends. They are tempted to perform their tasks at an acceptable level. This manner of co-interest leads to a decrease in the quality of public services. Mobilizing the efforts of the human resources working in a public entity is a condition of the success of reaching the objectives in this organization. It is directly related to the concept of strategic management, since it consists in defining the fundamental options on the basis of which it will try to reunite the efforts of all, according to the attributions stipulated in the job descriptions, in order to achieve the objectives that are set for that organization. One of the main roles of the management board, more precisely the public managers, consists in "to make sense" to the action of the persons who work within the institutions of the public administration, including during periods of significant changes or transformations.

The expression "to make sense" must be perceived in two areas:
- To give meaning to the activities undertaken;
- Provide a direction to be followed, a certain positive, ascending predictability.

Mobilization can thus be perceived as a formula of the form: 
Mobilization = Focus + Motivation

Focusing means, for a manager, to indicate the meaning in which each member of the team must evolve. For this, the manager must:

1. Indicate the direction to be followed: to say where to go, what are the targets that the respective entity has to achieve, which are the objectives to be achieved in the chosen period of time. Defining the priority objectives represents the fundamental mission of the leaders of a public institution, being the essence...
of the effort to focus the energies. In fact, there are two sublime ways of not achieving one's goals: the first is to not have them, and the second is to target conflicting goals.

2. Achieve a harmony between the individual efforts: make others adhere to the objectives, strategy, values chosen by:
- Establishing a leadership style that encourages membership, participatory management;
- Developing an active and real communication technique with an optimal information exchange;
- Providing feedback, analyzing the results obtained, including studying and debating lessons learned and examples offered;
- Reducing conflicts by limiting "natural" oppositions, which exist in all groups and developing synergies within and between teams;
- Identification and stimulation of dynamic forces, that is to allow those who, from temperament, training, competence or ambition, do things to advance in the desired direction, to play the role of "locomotive", without removing the spirit of teamwork.

III. MOTIVATION TOOLS

Managers in the public system have two basic levers to motivate:
1. Financial motivation;

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Quantifying the activities quality in public institutions is difficult to achieve. Civil employees receive money rights in relation to working time. The question arises how differentiation can be made in relation to the quality of work and the results obtained. The salary classes for each position and job cannot fully meet the requirements of the reality existing in the organization. The experience and the studies in the field allowed to identify important problems: the financial element plays a fundamental role in motivating the civil employees as long as a decent level of payment is not reached; on the contrary, once this level is reached (this being evaluated by the officials, independently and on their own initiative, by comparative analysis with other occupations), the financial factor ceases to be important in relation to the non-financial one. Regarding the financial aspects themselves we can note: they exert the strongest effect in the short term; a significant increase in salary (or bonuses award) will result in an increase in motivation, but not for long time; an interesting effect is created, that is, if another growth does not occur immediately, the motivation is reduced very quickly; the financial element is important, if it gives rise to a "differentiation" sufficiently clear from other positions, to be felt as a merits recognition (the symbolic aspect counts next to the amount level). Financial motivation is a complex problem on 4 axes:

- Basic remuneration, including salary increases;
- Bonuses related to individual results;
- Salary increases related to team results;
- Increases related to the overall results of the membership organization, including annual awards in the form of bonuses which are distributed among civil employees. This creates a climate conducive to teamwork, collaboration and mutual control.

It is absolutely necessary to combine the 4 elements, in order to avoid the occurrence of perverse effects (too many individual premiums affect the team spirit, while the excessive emphasis on the overall results does not produce the desired improvement in the level of personal efforts). It is important to be aware that the financial factor is never enough. In order to prevent the mobility of the staff and for their retention, there are such forms of motivation as those presented above.

2. Non-financial motivation
This presents more numerous and efficient aspects than one might think.

The most important ones can be:

Consideration of:
- Respect for people and work done;
- Listening, informing, dialogue;
- Visible signs of value recognition (a word, a gesture, a thanks letter, a merit diploma).

Accountability for:
- Objectives;
- Results;
- Budget management;
- The importance of the work done for others (team members, citizen, state).
"Pride" of belonging to a group, often devalued in the modern public function. No one will want to make a special effort for an organization that has a negative image.

Work content.
The power, the prestige of the occupied position. Perspectives related to the actual job (advancement, career). Belonging reputation institution. The promotion of a performance indicators system represents a relatively recent step in the personnel policy of the administrative system in Romania.

The performance indicators system has a dual role:
- Stimulates the employees to obtain the best results;
- Allows for an contribution evaluation of each to the final result.

Figure.3. Aspects regarding non-financial motivation
Source - Author
This incomplete figure shows that non-financial motivating factors are not only numerous, but also essential. Each manager must find the best combination to make sense of the action of each member; the fairness of these strategic choices is the element that distinguishes the great leaders.

The public managers have the obligation to:
- Define the motivation fundamentals within the entity they lead (principles, values, tools that can be used);
- To make them known;
- To initiate a dynamic of putting into practice these principles and values in daily activity;
- To give a positive example, towards the own team and during the contacts with other collaborators.

Effort mobilization is one of the essential public manager’s functions; they are the persons who have the obligation to clarify the mission of the subordinate entity, to set the objectives, to define the strategy and to choose the optimal motivational levers to stimulate the collaborators.

Myths of motivation

Myth number 1 - “I can motivate people”
In fact, you have to think differently: they have to motivate themselves. You as a leader can only create the right environment for them to find what really motivates them.

Myth number 2 - “Money is a good motivator”
Money does not necessarily produce motivation but prevents its decrease.

Myth number 3 - “Fear is a good motivator”
Only for a short time.

Myth number 4 - “What motivates me motivates my collaborators”
Each individual is different from the others, so he is motivated by different things.

Myth number 5 - “It is difficult to know what motivates your employees”
It is not easy, but neither is it impossible. It just takes patience and a lot of attention.

CASE STUDY
The company "Work and art" is considered, with a field of activity in textile garments. This has its working point on "Grigore Antipa" street. It consists of 9 workers (female) in the textile field, 1 accountant and a company manager. Due to external factors, the production expected at the end of 2019 was 75%. Thus, the manager sought to identify and implement a management strategy to meet the target set for 2020, respectively reaching the 95% threshold.

If from a technological point of view, the means available are relatively new - production 2017;

Promotion and marketing in the online environment is very good, this being done in collaboration with the company "Your brand is the future!";
The mobility of the human resource is reduced, during the last two years, the staff remains unchanged;
Contracting is on a positive trend, the big clients remaining faithful to the company;
Taxes to the state are paid up to date and there are no arrears regarding the employees' money rights;
the manager wanted to find out what is the optimal management strategy applicable and suitable for his company to achieve the objectives.

Thus, we started from the following hypotheses:
1. The motivation of the staff is low, the routine intervened
2. The informal leader among the employees is demotivated and the other employees copy their organizational behavior
Given the small number of employees we chose to use the questionnaire and the brainstorming method.
Thus, 2 days were needed to carry out these activities.

Following the interpretation of the questionnaire results, the following conclusions were drawn:
- The level of self motivation is very low;
- The routine is installed among the employees;
- The informal leader is the person with the highest experience, but is on the threshold of retirement;
- In the last 2 years there have been no salary increases and no bonuses or no other material advantages have been granted
The following day the brainstorming method was adopted, the employees being encouraged to free and productive discussions, were challenged to identify the solutions necessary to optimize the activity and to discuss these solutions. After using the 2 tools, the company manager understood that, from the strategies adopted for his micro-business, the motivation strategy of the employees is missing. Thus, in January 2020, he granted a salary increase of 10% of the salary and diversified the contracts, obtaining a collaboration with a company that sells clothes for children. At the beginning of February 2020, following the analyzes carried out, it was found that the revenue increase by 10% and the change of the collective mind. The novelty of the orders received, the emotional factor included in them and the financial motivation led to these results.

IV. CONCLUSIONS
The manager as a strategist must have a clear vision and anchored to the reality of the environment in which his organization operates. Specific to the strategic approach is where you want to reach, where you want to be the organization and what you will do to achieve your vision through a clear document and action plan. The trends in the field, the actors involved, the context in which they act, are factors that indicate the way to go. Thinking tactically you go operational. How will you achieve your strategy and when? If the vision triggers the process leading to the large-scale plan that you will follow in order to make the dream happen, tactics are the specific actions that the management team takes to follow the plan. Whether you are planning for the entire organization or just for one department, the concepts are the same. Only the scale is different. Start with the vision statement (mission statement).
When you know what the vision is, you can develop a strategy that will reach your vision. When you have decided on a strategy, you can develop tactics to accomplish the strategy. When you set the tactics, you will know the way forward and take into account the motivational tools available. Human resource is the most important resource of an organization. Without an active, timely and continuous motivation, the management strategies will suffer and, implicitly, the activity of the whole organization. Without an anchor in reality, the objectives of the organization will suffer.

V. REFERENCES


