

**RESEARCH CONCERNING S.C. DIGITAL CABLE SYSTEMS S.A.
EMPLOYEES' MOTIVATION LEVEL**

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***Abstract:** The purpose of this paper was to carry out a qualitative research in order to identify the level of motivation of the employees of the company Digital Cable Systems S.A. In order to achieve this purpose, we used the in-depth interview, on a number of 14 subjects. However, in addition to this goal, this paper aims at determining the importance of motivation in the human resource management and also the importance of a good management of human resources for any company.*

Key words: motivation, employees, research, Digital Cable Systems S.A.

INTRODUCTION

According to the specialised literature, *the human resources management implies an overall, global, interdisciplinary and professional approach of the staff problems within an organization* [8].

The famous authors Bratton John and Gold Jeff define very clearly the concept, as follows: „*Human resource management (HRM) is a strategic approach to managing employment relations which emphasizes that leveraging people's capabilities and commitment is critical to achieving sustainable competitive advantage or superior public services. This is accomplished through a distinctive set of integrated employment policies, programmes and practices, embedded in an organizational and societal context*". [2]

Being, as we have shown above, the field of many studies, the staff function turned, over time, into *the human resources function* [12], and subsequently became *the human resources management, a dominating field nowadays*. The term of *human resources* is not only a change in the name, it is also a change in the content. This change is reflected, first of all, in the *vision of perspective* and in the *strategic importance* of this scientific field for the success of an organization [10].

Human resources management (HRM) has gained rapid and widespread acceptance as a new term for managing employment. It remains, however, an ambiguous concept [7].

The main role of human resources at the scale of the entire society can also be found at company level, a fact recognized and argued by many scientists in various countries. „*People are a common resource and, at the same time, a key resource, a current and future vital resource, of all organizations, which ensures their competitive survival, development and success*" [9]. The manager of the European company well-known for its competitiveness and innovation - Merk – stated that “human resources are much too important to be approached only by the personnel department” [1].

The objectives of an organization can only be achieved with the help of people who know what, how much and how it must be done. Some specialists in this field, in one of their papers, said: “*What is an organization without its employees? There is nothing in the absence of human resources, possibly a lot of expensive equipment*" [5].

People work together to achieve organizational objectives, in order to achieve their own objectives. According to the Peter principle that claims that each individual manages to eventually reach his/her own level of incompetence, organizations resist only through the work of those who have not reached their own level of incompetence. The principle is also known as "the crim rises until it sours" [16].

MATERIALS AND METHODS

Motivation refers to the aspects underlying behaviour [11]. According to Rokeach (1973) [14], this word is one of the most important factors for the understanding and management of the organizational behaviour, because it explains why employees behave or act in a certain way.

Motivation represents the energy that makes employees progress towards a certain action; motivation with strengthen employees' willingness to work and the latter, in their turn, will increase the efficacy and competence of the organization.

Through motivation, managers want to make sure that the direction of their employees' behaviours goes hand in hand with the organization, that they are independent when they fulfil their tasks, they are innovative and come with creative ideas.

The employees who are motivated are more ambitious, more creative and also more perseverant in achieving their objectives, which imply, in their turn, that a motivated labour will function more efficiently [11].

Wiley (1995) writes about work motivation as follows "Motivation is inferred from a systematic analysis of how personal, task and environmental characteristics influence behaviour and job performance" [15].

Motivation can be defined as the process that activates, orients and maintains the employees' behaviour in order to achieve a purpose depending on certain needs and aspirations [3].

As a whole, work motivation defines a process in which employees are stimulated in a certain organization with the purpose of achieving its goals.

The importance of the motivational factors varies from one culture to another.

The attitude towards work has been and is viewed from being completely undignified and humiliating, at one side, to something honourable and worth recognizing, on the other side. It has been seen as an obligation, a duty, and a necessary evil. Most cultures consider work as being this last option, namely a necessary evil. The most eloquent example is, perhaps, the Western culture, where work is an activity that is not always pleasant, but which brings fortune and development. Two American researchers, Copeland and Griggs, define Western people's attitude towards work as follows: *"It is because of the Puritan work ethics and beliefs into the cause-consequence relation that the members of the western culture do their jobs with dignity... The job gives them dignity, so they often define themselves by the everyday activity they are engaged in."* [4].

Japanese have, in their turn, the same positive view of work, but unlike Westerns, their motivation is not driven by material gains, which are only a consequence of work, but by belonging to a group. Nevertheless, in both cases, works gives them an identity. The difference of conception can be easily seen from how they introduce themselves: a western will always introduce himself or herself by his or her occupation, by what he or she does, saying *"I'm a doctor"* or *"I'm an engineer"*, while a Japanese will introduce himself or herself through the company he or she works for, saying *"I'm Tanaka from Toyota"*.

In other cultures, work is perceived negatively. In South America, for example, work has *degrees of acceptance*. A graduate from university will never accept to perform work viewed as being beneath his or her training, even if it might bring to him or her more money. At the same time, it would bring his/her co-workers' despise. The same thing was noticed in a few countries in the Middle East.

In Japan, work is a lifestyle, it is above everything. However, in recent years, overwork performed by Japanese has begun to be recognized as a national problem due to the number of its victims. A more recent survey carried out by the Japanese Prime

Minister's Office revealed that 63% of interviewees mention chronic fatigue, and a continuous state of stress. Unlike 1979, when 48% said they were perfectly healthy, in 1992 only 26% remained in this category. In Japan, a *National Defense Counsel for Victims of Karoshi* was established, karoshi being the name given by Japanese to this illness caused by overwork [6].

In order to carry out a research related to the degree of motivation of the employees of S.C Digital Cable Systems SA the *in-depth interview* was selected, and thus a qualitative research was performed. The in-depth interview implies the collection of detailed information, the application of additional questions, if the interviewer wishes to deepen the subject. The in-depth interview provides both the respondent and the operator with a relaxing atmosphere, a free discussion, and the answers are more complex and real. Through the in-depth interview, the interviewer actively involves the respondent into the discussion [17]. We recommend using this technique when we want to know the motivations of a certain public group or the role of emotions in the decision-making processes. Focusing on such delicate topics, it is important for the interviewer to be very well prepared.

The advantages of the in-depth interview [18]: open questions leave room for more detailed answers; more complete topics can be approached.

The limitations of the in-depth interview [18]: Hard to code afterwards, for an analysis of the content; interviewers have a very important role in the general direction of the discussion, and can influence the received answers, even unwillingly.

The volume of the sample analysed is of 14 persons who work in the same department and have the same tasks and objectives.

The purpose of the research. *Research related to the degree of motivation of the employees of S.C. Digital Cable Systems. S.A.*

The objectives of the research are presented in Table no. 1.

Table 1.

Objectives of the qualitative research

Main objectives	Secondary objectives
<ul style="list-style-type: none"> Identifying the degree of motivation of the company employees; 	<ul style="list-style-type: none"> Identifying the seniority in the company;
<ul style="list-style-type: none"> Determining the motivating factors for each department employee; 	<ul style="list-style-type: none"> Determining measures for the future;
<ul style="list-style-type: none"> Determining the most important motivating factor; 	<ul style="list-style-type: none"> Determining respondents' monthly income.
<ul style="list-style-type: none"> Identifying employees' level of satisfaction. 	

The interview guide. The interview comprises 7 questions that have the ultimate purpose of identifying the degree of motivation of the employee of the company SC. Digital Cable Systems. S.A.

- Lately, discussions related to motivation are increasing. What is motivation for you?**
 - What does a motivated person mean to you?
 - Who can be considered a motivated person in this company?
- How do you believe a person could be motivated?**
 - What do you think are the most important needs that need to be met?
 - Do you believe that all persons need motivation?

3. **In your opinion, what is the reason why motivation has become so important ?**
 - Do you think people have reached the point where they always need a motivating factor?
 - If so, in what way? If not, why?
4. **Could you tell me, in your case, which are the main factors that motivate you in this workplace?**
 - Do you think your needs are satisfied?
 - Do you see yourself as a motivated employee ?
5. **Does the financial or non-financial motivation matter to you more?**
 - Does only the salary or the working environment in the company matter as well?
6. **In your opinion, the company Digital Cable Systems motivates you sufficiently ?**
 - If not, why? What makes you remain an employee if you are not satisfied?
7. **In your opinion, do you believe that the situation could improve in the company?**
 - If so, how?
 - If not, why?

RESEARCH RESULTS

At the first question of the interview, answers differed from one employee to another, each sees motivation in his or her own way. We have not received a clear answer concerning the motivated person in the company, answers somewhat avoided naming a certain employee, and general specifications were preferred.

It is clear that everybody needs motivation, the percentage is 100% at the second question of the interview.

At the question how a person can be motivated, most answers were related more to the non-financial aspect, such as: safety on the job, a pleasant working environment, the communication with the co-workers. Small part of them deemed that a person can be motivated only by salary and bonuses.

At question number 4, we identified a multitude of motivating factors in this workplace, such as: a pleasant working environment, stability, safety, flexibility, working hours, salary.

To a great extent, employees' need are being satisfied for the moment, employees believe they are motivated in the company. Both forms of motivation are very important, both the financial and the non-financial one. Most employees specified that both are equally important and that one form of motivation cannot exist in the absence of the other. Not only the salary matters to employees, the working environment is a more important factor. Cumulated, they seem to bring the motivation needed by each employee.

At question no. 6, all employees mentioned that, nevertheless, they felt motivated at this workplace.

At the last question, we received several proposals for the improvement of the activity, among which:

1. More efficient communication between the departments;
2. Giving bonuses for the results obtained;
3. Organizing trainings;
4. Improving the quality of the services provided;

5. Better employee training.

Following the research performed, we identified that most of the employees are satisfied with their current job, while the persons that feel dissatisfied can be easily identified by observing their behaviour and involvement in the daily activities.

The company management should be more concerned with the employees' needs, with listening to their opinions, satisfactions and dissatisfactions. Their working conditions are satisfactory, most employees believe that their working environment is pleasant, and the conditions are favourable.

For the employees who believe that non-financial motivation is much more important than the financial one, we also found out the reason for their answer. Non-financial motivation, especially the working environment, has multiple benefits:

1. Elimination stress and increasing the effort capacity;
2. Forming a strong bond between the workplace and the employee's mood;
3. Increasing team cohesion and improving communication;
4. Customers will like to remember the discussions with the company employees.

A few variables that influence employee's motivation were also identified.

1. To KNOW how to do what is required for my position
2. To BE ABLE to do what it is required for my position
3. To LIKE and to WANT to do what it is required for my position
4. High PERFORMANCE = good results at the workplace.

Thus, the employee, even if he/she has the knowledge and abilities required for the efficient exercise of the professional duties, but does not like what he/she does and does not want to improve the work, then we cannot talk about the improvement of performance. In order to make sure that the employee likes what he/she does, this aspect is related to his/her professional interests and it is best solved by employing the appropriate persons for the vacancies, by promoting them based on their merit or transfer, depending on their professional needs.

CONCLUSIONS

There are various needs at the workplace: stability, appreciation, belonging to a group, personal/professional accomplishment, salary, etc. Depending on the employee's needs, the manager can build his/her own motivation system by individual approach, providing the employees with what they really need, obviously in harmony with what the company can offer, in such a way as to maintain its profitability.

The main purpose is to have motivated employees in the company resulting in the increase of performance at the workplace.

In this respect, we recommend to the management of the organization to apply the Total Performance Scorecard model, because it can be a real possibility to improve human resources management, which is a systemic improvement, development and continuous, gradual and routine learning process. This concept can be more successful than the traditional ones (where most of the times improvement is cosmeticized), because the real organizational change and improvement can be obtained if people change and improve inside, and this interior involvement is part of TPS, which aims at the maximum involvement and devotion of all persons involved, and at encouraging individual learning, team learning and creativity. The main argument supporting this theory is that, if the personal purpose of an employee is consistent with the one of his/her organization, then he/she will think and will work towards achieving the joint purpose of the organization [13].

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