

STUDY CONCERNING MOTIVATION AND SATISFACTION AT WORK OF THE EMPLOYEES OF AN AGRICULTURAL ORGANIZATION

MĂDĂLINA BRUTU¹

¹ *University of Pitești, Romania*
e-mail: madalinabrutu@yahoo.com

Abstract: *The purpose of the research is to study the degree of satisfaction of the employees of an agricultural organization. We are primarily aiming at determining the extent to which the employees of this organization are satisfied with the conditions provided at work and especially what their opinions are in relation to the company management. The research included three assumptions: between the acknowledgement of the merits and the wages level there is a statistically significant positive relationship; between the quality of the collaboration with the top management and the feedback from the superior there is a statistically significant positive relationship; between the activity implied by work itself and the salary level there is a statistically significant negative relationship. Following the research the result obtained led to the conclusion that all three assumptions are acceptable.*

Key words: *motivation and satisfaction at work of the employees, agricultural organization, research*

INTRODUCTION

The purpose of the research is to study the degree of satisfaction of the employees of an agricultural organization. We are primarily aiming at determining the extent to which the employees of this organization are satisfied with the conditions provided at work and especially what their opinions are in relation to the company management.

The objectives of the research are: to determine employees' attitude concerning the company management, and to establish the organization employees' degree of satisfaction.

In order to carry out an efficient study, we first need to schedule our research, and to set the stages and to determine the resources required to perform an optimal research and to obtain the information needed for the decision-making process.

The study included: creating the sample; determining the size of the sample; preparing the questionnaire; managing the questionnaire; processing and analysing the data obtained

MATERIALS AND METHODS

The research hypotheses are: between the recognition of the merits and the salary level there is a statistically significant positive correlation; between the quality of the collaboration with the top management and the superior's feedback there is a statistically significant positive correlation; between the activity implied by the work itself and the salary level there is a statistically significant negative correlation.

The size of the sample will be 15 persons, employees of an agricultural organization, in the Argeș County, who will be willing to spend 5 minutes filling in our questionnaire. These persons will be interviewed by us in order to obtain the information required.

The research will be carried out based on the questionnaire applied within the agricultural organization. The questionnaires will be filled in at the office of the organization, and each will last 5 –10 minutes. In the end, the content of all questionnaires will be analysed and they will be entered SPSS. The preparation of the questionnaire is an

activity of utmost importance for any marketing research based on a sample survey, because the quality of the questionnaire determines the results of the research.

RESEARCH RESULTS

For the assessment and interpretation of the results obtained, we used the univariate and bivariate analysis

a. The univariate analysis

Q1. The respect with which you are treated as an employee

Table 1

Statistics

The respect with which you are treated as an employee		
N	Valid	15
	Missing	0
Mean		4.0667
Mode		4.00
Std. Deviation		.79881

The respect with which you are treated as an employee					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Averagely satisfied	4	26.7	26.7	26.7
	Satisfied	6	40.0	40.0	66.7
	Very satisfied	5	33.3	33.3	100.0
	Total	15	100.0	100.0	

According to the results obtained following the research, the following percentages were obtained: 40% of the respondents are satisfied concerning the respect with which they are treated as employees, 33.3% of them are very satisfied, and 26.7% are averagely satisfied. Consequently, the central tendency at the sample level (relative frequency) is given by the “Satisfied” answer version, with a percentage of 40 %, which shows that almost half of the respondents are satisfied in relation to the respect with which they are treated as employees.

Q2. Possibilities of development of the specialist skill

Table 2

Statistics

Possibilities of development of the specialist skill		
N	Valid	15
	Missing	0
Mean		3.7333
Mode		3.00
Std. Deviation		.79881

Possibilities of development of the specialist skill					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Averagely satisfied	7	46.7	46.7	46.7
	Satisfied	5	33.3	33.3	80.0
	Very satisfied	3	20.0	20.0	100.0
	Total	15	100.0	100.0	

According to the results obtained following the research, the following percentages were obtained: 33.3% of the respondents are satisfied in relation to the possibilities to develop their specialist skills, 20% of them are very satisfied, and 46.7% are averagely satisfied. The central tendency at the sample level (relative frequency) is given by the answer version "Averagely satisfied" with a percentage of 46.7 %, which shows that

almost half of the respondents are satisfied in relation to the possibilities of development of the specialist skill.

Q3. Recognition of merits

Table 3

Statistics

Recognition of merits

N	Valid	15
	Missing	0
Mean		4.2000
Mode		4.00 ^a
Std. Deviation		.77460

a. Multiple modes exist. The smallest value is shown

Recognition of merits

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Averagely satisfied	3	20.0	20.0
	Satisfied	6	40.0	60.0
	Very satisfied	6	40.0	100.0
	Total	15	100.0	100.0

According to the results obtained following the research, we obtained the following percentages: 40% of the respondents are satisfied in relation the respect with which they are treated as employees, 40% of them are very satisfied, and 20 % are averagely satisfied.

The central tendency at the sample level (relative frequency) is given by the answer version "Satisfied" together with the answer version "Very satisfied" both having a percentage of 40%, which shows that the respondents are satisfied with the recognition of merits.

Q4. The activity implied by the work itself

Table 4

Statistics

The activity implied by the work itself

N	Valid	15
	Missing	0
Mean		3.7333
Mode		3.00
Std. Deviation		.79881

The activity implied by the work itself

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Averagely satisfied	7	46.7	46.7
	Satisfied	5	33.3	80.0
	Very satisfied	3	20.0	100.0
	Total	15	100.0	100.0

Following the application of the questionnaires, the following percentages were obtained: 33.3% of the respondents are satisfied in relation to the work activity, 20 % of them are very satisfied, and 46,7 % are averagely satisfied. The central tendency at the sample level (relative frequency) is given by the answer version "Averagely satisfied" with a percentage of 46.7%, which shows that an important part of the respondents are not very satisfied in relation to the work activity itself.

Q5. Salary level

Table 5

Statistics

Salary level

N	Valid	15
	Missing	0
Mean		3.0667
Mode		3.00
Std. Deviation		.79881

Salary level

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unsatisfied	3	20.0	20.0
	Averagely satisfied	9	60.0	80.0
	Satisfied	2	13.3	93.3
	Very satisfied	1	6.7	100.0
	Total	15	100.0	100.0

Following the research, the following results were obtained: 13.3% of the respondents are satisfied in relation to the salary level, 6.7% of them are very satisfied, 20% are not satisfied, and 60% are averagely satisfied. The central tendency at the sample level (relative frequency) is given by the answer version "Averagely satisfied" with a percentage of 60 %, which shows that more than half of the respondents are little satisfied in relation to the salary level.

Q6. Quality of the collaboration with the top management

Table 6

Statistics

Quality of the collaboration with the top management

N	Valid	15
	Missing	0
Mean		3.8667
Mode		4.00
Std. Deviation		.63994

Quality of the collaboration with the top management

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Averagely satisfied	4	26.7	26.7
	Satisfied	9	60.0	86.7
	Very satisfied	2	13.3	100.0
	Total	15	100.0	100.0

Following the research, the following results were obtained: 60% of the respondents are satisfied in relation to quality of the collaboration with the top management, 13.3% of them are very satisfied, and 26,7 % are averagely satisfied. The central tendency at the sample level (relative frequency) is given by the answer version "Satisfied" with a percentage of 60%, which shows that more than half of the respondents are satisfied in relation to the collaboration with the top management.

Q7. Degree of responsibility invested

Table 7

Statistics

Degree of responsibility invested		
N	Valid	15
	Missing	0
Mean		4.0000
Mode		4.00
Std. Deviation		.65465

Degree of responsibility invested					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Averagely satisfied	3	20.0	20.0	20.0
	Satisfied	9	60.0	60.0	80.0
	Very satisfied	3	20.0	20.0	100.0
	Total	15	100.0	100.0	

Following the research, the following results were obtained: 60% of the respondents are satisfied in relation to the degree of responsibility invested, 20% of them are very satisfied, and 20% are averagely satisfied. The central tendency at the sample level (relative frequency) is given by the answer version “Satisfied” with a percentage of 60%, which shows that more than half of the respondents are satisfied in relation to degree of responsibility invested at the workplace.

Q8. Internal opportunities

Table 8

Statistics

Internal opportunities		
N	Valid	15
	Missing	0
Mean		3.9333
Mode		4.00
Std. Deviation		.45774

Internal opportunities					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Averagely satisfied	2	13.3	13.3	13.3
	Satisfied	12	80.0	80.0	93.3
	Very satisfied	1	6.7	6.7	100.0
	Total	15	100.0	100.0	

Following the research, the following results were obtained: 80% of the respondents are satisfied in relation to internal opportunities, 6.7% of them are very satisfied, and 13,3% are averagely satisfied. The central tendency at the sample level (relative frequency) is given by the answer version “Satisfied” with a percentage of 80 %, which shows that more than half of the respondents are satisfied in relation to internal opportunities they have.

Q9. Is the cooperation between the various departments of the organization encouraged?

Table 9

Statistics

Is the cooperation between the various departments of the organization encouraged?

N	Valid	15
	Missing	0
Mean		1.2000
Std. Deviation		.41404

Is the cooperation between the various departments of the organization encouraged?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Da	12	80.0	80.0	80.0
Valid Nu	3	20.0	20.0	100.0
Total	15	100.0	100.0	

Following the research, the following results were obtained: 80% of the respondents deem that the cooperation between the various departments of the organization is encouraged, while the remaining 20% do not think this is the case. The central tendency at the sample level (relative frequency) is given by the answer version "Yes" with a percentage of 80 %, which shows that almost all the respondents deem that the cooperation between the various departments of the organization is encouraged.

Q10. Job security

Table 10

Statistics

Job security

N	Valid	15
	Missing	0
Mean		4.1333
Mode		4.00
Std. Deviation		.63994

Job security

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Averagely satisfied	2	13.3	13.3	13.3
Valid Satisfied	9	60.0	60.0	73.3
Valid Very satisfied	4	26.7	26.7	100.0
Total	15	100.0	100.0	

Following the research, the following results were obtained: 60% of the respondents are satisfied in relation to job security, 26.7% of them are very satisfied, and 13.3% are averagely satisfied. The central tendency at the sample level (relative frequency) is given by the answer version "Satisfied" with a percentage of 60 %, which shows that more than half of the respondents are satisfied in relation to the job security.

Q11. The position you hold

Table 11

Statistics

The position you hold

N	Valid	15
	Missing	0
Mean		1.7333
Std. Deviation		.45774

The position you hold

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Management	4	26.7	26.7	26.7
Valid Execution	11	73.3	73.3	100.0
Total	15	100.0	100.0	

Following the research, the following results were obtained: 26.7% of the respondents hold a management position, and 73.3 % hold an execution position. The central tendency at the sample level (relative frequency) is given by the answer version "Execution" with a percentage of 73.3 %.

Q12. Superior's feedback

Table 12

Statistics

Superior's feedback

N	Valid	15
	Missing	0
Mean		3.9333
Mode		4.00
Std. Deviation		.70373

Superior's feedback

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Averagely satisfied	4	26.7	26.7	26.7
Valid Satisfied	8	53.3	53.3	80.0
Valid Very satisfied	3	20.0	20.0	100.0
Total	15	100.0	100.0	

Q13. Seniority

Table 13

Statistics

Seniority

N	Valid	15
	Missing	0
Mean		2.4000
Std. Deviation		.98561

Seniority

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 5 years	3	20.0	20.0	20.0
Valid 5-9 years	5	33.3	33.3	53.3
Valid 10-15 years	5	33.3	33.3	86.7
Valid More than 15 years	2	13.3	13.3	100.0
Total	15	100.0	100.0	

Following the research, the following results were obtained: 20% have less than 5 years of length of service in the organization, 33.3% between 5 and 9, the same percentages as for those who are in the organization for 10-15 years, and 13.3 % have more than 15 years of length of service in the organization. The central tendency at the sample level (relative frequency) is given by the answer versions "5-9 years" and "10-15 years" with a percentage of 33.3.

b. Bivariate analysis

H1: Between the recognition of merits and the salary level there is a statistically significant positive correlation.

Table 14

		Recognition of merits	Salary level
Recognition of merits	Pearson Correlation	1	,439
	Sig. (2-tailed)		,102
	N	15	15
Salary level	Pearson Correlation	,439	1
	Sig. (2-tailed)	,102	
	N	15	15

According to the analysis of the Pearson coefficient, between the recognition of merits and the salary level a statistically significant positive correlation of low to average intensity was identified. This means that the higher the recognition of merits, the higher the salary level will be. In other words, the recognition of merits is a factor forming the salary level. Test of the hypothesis: following the research, we notice that between the recognition of merits and the salary level there is a statistically significant positive correlation, and therefore, hypothesis 1 is accepted.

H2: Between the quality of the collaboration with the top management and the Superior's feedback there is a statistically significant positive correlation.

Table 15

		Quality of the collaboration with the top management	Superior's feedback
Quality of the collaboration with the top management	Pearson Correlation	1	,296
	Sig. (2-tailed)		,284
	N	15	15
Superior's feedback	Pearson Correlation	,296	1
	Sig. (2-tailed)	,284	
	N	15	15

According to the analysis of the Pearson coefficient, between the quality of the collaboration with the top management and the superior's feedback there is a statistically significant positive correlation of low to average intensity. This means that, as the superior's feedback increases, the quality of the collaboration with the top management increases too. In other words, the superior's feedback is a factor forming the quality of the collaboration with the top management. Test of the hypothesis: following the research, we notice that, between the quality of the collaboration with the top management and the superior's feedback there is a statistically significant positive correlation, and therefore, hypothesis 2 is accepted.

H3: Between the activity implied by the work itself and the salary level there is a statistically significant negative correlation.

Table 16

Correlations		The activity implied by the work itself	Salary level
The activity implied by the work itself	Pearson Correlation	1	-,306
	Sig. (2-tailed)		,267
	N	15	15
Salary level	Pearson Correlation	-,306	1
	Sig. (2-tailed)	,267	
	N	15	15

According to the analysis of the Pearson coefficient, between the activity implied by the work itself and the salary level there is a statistically significant negative correlation. This means that the salary level is not influenced by the activity implied by the work itself.

Test of the hypothesis: following the research, we notice that between the activity implied by the work itself and the salary level there is a statistically significant negative correlation, and therefore, hypothesis 3 is accepted.

CONCLUSIONS

Following the research, we established that most employees were satisfied about everything related to the workplace:

- In relation to the respect with which they are treated as employees, they said they were satisfied
- In relation to the possibility to develop their specialist skills, respondents said they were largely satisfied
- In relation to the recognition of merits they are satisfied
- In relation to the activity implied by the work itself, they said they were averagely satisfied
- In relation to the salary, respondents were averagely satisfied, as they were not entirely satisfied with the salary received
- In relation to the work atmosphere, they were satisfied, the respective atmosphere being a pleasant one
- In relation to the collaboration relationship with the top management, they were satisfied, receiving a feedback from their superior which showed there was a close relationship between them
- In relation to the degree of responsibility in work we found that employees showed quite high responsibility in relation to their work and have no objection concerning what they are required to do
- In the company, employees have internal opportunities to advance, being satisfied from this point of view too
- The cooperation between the various departments of the organization is encouraged, and this satisfies employees
- In relation to the job security the employees are satisfied, they are concerned with losing their jobs as long as they exercise their duties promptly and seriously.

Motivation is crucial for success not only at company level, but also at the level of each department or project. It is the reason why employees' motivation stands out as one of the most important areas of responsibility of a manager. The role of motivation is not limited to determining people to work, it expands to determining them to work well, which implies using all the physical and intellectual resources of the individuals.

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