



MOTIVATION OF MANUFACTURING PERSONNEL IN THE FIELD OF BUSINESS

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Abstract: *In the Republic of Moldova, the analyzed footwear enterprise is known as a brand that produces and sells footwear for the whole family, with an experience of more than 70 years of activity. Over the years, this has been noted by the quality of the footwear and the variety of models for all ages. Analyzing the evolution of the company's staff between 2016-2017, there is a decrease in the number of employees. In 2017 there are 129 fewer people than in 2016. Reducing the number of employees is a consequence of the reduction in production volume. In order not to use the forced redundancy procedure, which involves additional personnel costs (redundancy and time-outs), the company redirected part of the workers to other employers and most of them retired were convinced to resign. Only a small number of people left the job on their own initiative, the main reason being the unsatisfactory salary. In the study, in order to evaluate employees' satisfaction with the existing motivation system, the questioning of employees was made. The questionnaire consists of 14 items, being closed questions with multiple responses that allow the respondent to choose from a predefined list the variants that best define their preferences. The survey was attended by 35 employees, out of 135 directly productive.*

Key words: *employer, worker, questionnaire, evolution, incentive.*

1. INTRODUCTION

The success, performance and competitiveness of any organization depends to a large extent on the content and quality of human resource management, as, as many specialists have pointed out, the competitive advantage of an organization resides in its people [1].

Personnel is the indispensable resource of any production enterprise. Every tenth or even hundreds of people are directly involved in each product. Without the contribution of people, the production process can not exist [2].

Motivation is one of the most important issues of any organization, as the relationship between the organization and the employees is governed by the reasons why employees feel involved in their work. The consequence of this is the need for the management of the organization to be able to translate the organization's goals into the employees and to relate them to their personal goals, as only by doing so can the organization become effective and achieve its objectives [3].



2. GENERAL INFORMATION ABOUT MOTIVATION

2.1 Motivate staff within the organization

Work motivation involves employee behavior characterized by interest, orientation and persistence in the performance of tasks. This behavior does not depend only on the individual or the context in which they work but is an interaction between the personality of the individual and the working environment.

The path to efficient human resource management lies in understanding their motivation. Only by knowing what determines the individual to carry out activities, what motivates his actions is possible the design of an efficient system of methods and forms of human resources management [4].

It is quite difficult to motivate employees. In an organization, the motivation of staff must take into account an ensemble of variables, some internal, other external ones, some related to the intrinsic aspect of the personality of the individual, others to the extrinsic, sensitive to the characteristics of the organizational environment [5].

2.2. Types of motivation

It is well known that most people do not come to work just to get their salary at the end of the month. In addition to the financial aspect, people are looking for a job the possibility of developing proficiently, the recognition of the work done by the colleagues and the superiors, the belonging to the staff and working atmosphere. Money needs a lifetime, but for action, proper motivation is needed [6].

Staff motivation is of two categories:

Intrinsic motivation that is given by internal factors that influence individuals in having a particular behavior. These factors refer to responsibility, freedom of action, the ability to develop and use skills, interesting work and the opportunity of promotion. Intrinsic motivation refers to the quality of work, which will have a deeper effect in the long run.

Extrinsic motivation - refers to what is done to people to motivate them. This includes rewards, such as salary increases, promotion, bonuses, and punishments such as disciplinary action, criticism, or even salary cuts. Extrinsic motivation can have a strong but long-lasting effect [7].

Personnel motivation strategies within organizations are centered on two major issues: financial and non-financial motivation.

The first direction is mirrored in the financial structure of a company by means of salaries, bonuses, bonuses, bonuses, commissions, vouchers (meal, gift, crest, holiday), more rarely diivinde. Money can help some people not become overwhelmed, but it does not necessarily help them become more motivated [8].

Human resources specialists, as well as studies in the field, have shown that non-financial motivations are more effective than a bonus on salary when a company aims to build a long-term relationship with its own employees. Non-financial modes of recognition and reward can be the solution, especially when budgets for additional rewards are small or almost non-existent in times of economic crisis.

In addition to an appropriate salary, employees need safety, which can be provided by job security, social and health insurance, pension funds, need for group membership, which can be offered through a special work environment, enrollments free courses, sports halls.



3. ANALYSIS OF MOTIVATION IN THE FOOTWEAR COMPANY

3.1. Analysis of the existing situation within the enterprise

In the Republic of Moldova, the analyzed footwear enterprise is known as a brand that produces and sells footwear for the whole family, with an experience of more than 70 years of activity. Over the years, this has been noted by the quality of the footwear and the variety of models for all ages.

The evolution in time of the number of employees in the company analyzed lately is presented in Table 1.

Table 1: Evolution of the number of employees over time

	12.01.2016	12.01.2017
Scriptic number (total)	487	358
Including: Workers	196	135
Administration	51	38
Auxiliary staff	72	56
Maternity leave	168	129

Analyzing the evolution of the company's personnel between 2016-2017 (Table 1) there is a decrease in the number of employees. In 2017 there are 129 fewer people than in 2016. The decrease in the number of employees is a consequence of the decrease in production volume. In order not to use the forced redundancy procedure, which involves additional personnel costs (redundancy and time-outs), the company redirected part of the workers to other employers and most of them retired were convinced to resign. Only a small number of people left the job on their own initiative, the main reason being the unsatisfactory salary.

The human resources assurance business is analyzed as follows: for each year, the number of persons required by specialties, professions and the costs of preparing skilled workers are included in the business plan. The recruitment of people is carried out from the territory of Chisinau municipality and from suburbs through: internet advertisements, newspapers and recommendations. People who go for employment are subject to an initial selection interview. The selection interview is carried out before the applicant completes the employment forms in order to see if he has the chance to be elected in the available job. New staff arriving at the enterprise are met and informed by the staff of the service personnel about: the business activity; technology and finite production; getting acquainted with production departments; with the enterprise regulation; quality requirements; with the enterprise's team. With the people who agreed to work, the individual work contract ends.

Having as basic activity the production of goods, it means the existence of two categories of staff and two categories of relationships in the organization: personnel directly involved in the production of the basic product; personnel who contribute indirectly to the realization of the basic product, through design, quality control, staffing, commercial complex.

Depending on the role of the basic activity in the production process, the personnel is divided into the categories: workers and specialists.

3.2. Analysis of motivation within the enterprise

In the study, in order to evaluate employees' satisfaction with the existing motivation system, the questioning of employees was made. The questionnaire aims to highlight the motivational factors, which act on the behavior of the employees. The questionnaire is made up of 14 items, which are closed questions with multiple responses that allow the respondent to choose



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from a predefined list the variants that best define their preferences. The survey was attended by 35 employees, out of 135 directly productive.

Table 2 summarizes the results of the questionnaire.

Table 2: Generalized table of questionnaire results

The question		Employee Response	
		number	%
1	What is the importance that you give to financial incentives ?		
	a. small	0	0
	b. average	0	0
	c. big	9	25,71
	d. is the main incentive	26	74,29
2	What do you think would make you work better, perform better?		
	a. a prize / bonus	7	20
	b. a move to a more interesting job	2	5,71
	c. praise the boss	2	5,71
	d. a higher salary on the same job	24	68,57
	e. the boss's criticism	0	0
3	What would you do to voluntarily perform additional tasks:		
	a. the pleasure of working on something interesting	2	5,71
	b. what they gain from doing so	33	94,29
4	I think it is more important:		
	a. to know that I did a good job	7	20
	b. to confirm my boss that I did a good job	28	80
5	I am tempted to make extra effort if my work:		
	a. is well paid	35	100
	b. is favorably appreciated by other colleagues	0	0
6	Are you happy with your direct boss communication?		
	a. Yes	5	14,29
	b. sometimes	20	57,14
	c. not	10	28,57
7	Are you satisfied with communicating with colleagues?		
	a. Yes	7	20
	b. sometimes	21	60
	c. not	7	20
8	Are you satisfied with how you get the necessary information at work?		
	a. Yes	4	11,43
	b. sometimes	22	62,86
	c. not	9	25,71
9	Are you satisfied with the working conditions ?		
	a. Yes	17	48,57
	b. not really	16	45,71
	c. not	13	37,14
10	Are you satisfied with the current salary?		
	a. Yes	2	5,71
	b. somewhat	18	51,43
	c. not	15	42,86
11	How do you assess how you are paid for your work?		



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	a. I am paid correctly	2	5,71
	b. I think I should get more money	26	74,29
	c. I am paid for my results	7	20
12	Things THAT WANT to be present in the company, and now they are NOT:		
	a. a set of very clear rules	0	0
	b. awarding special merits	0	0
	c. respect for employees by the leaders	33	94,29
	d. the celebration of the birthday of the employees	35	100
	e. respect among colleagues	30	85,71
	f. human communication	26	74,29
	You would work harder if:		
	a. you will be appreciated publicly	2	5,71
13	b. would be a more enjoyable atmosphere in the company	18	51,43
	c. and the other colleagues would be more interested	1	2,86
	d. ensuring the safety of the day	14	40
	To what extent are you dissatisfied with the current work?		
	a. very dissatisfied	4	11,43
14	b. somewhat unhappy	12	34,29
	c. in the middle	19	54,29
	d. somewhat pleased	0	0
	e. very pleased	0	0

After analyzing the results of the questionnaires on the importance of the financial incentives of the employees within the enterprise, it was found that for the majority of employees, 74,29%, financial incentives are a priority. This is because the expectations of workers are limited to meeting physiological needs. For most people working in the enterprise, wages are the only source of life. It can be seen that the highest share in the results is recorded by a higher salary in the same job, in the proportion of 68,57%. A bonus, a premium is another motivation for 20% of employees. It is noticed that the boss's criticism is nothing for the employees. These results are consistent with Maslow's theory of needs, that needs security, safety, work safety conditions, job stability, are required to be met before social needs, esteem and personal achievement.

Again, additional gain is the most motivating reason for most of the company's employees. About 6% of the angels work out of pleasure. They are those who are enthusiastic and wish to continue a continuous professional development in the future. It is noted that for 80% of the interviewed subjects, the boss's confirmation that he has done a good job is of greater importance. From the results, we see that 20% of employees do not need the supervisor's boss because they are responsible for tasks, usually they are part of the 50-year age group. All employees want to be well paid. This means that salary and prizes are the greatest motivation for workers.

According to the results, 57,14% are sometimes satisfied with the communication with the boss. A fairly high percentage of employees (28,57%) are not satisfied and only 14,29% of them are satisfied with communication with superiors. These results demonstrate a lack of communication between hierarchical levels, which are most often caused by poor information transmission by superiors and the ability to receive the message by subordinates who only have general studies. The respondents considered that they were only satisfied with communicating with their colleagues at a rate of 60%. But in equal percentage is satisfaction and dissatisfaction with communication with colleagues. These results are due to the diversity of workers, who have principles, values of life and come from different cultural backgrounds.



Most of the workers consider that the company sometimes provides 62,86% job-related information, while 25,71% is not satisfied at all with the information received. What again demonstrates that the transmission and reception of information is deficient. The results show that only 17,14% of respondents are satisfied with the conditions they are currently working on, 45,71% of respondents consider working conditions satisfactory and 37,14% of employees consider the conditions to be unsatisfactory. These results show that the organization fails to provide satisfactory working conditions (working arrangements, organizational level of the process, job safety, hygiene conditions, psychological atmosphere), so that there is no discomfort for the employees and the process is not affected production.

It can be seen that only 5,71% of the interviewed subjects are satisfied with the salary they receive at the moment. Hence, only those who work with pleasure are satisfied with salary. Only 51,43% are somewhat satisfied, and 48,86% of employees appreciate the salary system as unsatisfactory. The responses of the employees differ, it can be seen that only 5,71% of the respondents think they are paid correctly are the same workers who answered the previous questions that they work with pleasure and are satisfied with the salary. And most respondents – 74,29% think they should get more money, and 20% of employees think they are paid according to their results. The wage system for workers is in agreement, so salary is directly proportional to the productivity of each. It is noted that all 100% of respondents want to celebrate birthdays, 94,29% respect for employees, 95% college respect 85,71% and human communication 74, 29%.

As with the previous questions on communication in the organization, and the answers given once again prove that the circulation of information between specialists and workers is flawed. As a result of the questioning of the workers, it was found that the employees would work more if it was a more pleasant atmosphere within the company and there would be the safety of tomorrow. And these results confirm that no worker is satisfied with the job. While 54,29% are satisfied on average, 11,43% are very dissatisfied. Major job discomfort is a consequence of low wages.

4. CONCLUSIONS

The financial reward is the main motivating factor within the footwear enterprise under review. Money, in the minds of employees, is a way in which it assures its material needs, because it is the reward for the work done, is a factor of its professional fulfillment, as well as proof of the employer's appreciation for the work he / she enters into the organization.

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