

**Employee motivation affects the performance of these employees at work.**

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**ABSTRACT**

Working in organizations increasingly needs to coordinate teamwork and pay attention to the individual commitment of each employee. As one of the most important assets in the results of the work of the organization the human factor and the management of special human resources. Human potential seeks to be valued for the motivations it carries and the behavior they give as a consequence. Therefore, by paying attention to motivation in a practical sense, managers can achieve the expected results from working in the organization. They strive to create a conducive work environment so that employees are not dissatisfied with the work environment. But this does not mean that they are necessarily satisfied. But what is the connection between job satisfaction and motivation and organizational suitability and good job performance? Is there a relationship between the above variables and if so how is this relationship and what impact does it have on the organization's climate and the product or result at work?

Since this is a wide-ranging issue that affects many dimensions, we will focus only on the analysis of motivation and performance.

In this perspective the hypothesis has been raised:

Employee motivation affects the performance of these employees at work.

Key words; performance, motivation, organization, human potential, competence.

## Introduction

Performance, according to MotoWidlo, "is neither a behavior nor just the result of behavior, it is a property of behavior." It is the value expected from the organization of what the individual accomplishes in his work. So the organization attributes value to behaviors that help achieve the set objectives. If we look at performance only according to the results of the individual we have ignored the contextual factors that help or deter the individual in accomplishing his work. This definition helps us to see performance associated with individual determinants and avoids creating black (misunderstood) areas between psychological factors and performance outcomes. While competence is a multidimensional factor that explains performance by the ability of the individual to adapt to the work context he faces. Competencies refer to the different dimensions of behaviors and cognitions that are expressed through appropriate actions in a given professional context. Competence assessment means examining elements of different natures such as personality, mental skills, motivation, knowledge etc. In some companies, performance appraisal is also done including human potential appraisal.

Potential assessment involves assessing an individual's ability to develop as yet undiscovered competencies. This aspect enables the organization to identify when and how much development opportunity its human capital has. Practice more and more frequent in the organization in order for the latter to have an optimal and timely management of human resources. But the evaluation of potential is seen differently by the evaluators of different organizations. His perception is closely related to the finality of the evaluation (for salary increase, for career administration, for training, for mobility ...). We should not confuse the concept of performance with that of result. "Generally defined, a performance is a realization, a result is one that comes from realization. So the result is the consequence of the performance and not the performance itself.

According to Podsakoff performance has several dimensions such as: 1) Altruism, 2) Sportiness, 3) Organizational conformism 4) Organizational loyalty 5) Civic virtue 6) Personal development 7) Individual initiative. In this context, the psychological factors of performance should also be analyzed. Here we can distinguish the psychological connection between the individual, his work and the organization. Therefore, in the framework of psychological determinants, we analyze - motivation.-satisfaction, -implication, etc. that are essential to explain the process of performance at work will be help to study the hypothesis of our work.

The interest of managers is to give the variables "Personality a central place in relation to performance and the importance of feelings and emotions at work as influential elements in professional performance. Frequent use of personality assessment tests by evaluators in the organization proves conviction for the most part most of them that personality is significantly related to performance at work. Meta-analysis shows the predictive character of personality influence on performance.

A growing literature shows that feelings can influence cognitive processes (e.g., motivation at work and performance in certain activities). Mitchell and Daniels show that feelings can have a positive effect on creativity, simplifying decision making, pro-social behaviors, adapting to stressful events, using a constructive approach to conflict resolution. Humor has a positive effect on the development of the feeling of auto efficiency from the moment a task or an activity is well mastered.

## **Hypothesis**

This study is based on an assumption that links a fact to a dependent phenomenon. So the hypothesis presented during the study aims to show whether the results are proportional dependence between the social fact and the concrete phenomenon. The compatibility of this focuses on the cause-and-effect relationship, which reveals empirical data as evidence of interaction. The well-being social fact in this study is represented by the existence of the phenomenon of the interaction of motivation with the performance of employees at work.

Hypothesis: "Motivated people have a higher performance at work" Independent variable: "Motivation"

Dependent variable: "Performance at work"

Measuring instrument

The main method used to collect the survey data is the questionnaire and the semi-structured interview based on two focus groups, with employees and management staff. Two different questionnaires were implemented, one for employees and one for managers. The same was done with the interview. Each of the questionnaires had three sections. The first section of 10 questions provides general demographic information, the second section contains 10 questions to identify the elements of motivation at work and the third section contains 10 questions about performance appraisal. work of each of the champions. Specifically, managers evaluate the performance of employees based on the result and employees evaluate their performance in the context of job satisfaction, rewards or even their own continuity in that job position.

The questionnaire was formulated in such a way as to be understandable and self-administered by the respondents.

The questions are standardized, formulated in accordance with the aims and objectives of the paper. The questionnaire consists of 3 sections with 10 closed questions. The processed results were administered and processed with SPSS.

## **Sampling**

The survey included 150 employees of 15 "Call Center" units in Shkodra, Lezha and MalWsi e Madhe. At the same time 30 managers of these 15 units. Workers were selected randomly and in fair proportion in both shifts of work functioning in these units. The questionnaires were implemented in advance in a unit which was not part of the sample. The results were analyzed by an organizational psychologist, an evaluator of this organizational unit and language teacher to avoid misinterpretations and understand the possibility of clear transmission of the message so as not to complicate the respondents. During the sampling both authors of the paper were present and assisted in the administration of tests for both employees and managers of this unit.

After analysis the tests took their final form and were administered by us. At this stage they were explained the purpose of the survey and the preservation of anonymity. Upon completion the tests were collected to undergo data processing by an IT specialist. The obtained results were analyzed and served us for drafting the conclusions of the study.

## **Ethical issues**

Study ethics issues are very important and require compliance with a set of rules which allow a research study to be conducted. During this study, efforts were made to respect issues such as the validity and reliability of the evidence collected and the results achieved. Which is one of the essential criteria of the values carried by the research work. Objectivity is another important element on the basis of which all research work and conclusions are based. The exclusion of subjectivity and prejudicial attitudes constitute the guiding ethic of this research. Even the confidential communication between the researchers and the respondents of the sample selected for the study, is based on a communication relationship as objective as possible and without influencing each other in giving the most realistic answers possible.

## **Study Results**

### **Section 1**

The first part of the questionnaire refers to general personal and demographic data of the interviewees. Regarding gender, age, and education From a sample of 150 employees about 66% of them are female and 34% male, who agreed to conduct interviews and provide information about the questionnaire presented to them. While for managers 80% were women and 20% men. All managers agreed to be interviewed. In this section, from the analysis of the answers to the questions of demographic character, no connection between age, gender and performance is noticed. It is worth noting a faint impact of educational level on performance. This impact fades from the threat of the time factor that does not favor the analysis of this element as many employees see this work as a seasonal job until their stabilization in the profession for which they have completed higher education.

### **Section 2**

In the second part the questions are focused on motivation in the workplace. In this section of questions it was revealed how motivated employees are and how much this motivation serves to mobilize them in achieving a positive performance. For managers, the questions were directed to the stimulating and motivating managerial policies that they implemented.

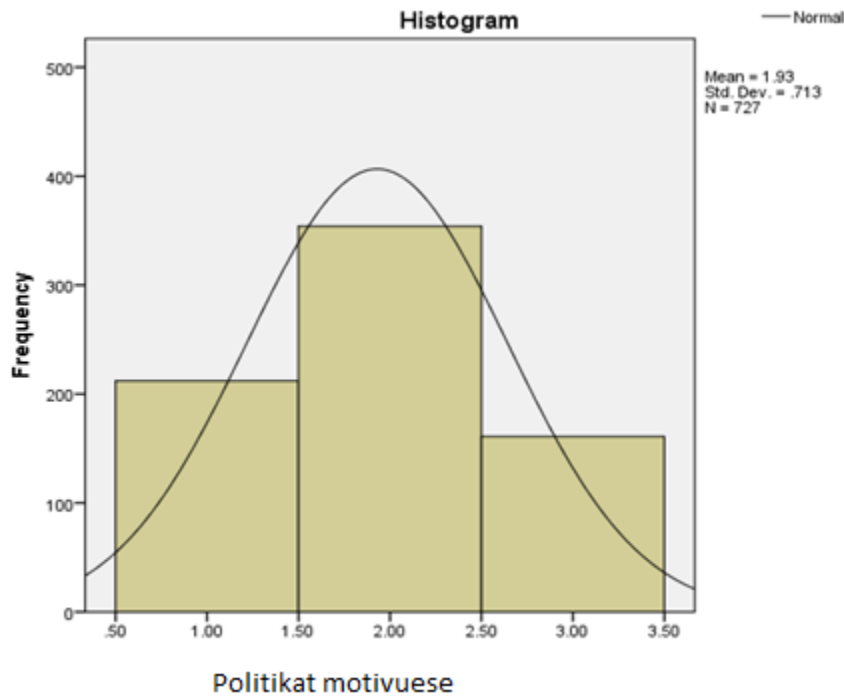
From the answers received it turned out that 60% of them were very satisfied with the work they were doing, 18% were slightly satisfied, while 14% were not at all satisfied. While 80% of managers reported stimulus policies, 18% neutral motivation policies and 2% non-motivational policies themselves.

When asked about motivation, 66% of them answered positively, 28% answered that they are less motivated and 06% answered negatively. Related to this with the question to employees whether they felt better on the working day or the day off, 66% say they feel better at work and 34% of them feel better on the day off. These percentages tell us that there is a logical link between employees who feel motivated and those who feel better on the work day and those who are not motivated and are more satisfied when they are on vacation. These percentages confirm that their responses to motivation have been honest and logical, converging with the% of policies

implemented by managers in accordance with the policy of the organization / unit where they operate.

### Frequency

Neutral policy	$F(204.119) = 42.4, p = 0.00$
Negative policy	$F(172.558) = 42.8, p = 0.00$
Stimulus policy	$F(0.751) = 35.6, p = 0.473$
Educational level	$F(2.557) = 542.5, p = 0.08$



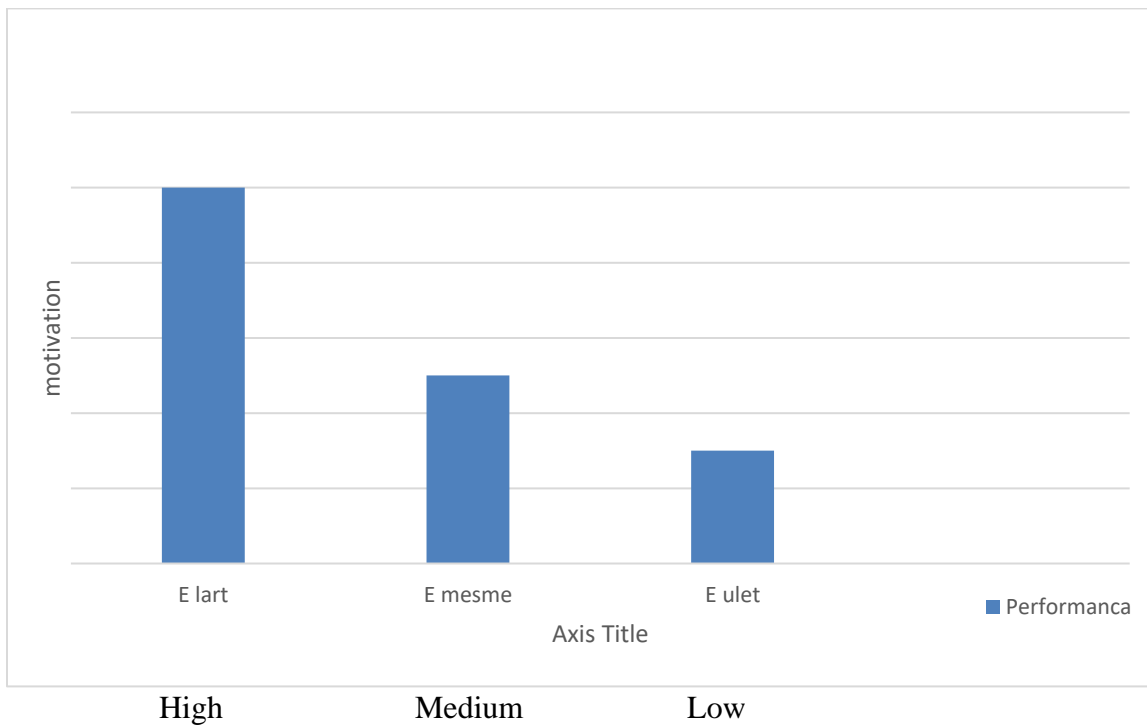
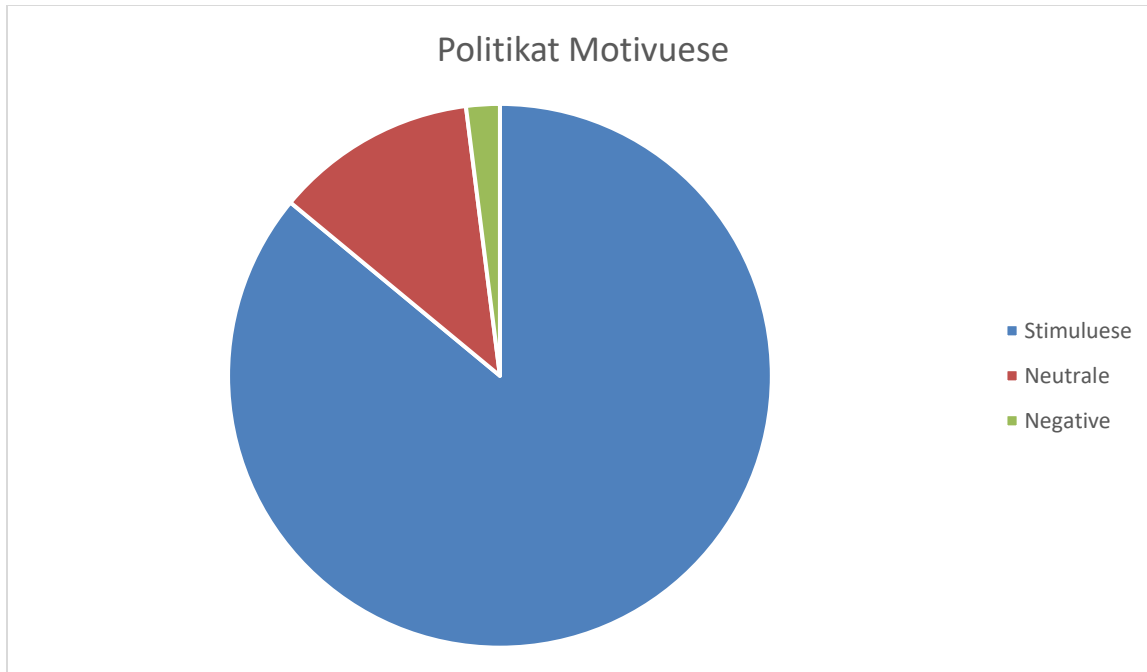
### Test of Homogeneity of Variances

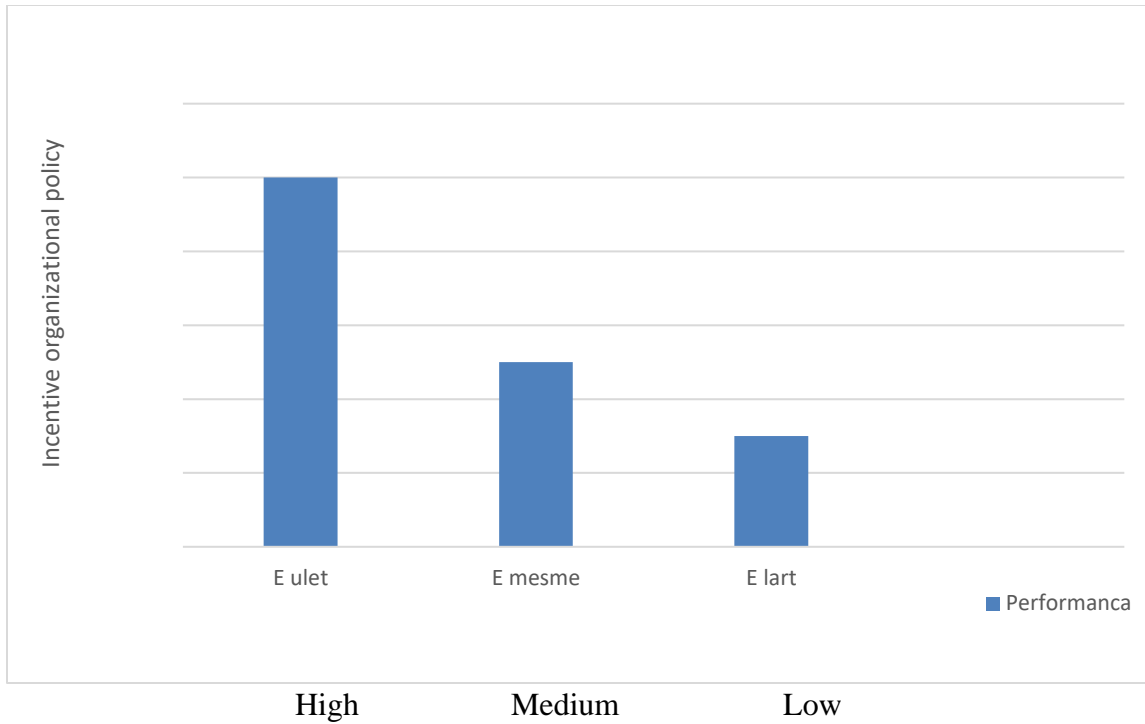
Motivation points

Level Statistic	df1	df2	Sig.
76.553	2	743	.00

### Correlation Analysis

	Stimulating scores	Negative scores	Indiferent scores	Education score
Problem solving scores (scores )	.034	-.851**	-.145*	-. 741**
	.631	.000	.000	.036
727	208	124	186	209





From the implementation of the interviews, the main topics on which the questions were built were extracted.

Topic	Needs	Motivations
Success	Xxx	Xxxxx
Social relations.	Xxxxxx	Xxxxx
Flexibility in relationships with others	Xx	Xxx
Mobility	Xxxx	Xxxx



Career promotion	Xx	Xxxxxx
Rewards	Xxxxx	Xxxxxx
Personal well-being	Xxx	Xxxxx

Topic	Experienced feelings	How do they feel it now
Success	Xxxx	Xxxxx
Social relations.	Xxxx	Xxxx
Flexibility in relationships with others	xx xx	Xxx
Mobility	Xxxx	Xxxx

Career promotion	Xxxx	Xxxx
Rewards	Xxxxx	Xxxxx
Personal well-being	Xxx	Xxxx

Respond	Keywords of Item 1	Keywords of Item 2	
R <sub>1</sub>	Organizational conformism	Abilities	
R <sub>2</sub>	Dimension	Autonomy	
R <sub>3</sub>	Human	Importance of duty	
R <sub>4</sub>	Equality	Feedback	
R <sub>5</sub>	fault	Consequence	
R <sub>6</sub>	Punishment-Reward	Respect	
R <sub>7</sub>	Both sides of the coin	Perfection	
R <sub>8</sub>	Commun#ication	Uninformed	
R <sub>9</sub>	Oblige#tions	Talent	
R <sub>10</sub>	Raised	Behavior	
R <sub>11</sub>	Fix#ed	Performance	
Total			

### Section 3

Questions based on the manager's response to employee performance appraisals and the questionnaire that managers were asked to measure their performance in relation to the desired outcomes at the organizational level are part of this section.

Almost all employees answer this section of questions positively, only 6% of them answer negatively. They seem to be aware of the impact their performance has on the growth and development of the company. Employees are clear about the importance they have in its development and are convinced that only if their goals match the goals of the company will we have a high performance on their part which will lead to the fulfillment of the objectives that managers have decided. Thus from this the answers received from this section we conclude that employees are clear about the relationship that motivation has with performance and they think that these two variables are in direct proportion to each other. So if we motivate we promote a high performance by employees and if we do not motivate we make this performance to be at low levels (if the realized performance generates internal and external compensations a feeling of satisfaction will be presented or vice versa). In the same lines result the attitudes of managers in addition to the fact of increased influence here and maintaining a balance between employees and the global policy of the organizational unit.

Based on the interpretation of factor analysis we conclude that there is a significant relationship between the variables under study. This brings the confirmation of the hypothesis raised for this study. From the interpretation of the results we come up with the following recommendations and suggestions;

#### **Recommendation**

##### **For managers.**

Understand that their primary role is to manage performance and that low levels of motivation may be among the key factors when performance is low.

##### **Reward performance.**

By rewarding outside good performance you can change someone's expectations. External rewards are managed by someone else consisting of salary increase, increase in duty and other secondary benefits. If high rewards are for excellent performance then and employees will try harder.

##### **Rich tasks.**

Enrichment of tasks leads to enrichment of group activities which in turn leads to the development of self-managing teams. So only a stimulating job that provides opportunities for personal achievement, recognition and responsibility would motivate employees. Managers who tend to eliminate the factors that bring dissatisfaction can bring some relief.

Give importance to moderate variables:

Motivational variables are; individual's salary level, amount of education and seniority. Employees with high salaries and reliance on their personal experience, in contrast individuals with longer working hours in the existing organization rely more on collaborators as the object of comparison.

Give and treat employees based on the principle of fairness.

If from the comparison of reports we conclude that there is equal treatment we say that there is a situation where the situation is perceived as a right where justice prevails. But if the ratio is not equal then one can be seen as rewarded or not rewarded. From this can be derived proposals relating to unequal pay for unequal work. In part-time wages, the overpaid employee will produce more than the equal paid employee, so he will increase the quantity or quality of production increase the input part of the ratio to thus bring equality.

The most important thing to understand from this theory and especially from managers is the continuous nature of the development of the social comparison process, which makes the motivation process itself dynamic and changeable.

### **Set goals**

Goal setting is a basic process that is directly or indirectly part of the vast majority of motivation theories. Goal setting is based on the idea that behavior is governed by values and goals. Thus if a manager values honesty he / she will decide as a goal to hire only honest employees. For this they will make every effort to check the references and test the honesty of the candidates.

Personal feedback, ie when the manager is able to monitor the progress of the work himself, is a stronger motivator than the feedback provided from outside.

Be careful, evaluate skills and opportunities.

Employee performance is a function of skills and motivation interactions. But still in the above report is something that is missing, the opportunity to realize, because even though the employee is willing and has the skills may appear difficulties that hinder performance, so the above equation can be met if the skills and opportunities are assessed.

Sketching the task.

This is based on the creation of those jobs that people want to accomplish as they consider themselves an integral part of it.

### **Suggestions for employees**

- Employees need to be involved in their organizations in order to work motivated and intense. Only in this way will they contribute so that the organization is more efficient and this efficiency is also perceived as their individual part.
- Achieve the implication of identifying the individual with a particular organization and his or her participation in that organization.

- Motivation explains the orientation of the individual's efforts in his work.
- Fostering the employee's confidence in his / her capacity to mobilize his / her motivation.
- Promoting self-regulation as factors that allow for the growth and support of efforts by allowing the individual to choose new and difficult objectives.
- Affective implication in the organization affects performance.
- Strong trust leads to acceptance of the organization's objectives and values.
- Nurture the will to make significant efforts on behalf of the organization,
- Grow a strong desire to stay as a member of the organization

### **General guidelines on how to use job motivation in performance service:**

Create a work environment that offers internal reward. This can be achieved by making work more challenging and interesting while increasing employee autonomy and responsibility.

Set clear and challenging goals. The manager should provide subordinates with an explanation of the level of performance expected of them and should do so as measurably as possible. These objectives must be achievable. Unattainable results have a zero expectation but also very difficult objectives have very low expectations.

Remove barriers to performance. By providing the right resources, training employees, and removing unnecessary bureaucracy you can raise expectations. Clarify what is called good performance because there are many ways to achieve a goal. By clarifying expectations for employee performance the manager fulfills a very important function of his job.

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