



MOTIVATED EMPLOYEES IN THE ORGANIZATION ARE THE MOST IMPORTANT ASSET OF THE ORGANIZATION AND THE KEY TO ITS SUCCESS

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Abstract

It is not surprising that in the today's business world, workplace motivation relates as one of the most complex resources that management needs, for its human resources. Happens to be one of the most expensive resources in many organizations, also happens to be the resource with the most variable performance. For this exact reason, most of the supervisors, managers and administrators want to exponentially raise their workplace motivation. I would like to note that successfully achieving high employee motivation does not require capital expenses and that leads to it being one of the most profitable investment returns. It is widely known that the administrator is responsible, but not the only one, we all are responsible for the motivation levels in our workplaces. As leaders, our duty is to place the necessary policies and procedures to ensure a balance between organizational needs and staff needs. As employees, our duty is to follow and respect these policies and procedures and to communicate and discuss with our supervisors instead of having 'resentment' sessions during breaks.

Keywords: Motivation, Achievement, Workplace, Promotion

INTRODUCTION

Motivation is defined as a purposeful behavior to achieve specific things and unmet needs. Employees must be motivated because of the survival of the organization. Regardless of size, all companies are facing a lack of staff motivation, leading to employee dissatisfaction at work, lack of stability and lack of interest in the organization's performance. In this case,

managers have only a supporting role, advising team members and making possible its connection with the outside world.

Even during the last decade, managerial practices have undergone a fundamental change, in the complex and useful motivation of the staff. Therefore, crystallized motivational management that is based on decisions and actions, which, at a high level and regularly, are directed towards the concepts, modalities and techniques developed, the interest of the company's employees and other partners, directly reflected in the growth of the potential and performance of the organization. The employee is studied in the context of the culture and climate of the organization, which makes possible a deep and complete understanding of interests, aspirations, and behavior.

An essential contribution to the interpretation and population of complex human nature and the need to consider the conception and fulfillment of activities, representatives of the school of behavior have brought to the company. Mayo, Maslow, McGregor, Crozier, Lickert are only a part of the scientists, whose theoretical contributions and methods have had a lot of value.

- Motivational management determines positive effects within the organization: It contributes to the development of a way of thinking in the staff and an organizational culture that favors efforts and increases the performance of a company
- Extends the leadership of any type of manager, motivating employees to understand and perform a task.
- Determines the motivation of work, both at the managerial level and at the level of the executive staff, it substantially increases the productivity of the physical and intellectual work of the staff. The use of the advantages that motivation brings and that were mentioned before, is affected by several limits that often appear within companies.

A large part of the management staff in the company does not have sufficient qualities and opportunities to motivate, which leads to major shortages. Moreover, even talented, and prepared managers find it difficult to distinguish and take into consideration multiple human and organizational aspects. of motivating decisions and actions. Finally, the final limit lies in the company's limited financial resources, which are often insufficient to provide satisfactory bonuses.

Motivation at work refers to the main motivational processes that focus on the work sphere. Pinde (1998) proposed this definition.

Motivation plays a very important factor in a person's life, whether it is to improve ourselves or the performance of the organization. Motivated employees don't need to be told how to get things done, they take initiative, are eager to take on additional responsibilities, are

innovative and profitable. But you must be careful with external rewards too! Too much of anything can be harmful and as a manager or supervisor, you need to be clear to what extent you will motivate your employees to meet organizational goals. Motivated employees ensure:

- A positive atmosphere within the organization
- Co-workers are happy and feel safe at work
- Ensuring customers are happy
- They always achieve better results than their counterparts

Motivation, therefore, plays a very important factor and ensures that employees remain active and contribute their best towards their organization. Furthermore, a high level of motivation leads to a lower level of employee turnover.

"Motivation at work is a group of energetic forces that originate both inside and outside of the individual's being, initiating behavior related to work and determining its form, direction, intensity and duration".

In this way, motivation can be conceptualized in three dimensions: direction, intensity and resistance. In the context of employment, each of the dimensions is closely related to the organization, as well as to the individual. Direction has to do with those life activities on which people focus their energies. Organizations are looking for employees who focus on their job responsibilities, many of the employees are looking for jobs that will boost their motivation and commitment. Intensity refers to the amount of motivation expended in performing an activity

The nature of work as an element affecting job satisfaction

The work varies both in terms of difficulty and the employee himself. It may happen that the job does not have difficulties in implementation, but the person who holds that position may be unqualified and encounter difficulties in implementation. It can be the opposite as well, work can be very busy, difficult, and the leader demands meticulously and without tolerance anything that burdens the subordinates, obviously the yield of satisfaction drops significantly. A stressful and difficult job only causes stress and dissatisfaction. If the work is feasible and the worker, does it willingly and likes the work he does, then everything is fine.

Relations between employees as an element affecting job satisfaction

Interpersonal relationships also affect how a person feels and subsequently job satisfaction. Positive relationships help communication between employees at work. The negative aspect is mainly related to the rumors that employees can create about others, creating perhaps a spirit of hatred between them. If the relations are good, they can help not only in the social aspect but also in the correlation between jobs.

Leadership style as an element that affects motivation and satisfaction in the workplace

Leaders are characterized by specific traits and different styles. The liberal superior style relies on a limited use of power while leaving subordinates a large degree of freedom. Although this great freedom can sometimes be expressed in negative terms.

The superior's authoritarian style is the most negative case by closely supervising subordinates. Motivation is done through fear and incentives. Naturally, this will turn into dissatisfaction. In the democratic style, the superior shares his authority with subordinates and encourages them to be active in making decisions. This style gives people more satisfaction at work and encourages them to cooperate with high effectiveness, it cannot be said that the decisions made are the best. Exploitative autocratic managers are quite authoritarian and make all decisions themselves. The level of superior-subordinate mutual trust is very low.

Employee motivation is based on fear and punishment and as a result satisfaction is very low. The benevolent-autocratic superior tries to convince the subordinates that he acts having in considerate their interest. Based on rewards, managers who apply this style allow a fairly controlled delegation of decision-making, as well as attract some ideas from their subordinates.

The superior's consultative style is the most positive, given that they have confidence in their subordinates, although not completely. They practice relatively extensive surveillance. As a result, job satisfaction is higher than in other styles.

The relationship of leadership styles to motivation and job satisfaction

For companies to efficiently use their resources, an appropriate leadership style must be applied which can bring employee satisfaction and success to the organization. A considerable number of studies on the relationship between leadership style and job satisfaction show that transformational leaders have followers who are more satisfied with their work, compared to employees who report other leadership styles of their superiors. (Al-Ababneh & Lockwood, 2010). Moreover, the results of the study carried out by the authors in several six hotels in Jordan, with a study sample of 220 people, show that transactional leadership is also related to employee satisfaction, but to a lesser extent than transformative leadership. David D. Warrick (1981), states that in general, transformational leadership can have a strong impact compared to transactional leadership as the complexity, uncertainty and change of the work environment and the environment in which organizations operate increase the necessity and presence of transformational leadership. Ahmad et. al (2014), argued that transformational leadership has a higher contribution to job satisfaction of nurses working in Malaysian hospitals than transactional leadership. Consistent with the above research, Hamidifar (2009) identified that

different elements of leadership styles influence job satisfaction. The author claims that employees are more satisfied with transformational leadership than any other leadership style. The element of individual consideration proved to be a strong and significant predictor of job satisfaction.

Other studies conducted in other organizational and cultural contexts converge in results regarding the most effective leadership style. From a study carried out in Turkey, with 30 schoolteachers, with whom interviews were carried out, it was found that the four elements of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation, and individual considerations) influenced the increase of their job satisfaction (Balyer, 2012).

The positive influence of transformational leadership style on job success and career satisfaction has also been supported by Riaz and Haider (2010). The authors state that transformational style exhibits a positive correlation with job success and satisfaction with career development opportunities. Although success at work is dependent on both transformational and transactional leadership styles, satisfaction is more dependent on transformational leadership. Despite the apparent influence of transformational leadership on job satisfaction, transactional leadership is proven to have a significant positive relationship and to be a strong predictor of employee performance in the workplace (Shah & Hamid, 2015).

Nielsen et al. al (2009) conducted a study in two aged care centers in Denmark to assess the effectiveness of transformational leadership on staff health and well-being. The workforce consisted of 274 aged care workers which included health care assistants, nurses, and other health care related professions. The results of the study revealed that teamwork and self-efficacy can act as mediators of the relationship between transformational leadership and employee satisfaction. More specifically, team efficacy was found to partially mediate the relationship between transformational leadership and job satisfaction, while it fully mediates the relationship between transformational leadership and well-being.

Rothfelder et. al (2012), examined the impact of different leadership styles of managers on job satisfaction in Germany. The study showed that employee satisfaction in German hotels is strongly influenced by transformational leadership behaviors. According to this study, the most preferable leadership styles that positively affect employee satisfaction are the transformational style and extrinsic rewards.

Specific dimensions of transformational leadership style, such as inspirational motivation, have been found to have a strong effect on job satisfaction and organizational commitment. Kasim Randeree and Abdul Ghaffar Chaudhry (2012) conducted a survey of 320 employees in the construction sector in the United Arab Emirates to identify the effect of different dimensions of transformational leadership on employee job satisfaction. The results of

this study showed different levels of effectiveness among different dimensions of leadership. Intellectual stimulation was one of the dimensions that resulted with a pronounced effect on job satisfaction and commitment to the organization. Similar results are proven by other studies carried out in which it is seen that the styles of leadership and organizational justice affect not only job satisfaction and dedication and commitment to the organization, but also have a significant negative impact on the stress level experienced by employees in the workplace (Kedenburg, 2014).

The study conducted by Soureh Arzi and Leyla Farahbod (2014), which aimed to explore the relationship of leadership styles with the job satisfaction of employees and managers in a hotel chain in Iran, concluded in the evidence of a positive relationship and correlation between the four dimensions of transformational leadership and job satisfaction. Similar results are also confirmed by the study carried out in Taiwan (Chen, 2004), with the staff of a faculty, where positive correlations were found between job satisfaction and the four dimensions of the transformational leadership style and also the extrinsic rewards dimension of transactional leadership style with job satisfaction.

A reward given by the leader shows his approval of the employee's skills and performance and fair treatment based on his efforts to accomplish the task (Kedenburg, 2014). The subordinate's satisfaction with the work performed increases when the superior gives the expected reward and bonus for the positive performance performed.

OBJECTIVES OF THE STUDY

From the literature research above, it was seen that there are many studies and theories on the motivation of workers. The purpose of our work is to see the importance of the motivation of workers in practice, for this reason we have studied some enterprises or firms in our country, specifically in Durrës.

In this study, there are three main reasons for which this work was done. One of them concerns managers, while the other two questions give importance to employees and the motivational impact on their work. We will find the answers to these questions at the end of the paper.

1. Is it important for a manager to know the motivational needs of his employees?
2. Will employees be motivated to work harder in their profession once they are motivated in some way?
3. Does the motivation of employees affect the increase in productivity at work?

METHODOLOGY

We decided to do this questionnaire as we are more focused on this topic because until now, we have received materials in general on motivation at work and the theories that support the motivation of employees. With this questionnaire we will be ready to we know:

1. What motivates workers?
2. Does employee performance change after motivation?
3. Does the salary affect the employee's motivation or not?

The interviews are of an open type and will contain 20 interviews which were conducted in several enterprises, companies, private firms in Durrës. The companies from which these questionnaires were made are: KLAKENO sh.p.k., AMBRA sh.p.k., AMERICAN Shop Durres, VILLA MARE Restaurant, Luli Bakery, ERMI-PUMP sh.p.k., EHV.Geni market.

The questions are more focused on how workers are affected by motivation in different companies and through these questionnaires, answers will be obtained about what motivates workers, does the worker's performance change after motivation and many other questions. For the work to be more complete, some managers will also be part of the interviews, where it will be observed how much they understand the motivational factors of their workers and how much they try to fulfill their needs.

The questions have been developed on what motivates workers, do workers need to be motivated, does the productivity of workers change after motivation, how much is the motivation of workers necessary, does salary affect employee motivation or not, are all employees equally motivated, are those workers who receive benefits considered motivated, and what is the key to motivating female workers. Confidentiality was respected during the interviews, the information collected for this research will not be used in any other case, and the anonymity of the answers of the interviewees was preserved.

This study, the results were completed through the use of questionnaires, which covered the following questions and topics.

1. What motivates workers?
2. Does employee performance change after motivation?
3. Whether the salary affects the employee's motivation?

FINDINGS AND CONCLUSION

The motivation of workers has a positive effect on increasing the quality of products and services, increasing efficiency and productivity. The key to a successful company is employee motivation.

After analyzing the data collected from the questionnaires completed by the interviewees, where the interviewees were workers of several different private enterprises, it was observed that the motivation of the workers is a very important issue for achieving different objectives in organizations.

Motivation represents the provision and orientation of people's behavior in the desired way, so that the company's goals are simultaneously achieved, and the personal needs of the individual are met. The environment in which the worker works and where he is treated by the employer or manager is a motivation for work. Respect for work, additional payment when they work more than the regular schedule and the good name of the company where you work.

For workers to be motivated at work, managers must fulfill some principles such as the environment in which the worker works and where they are treated well, with respect for their work, additional payment when they work more than the regular schedule, good salary, safety at work, promotion, good working conditions, tactical discipline, company loyalty towards their workers, evaluation of work, help and understanding for personal problems, etc. Therefore, these are some principles that managers must fulfill to motivate workers.

The key to employee motivation is:

- Good salary
- Work safety
- Promotion
- Good working conditions
- Tactical discipline
- Loyalty of the enterprise to the workers
- Evaluation of work, etc.

If managers understand what motivates employees, then they have in their hands the main tools of working with people. Every manager wants and needs motivation. For this reason, it is necessary to identify what motivates their subordinate. If the employees have the feeling that the managers consult with them and their opinion is respected during the process of making important decisions, then motivation is gained.

If the employees notice that they will advance in the profession, then this will be a motivation which will encourage the workers for high work performance. This should be used and respected by enterprises and managers in the companies that were interviewed. Each of these factors carries some motivating elements. But one of the most important is the salary. Usually, managers use this form of motivation, which will lead to a better job performance overall.

For workers to perform their responsibilities as well as possible, they need different methods of motivation. The interviewees also said that after motivation, workers feel more responsible for their work and complete it faster and with higher quality, which is a kind of benefit for the organization. For workers to feel more motivated, they should be given praise, and recognition in public places. It is necessary for workers to be motivated in the company or in any relevant institution, since this is one of the factors that stimulates them to perform their tasks with dedication.

How is the performance of employees after motivation?

Many of the interviewees have said that the performance of workers after motivation changes, since the worker's motivation is his willingness to try to perform the task or work given towards the given goal, and finally the worker's satisfaction appears, because of the effect is the reward, which in most cases is expressed in money.

Another thought related to the performance of workers after motivation is that each worker after motivation has a higher ambition and will to work. Work results are better, that is, the unit of production per unit of time increases. How does their advancement motivate workers?

Advancement motivates workers in orienting people's behaviors in the desired way, to simultaneously achieve the goals of the organization and meet the personal needs of the individual. Advancement to a better position motivates workers so much that they would come to work with full will.

The importance of motivation

The motivation of workers is very important, especially when they are required to do extra work, work outside their hours, and in this way the worker has the will and courage for further work. The motivation of workers is necessary and mandatory in most cases, so that the worker has plans and strategies for performing the tasks with which he is charged. In cases where the company or a business wants to move forward, then the motivation of the workers is most necessary. Motivation is a continuous process where the worker should enjoy his own results and additional personal income and other rewards.

How much does salary affect employee motivation?

Salary is one of the main factors that motivates workers to perform their tasks in fact, this is an important motive that is difficult to oppose since it is the economy that often determines the status that affects the social environment, that often determines the standard of

life. The salary affects a lot since the worker supports the family and his well-being depends on this, the salary plays a special role in the motivation of the workers.

Of the interviewees, we noticed that 95% of the salary has an impact on the role of motivation in the work they do, while only 5% of the interviewees think that the salary is not an elementary condition for work.

Are all employees equally motivated?

This is a question mainly for managers and we saw that their answers were approximate in all the businesses interviewed. Workers must be motivated and classified based on the responsibilities they have (that is, the position) and the tasks they perform. The great motivating force for the worker is the desire for justice and equal treatment for equal work. The individual compares his work done and the rewards he receives for it, with the rewards that others receive for the same work, then based on these comparisons it turns out that workers are not motivated in the same way.

What is the key to employee motivation?

The key to motivating workers is to classify them based on the work they do (which suits their educational level), and which suits their personality, their interests and their own needs because only in this way can you feel more fulfilled.

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