

COMPARATIVE STUDY ON MANAGEMENT REWARDS

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ABSTRACT

Human nature is extremely variable, and that determines the existence of an extremely broad spectrum of beliefs, needs and interests specific to each person. It is therefore very difficult to bring this range of objectives into the organization, the more so as each organization, in turn, act in a certain level, being influenced by external factors. For each organization there is a specific definition of organizational context, specific and strictly limited, both by internal variables and external ones. Therefore, while human needs are broadly similar, specific performance is obtained by each organization separately.

Granting awards to employees, both public and private but can be a powerful tool to achieve the objectives of the organization but also a major element of expenditure. Thus, identifying levers that can lead to maximize the organization's objectives and use a transparent means of allocating resources, can lead to an increased efficiency.

The purpose of this study is to identify, on the basis of a questionnaire, which are the key elements that motivate a person, how these needs vary with age, sex and identify a package of rewards that are liked and desired by employees, having as a starting point the classification made by Maslow to the needs.

Thus, in the study were performed quantitative analysis using various statistical tools of analysis.

The study concludes that only by using all the levers available, levers designed to activate all four types of motivations, the managers may obtain the desired performance.

KEYWORDS: *Maslow's theory, rewards management, statistical analysis, needs*

Introduction

Motivation is the key engine of our actions, the variable which is guiding our behavior. The motivated behavior is not a simple cause, but also a mean to achieve the goal, its intensity being determined by the specific needs of the particular stimuli well. From the organizational point of view, it is important the contribution of the motivation process over the professional individual success. In terms of personality, motivation to work is not just the major difference that exists between individuals.

At same incentives, people respond differently: for some the needs are satisfied and this is not followed by something else, while for others, the satisfied need will involve others of same nature or different, which should be soon satisfied. One employee can be

satisfied by receiving a higher salary, while another person although satisfied with a higher salary tends immediately to obtain other types of satisfaction such as: promotion, esteem, respect etc. The two motivational phenomena examples show the great complexity of the relationship between motivation and performance in work. Awards granted to employees are perceived differently depending on where they are located in the Maslow's pyramid.

As demonstrated by different motivational theories (Maslow's theory, Alderfer's hierarchy, theories X and Y of McGregor's), money is an important reasoning agent, but with a low temporal durability, which gives it weakness, having only limited power to the satisfaction of the "down" needs. The other needs in the hierarchy, such as respect, appreciation, sense of belonging, etc. are much stronger motivators. Maslow has placed them on levels 3 and 4, Alderfer- on P level (performance), McGregor- in the Y Theory, and we may extract some features of well-motivated employees:

- They are more productive;
- They are a quality-oriented work done;
- They are interested in improving the work processes.

The overall aim of the awards is to support management strategic objectives on short-term, as well as on long term, by providing for the organization a skilled, well motivated, competent and committed staff.

Motivation is a driving force for human behavior toward satisfying a need. It is a force that can not be observed directly but only through its effects that the behavior it generates. However, behavior is influenced by individual factors (perception tasks, attitudes, needs, interests, behavior, value systems) and organizational factors (payroll system, specifying tasks, group work, the system control-surveillance, communication, feedback site, leisure), which are in interaction and interdependence. Regardless of the lever, always results a balance of needs: physically, mentally, spiritually. But this balance is fragile and temporary, whereas another appears immediately after the previous need was met, resulting in a new imbalance as it will make the individual to motivate again. Work motivation of an individual means certain that he will obtain a job running the given conditions, what evidence will satisfy their needs at a time. As needs have been classified and ranked, from continuing with Maslow and McClelland, and Alderfer, may also be a hierarchy of rewards, which, on different levels, address and meet the needs of employees.

Managers need to identify, depending on the psychological profile of each employee of subordination, which is the best reward they can offer to achieve maximum employee satisfaction and thus a proper motivation is to work to make the future. Safety needs have a wider range than the survival ones. In terms of employment, economic security often talk about a comfortable living standard and about the feeling of safety. Instead on the need for Social and ownership, managers must take that action which give these people time to develop personnel relationships. The "team" way (team management) is a way by which managers can gain motivation from the point terms of social needs and beliefs. Many people, probably most, are motivated by seeking a sense that they are important as individuals and as counts (Ego - (Self Esteem)). This is the third category of human reasoning discovered by Maslow, the need for ego. There are many other ways to reward that can be used to satisfy the need for ego: awards, something like "employee of the month", records show the panel, use in meetings, delegations to meetings, public awards and so on, the list is limited only in the imagination of managers. Last step is what Maslow thought to be the highest level of human motivation - self-seeking effort to become all that can be. Maslow called this "self-actualization".

Many people want to self-actualized if they graduate, but this varies from person to person. Many employees want a job with challenges, want to feel that they are used not only present skills, but acquire new skills and knowledge.

Form and database used

In order to identify how the perception of employees on awards is dependent on the steps of Maslow's pyramid, it was released a questionnaire which was sent to a sample of employees from both the private system and the public system:

Factors questionnaire:

I. Management (the need for power): the desire to influence those in his entourage and to mobilize them for their success or personal interest, to be chief, to lead or not depends on others (independent decision-making).

II. Expertise (the need of achievement): tendency or desire to excel in the activities it undertakes, to be considered an expert, a professional, to be "shadow man" that influence decisions (professional expertise).

III. Networking (the need for affiliation): what the person feels to establish and to demonstrate relations of friendship with others, willingness to work with pleasure in a pleasant community, with people understanding (harmonious relations).

IV. Living (the need of existence): the concern person for the basic needs of existence (rest, stability, money, food, security, etc.)

The study was developed by addressing a form to a number of 103 persons working both in the public or the environment the private sector.

Limits of this study is that we could not counted a significant number of respondents, and that the ratio between public and private employees (sampling did not mind the rules took into account by statistics) but, considering the limited possibility of application of sample survey, it was applied to only those two entities have agreed to be interviewed.

Questionnaire	Agree (1)	Very rarely agree (2)	Sometimes agree (3)	Often agree (5)	Very often agree (6)	Always agree (7)
I'm the one that stimulates, requires a dynamic group working..						7
We initiative when necessary certain changes in work organization.						7
I believe that my work I must assume certain responsibilities..			3			
Obtain better results when I organize and lead an activity.			3			
I care about assimilating the latest information from field work.						7
It is important for me to know as much in the work.						7

Questionnaire	Agree (1)	Very rarely agree (2)	Sometimes agree (3)	Often agree (5)	Very often agree (6)	Always agree (7)
I believe that what I have to do with a maximum of competence and fairness.				5		
The professional feel able to make decisions that are lucidly.						7
I like to work in a united and harmonious community.					6	
The professional activity I like to get involved in tasks that require teamwork.				5		
I like to maintain a good atmosphere in the group I work with.				4		
It's important to me that I can make work a pleasure.						7
I think today we should make savings.					6	
I prefer a job that makes me feel safe.					6	
It is important to have a job that offers me security tomorrow.				5		
For me it is important to have a salary to cover for my expenses.				5		
Assume responsibilities for organizing professional activities.					6	
I think they are able to start and lead my own business.			3			
Are able to assume major responsibilities greater than others.						7
I have the courage to assume the risk that certain situations require it.					6	
I know very well the powers and shall endeavor to meet with the highest efficiency.						7
Are able to analyze a situation or problem, weighing the						7

Questionnaire	Agree (1)	Very rarely agree (2)	Sometimes agree (3)	Often agree (5)	Very often agree (6)	Always agree (7)
advantages and disadvantages of proposed solutions.						
The professional decisions must be taken with great objectivity.					6	
For me it is important to solve any problem I'm facing.				5		
They work best when collaborating with others.						7
For me are very important relationships with coworkers.						7
Willingly take part in the actions they perform with all the team.				5		
I like the environment in which work is harmony.				5		
They work best when there are family problems.						7
I pay strict planning to get me to next.		2				
I like the environment in and rest are essential for me.			3			
It is important for me to have some savings set aside for "rainy day".				5		
AGE						
DRIVING POSITION						
SENIORITY						
Male / female						
Factor Management	5.25					
Factor Expertise	6.375					
Networking Factor	5.75					
Living factor	4.875					

Factors in the columns was made sum of the values obtained from each of the items below have been divided by 8.

I. Management (need for power): 1, 2, 3, 4, 17, 18, 19, 20

II. Expertise (need of achievement): 5,6,7,8,22,23,24

AGE	LEADING POSITION		SENIORITY	FACTOR MANAGEMENT	FACTOR EXPERTISE	NETWORKING FACTOR	LIVING FACTOR	TYPE	AGE	LEADING POSITION		SENIORITY	FACTOR MANAGEMENT	FACTOR EXPERTISE	NETWORKING FACTOR	LIVING FACTOR	TYPE
44	no	f	21	6.125	6.875	7	6.785	public	45	no	f	23	6.125	4	4.375	5.675	Public
47	no	f	28	6.75	6.75	6.875	6.375	public	42	no	f	20	6.375	3	4.475	6.125	Public
56	no	f	30	6.5	6.5	7	7	public	41	yes	f	17	6.275	4.875	4	6.225	Public
32	no	m	10	4.75	4.7	6	3.625	public	40	no	f	13	5.575	4	4.875	5.875	Public
31	no	f	8	4.25	5.875	6.625	6.875	public	36	no	f	17	5.675	4.775	5.775	5.775	Public
53	no	f	9	4.875	5.875	6.625	3.25	public	33	no	f	10	6.375	4.875	6.125	6.125	Public
51	no	f	27	4.5	6	6.75	4.25	public	32	no	f	10	6.875	4.665	5.375	5.475	Public
45	no	m	17	6.25	6.875	6.75	5.375	public	21	no	m	1	6.275	4.775	6.125	5.875	Public
35	no	f	10	5.25	7	7	5.5	public	62	no	m	42	5.875	5.475	5.875	6.125	Public
49	no	f	25	6	6.5	6.125	6.5	public	36	no	f	16	5.375	6.125	6.225	5.275	Public
28	no	f	5	6.5	5.5	7	6.75	public	56	no	f	34	6.125	6.275	4.775	5.775	Public
40	no	f	20	5.25	6.625	6.5	6.375	public	59	yes	m	34	4.775	4.875	4.875	5.475	Public
54	no	m	33	6	6.125	6.875	6.75	public	58	no	m	33	4.875	5.775	6.575	5.375	Public
48	no	f	24	5.375	6.125	6.125	4.875	public	26	no	f	4	5.375	5.525	6.125	5.65	Public
51	no	f	26	5.125	7	6.75	4.875	public	25	no	f	3	6.125	4.875	4.625	6	Public
50	no	f	30	5.875	5.25	7	6.625	public	23	no	f	1	5.25	4.775	4.875	1	Public
55	no	f	30	2.875	6.25	5.375	6.785	public	28	no	f	5	6	4.625	4.775	6.225	Public
44	no	f	20	3.875	6.75	6.5	6	public	48	no	f	25	4.375	4.125	4.5	6	Public
32	no	f	7	6.625	6.875	6.375	6.375	public	49	no	f	24	5.875	6.5	5.5	6.775	Public
46	no	f	20	5.625	6.125	6.125	5.75	public	46	no	f	22	6.125	6.125	6.775	5.75	Public
36	no	f	17	5.125	6.375	6.75	4.625	public	45	no	f	23	6.175	6	5.625	5.55	Public
51	no	f	26	4.625	6.125	6.25	6.75	public	43	yes	f	20	5.375	5.725	5.775	6.25	Public
28	no	m	8	5.25	6.5	5.25	5.25	public	50	no	f	26	5.625	5.875	5.625	6.125	Public
32	no	f	10	6.125	6.875	6.125	6.25	public	51	no	f	27	5.875	4.875	5.125	5.75	Public
44	no	f	21	6.125	6.75	7	6	public	52	no	f	28	6.125	5.55	5.665	6.125	Public
36	no	f	10	6	6.75	6.625	6.375	public	56	no	f	30	5.775	6	6.125	5.875	Public
49	no	f	25	4.875	6.25	5.5	5.25	public	26	no	f	4	6.475	5	6.135	6.125	Public
55	no	f	30	5.125	6	6.375	4.875	public	24	no	f	2	6	5.875	4.775	4.775	Public
48	no	f	28	5.25	6.25	5.875	3.75	public	38	no	f	16	5.5	5.275	4.875	6.875	Public
40	no	m	18	6.125	6.125	5.125	5.25	public	46	yes	f	25	5.5	6.125	6.775	5.875	Public
46	no	m	25	5.875	5.875	6	5.375	public	39	no	f	16	5.875	6.225	5.775	4.875	Public
52	no	m	33	6.725	5.875	6.125	6.875	public	45	no	f	24	4.875	5.875	6.125	5.75	Public
25	no	f	2	4.625	5.725	6.375	5.775	public	27	no	m	3	6.75	6.875	7	6	Private
36	no	f	15	5.275	5.125	6.125	5.755	public	32	yes	m	7	6.125	6.5	6.875	4.75	Private
38	no	f	15	4.725	5.55	6.775	6.125	public	30	yes	m	3	5.875	6.625	6.125	6.25	Private
39	no	f	15	6.175	5.275	5.775	5.575	public	47	no	m	22	3.875	6.875	6	5.5	Private
45	no	m	21	6.275	6.125	5.875	6.125	public	31	yes	m	10	6.875	6.5	5.5	4.375	Private
46	no	f	21	6.125	6.375	5.625	6.275	public	27	no	f	4	5.25	6.375	5.75	4.875	Private
23	no	f	1	6.375	6.275	6.125	4.775	public	41	yes	f	21	7	7	7	7	Private
28	no	f	5	5.725	6	6.475	4.875	public	29	no	f	4	6	7	7	4.75	Private
29	no	f	6	5.55	5	5.55	6.125	public	29	no	f	7	6.875	7	6.375	5.75	Private
55	no	f	31	4.825	5.5	6	6.475	public	22	no	f	1	3.625	6	6.875	6.5	Private
53	no	f	30	5.875	5.775	5.475	4.875	public	27	no	f	5	6	6.875	6.5	5.5	Private
60	no	m	36	6.125	4.875	5.375	4.875	public	31	no	f	8	5	6.375	6.75	5.625	Private
49	no	m	25	6.825	4.875	5.875	4.775	public	23	no	f	1	5.75	7	6.625	6.25	Private
48	no	f	25	4.125	6.125	5.775	5.575	public	27	no	f	3	5.875	5.875	6.375	5.75	Private
48	no	f	24	5.375	6.775	4.875	5.75	public	40	yes	f	20	6.875	7	5	5.25	Private
46	no	f	22	5.675	6.5	4.5	6	public	26	no	f	1	5.375	6.75	6.25	6.375	Private

III. Networking (need for affiliation): 9.10, 11, 12, 25, 26, 27, 28

IV. Living (need of existence): 13, 14, 15, 16, 29, 30, 31, 32

It was thus obtained the following data has been analyzed statistically in the first place in terms of average values and the comparisons between groups. Data were analyzed in terms of global statistical features but also compared between public and private entity, by gender, age and senior years (20-30, 30-40, 40-50, 50-60, 60 -70)..

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
varsta	103	21	62	39.52	10.961
vechime	103	1	42	16.46	10.570
conducere	103	2.875	7.000	5.66529	.779621
expertiza	103	3.000	7.000	5.95403	.808788
relatiunare	103	4.000	7.000	6.01068	.734263
subsistenta	103	1.00	7.00	5.6913	.88769
Valid N (listwise)	103				

conducere expertiza relatiunare subsistenta vechime varsta * sex

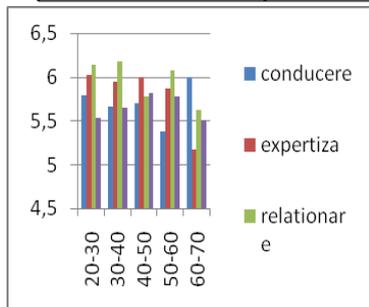
sex		conducere	expertiza	relatiunare	subsistenta	vechime	varsta
f	Mean	5.61935	5.96476	6.01071	5.7406	15.64	38.73
	N	84	84	84	84	84	84
	Std. Deviation	.769254	.821445	.762384	.90291	9.898	10.433
m	Mean	5.86842	5.90658	6.01053	5.4737	20.06	43.05
	N	19	19	19	19	19	19
	Std. Deviation	.813764	.769688	.612390	.80301	12.830	12.761
Total	Mean	5.66529	5.95403	6.01068	5.6913	16.46	39.52
	N	103	103	103	103	103	103
	Std. Deviation	.779621	.808788	.734263	.88769	10.570	10.961

conducere expertiza relatiunare subsistenta vechime varsta * functie conducere

functie conducere		conducere	expertiza	relatiunare	subsistenta	vechime	varsta
da	Mean	6.05500	6.16000	5.84250	5.7450	16.50	39.10
	N	10	10	10	10	10	10
	Std. Deviation	.727610	.774435	.997222	.78756	9.490	9.362
nu	Mean	5.62339	5.93188	6.02876	5.6855	16.45	39.57
	N	93	93	93	93	93	93
	Std. Deviation	.777047	.813303	.705022	.90145	10.726	11.163
Total	Mean	5.66529	5.95403	6.01068	5.6913	16.46	39.52
	N	103	103	103	103	103	103
	Std. Deviation	.779621	.808788	.734263	.88769	10.570	10.961

conducere expertiza relatiunare subsistenta vechime varsta * tip

tip		conducere	expertiza	relatiunare	subsistenta	vechime	varsta
privat	Mean	5.79891	6.59239	6.39674	5.6793	6.74	29.30
	N	23	23	23	23	23	23
	Std. Deviation	.908248	.375412	.502341	.73838	6.122	6.026
public	Mean	5.62668	5.77050	6.09959	5.6947	19.25	42.46
	N	80	80	80	80	80	80
	Std. Deviation	.740507	.807827	.754961	.93034	9.921	10.289
Total	Mean	5.66529	5.95403	6.01068	5.6913	16.46	39.52
	N	103	103	103	103	103	103
	Std. Deviation	.779621	.808788	.734263	.88769	10.570	10.961



year	management	expertise	relationship	subsistence
2	5.79554	6.02054	6.13696	5.5339
3	5.65952	5.95071	6.18214	5.6479
4	5.70606	5.99621	5.78258	5.8109
5	5.37368	5.86842	6.07184	5.7834
6	6.00000	5.17500	5.62500	5.5000
Total	5.66529	5.95403	6.01068	5.6913

The third test was referring to a factorial analysis on the 4 factors: leadership, expertise, relationships, living.

The objective was the determination of the 4 indicators of a smaller number of indicators that provide a more complete picture of the motivation. In this sense the main components, analysis methods were used. There are few sets of correlation above 0.30, so is therefore not suitable a factorial analysis.

From analysis we observe a significant difference between old age and the private sector and the public. The group analysis of the private sector need expertise in women is at a maximum grading, and is much higher than in men. The need for expertise is very high in case management positions.

We observe that many people need networking. High levels of need and especially networking expertise means that it is useful to stimulate this side. Those holding leadership roles and need greater networking women. The need for expertise from a private firm is higher than in a public post.

The senior people need relationship is lower than in people who do not have these features, while maintaining the same level of subsistence needs. After 60 years reduces the need for increasing need for management expertise.

Correlation analysis allows assessment of the correlation of experimental data, the assessment of linearity of response time and verify the accuracy of determining the characteristics of static arguments. So just to see a possible correlation between expertise and relationship factor.

Conclusions

Organization's performance can be influenced by motivating employees according to the perception of employees. Knowledge organization typology is crucial and can be done by using quantitative methods.

Thus in addition to companies developing networking component to include in the grounds of specific training packages proves decisive in motivation.

According to studies done by Nitin Nohra, Boris Groysberg and Linda-Eling Lee and published in the July-August 2008 issue of Harvard Business Review entitled "Employee Motivation", the question "what managers can do to meet those four reasons, and therefore increase the overall motivation of employees? ", the answer is found that only using the levers available to drive organizational manager, levers able to activate all four types of motivations to obtain performance. In other words, if the employer acts in the direction of stimulating the desire to acquire the employees via the prize, but neglects the networking desire, by not-applying suitable measures to build an organizational culture of its own, or ignore the desire to understand that one has each and not draw up, for example, a description of tasks and duties comprehensive and clear, do not get any performance gain. Performance does not increase even if addressed two of the four above-mentioned desires, nor even three of the four. It concluded specialists Harvard study of 300 employees in the first 500 companies listed by the magazine "Fortune", is that managers should train employees acting simultaneously in all four directions motivation.

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