

CASE STUDY ON THE FACTORS THAT MOTIVATE PERFORMANCE AND REDUCE PANDEMIC EFFECTS

Govor Vlad Nicolae¹

Abstract:

Motivation is fundamental for the correct and efficient functioning of an organization, therefore its role manifests at several organizational levels. A high degree of the employees' motivation contributes to the creation of a pleasant working environment, good collaboration within the institution and to the creation of an attractive image of the institution. Therefore, in the context of the pandemic created by the Sars-Cov-2 virus, we asked ourselves the questions: Which of the factors motivating performance were the most active during the pandemic? What was the impact of the changes brought by the crisis on the employees' motivation? What is the quality of the protective measures taken and the provision of individual equipment? Do the employees feel safe in terms of the material endowment with protective equipment necessary to carry out the activity? Are they sufficiently well informed about the risks of the workplace? In our approach, we undertook a quantitative research on a sample of the Border Police employees, with the aim of highlighting the reality regarding the well-being of the employees, of the professional growth and development, social and professional relations, personal professional performances and organizational performances, but also on the general motivation level of the employees.

Keywords: comportament managerial, pandemie, reziliență, eficiență

JEL Classification: M12 Personnel Management - Executives; Executive Compensation

1. Introduction

The globalization characteristic of the third millennium sets new challenges for the management of human resources, especially for businesses and transnational corporations. Developed economies open their access to new markets, which imposes the need to manage human resources as efficiently as possible in order to gain competitive advantages on global markets.

Motivation is a process of stimulating employees to achieve the company's strategic objectives in exchange for satisfying personal needs and wants. The motivation or reward systems created within the entities, which include both material and non-material stimulation, are based on general salary principles and a certain calculation methodology, taking into account the labor legislation in force, strategic objectives and possibilities entity's finances.

Therefore, in the context of the pandemic created by the Sars-Cov-2 virus, we asked ourselves the questions:

- ✓ Which of the factors motivating performance were the most active during the pandemic?
- ✓ What is the quality of the protective measures taken and the provision of individual equipment?
- ✓ What was the impact of the changes brought by the crisis on the employees' motivation?
- ✓ Do the employees feel safe in terms of the material endowment with protective equipment necessary to carry out the activity?
- ✓ Are they sufficiently well informed about the risks of the workplace?

In our approach, we undertook a quantitative research on a sample of the Border Police employees, with the aim of highlighting the reality regarding the well-being of the employees, of the professional growth and development, social and professional relations, personal professional performances and organizational performances, but also on the general motivation level of the employees.

We wanted to test whether the factors (proposed by us following empirical research): high salary level, inspirational capacity, fairness and support provided by the manager, receipt of non-monetary rewards, fair correlation between performance level and salary level, schedule flexibility of work, professional job satisfaction, a work environment that challenges

¹ Ph.D. Student, Valahia "University of Târgoviște", România, vgovor030@gmail.com

me, were selected by people with a high level of education and if there is any difference between the choices of women or men regarding these factors.

We start from the premise that these factors were quite active during the pandemic, for this reason our approach took shape in a case study on a sample that includes 210 observation units. The questionnaire developed by us was applied to a number of 210 respondents from the territorial structures related to the Border Police. The purpose of the questionnaire is to identify the level of motivation of the personnel of the Border Police structures. The questionnaire was pretested between July and September 2022. The centralization of the answers will be carried out through the SPSS program, which created a database necessary for the interpretation of the results. The SPSS program (version 1.3) was used in data processing, descriptive and frequency data were used. In the questionnaire, I very often used Linker-type scales, in order to obtain agreement or disagreement with regard to certain criteria, but also the level of motivation of the tested characteristics.

2. Case Study

In this study, in order to find out the answer to the first research question, we will analyze each proposed factor according to the respondent's experience and gender.

Table 1 shows the first analyzed factor - the high salary level - was chosen in a higher proportion by the respondents with an experience of more than 11 years (approximately 39%), respectively more than 20 years (34%), and by men (57%). Thus, they consider it optimal for maintaining the level of motivation in the event of an external crisis such as the pandemic.

Table no.1. The high salary level

		Experience held				Total	Percentage of respondents – gender criterion
		Under 5 years	Between 6-10 years	Between 11 -20 years	Over 20 years		
High salary level	Male	33	5	49	32	119	57
	Female	17	2	32	40	91	43
Total		50	7	81	72	210	100
Percentage by experience		24	3	39	34	100	

Regarding the ability to inspire, correctness and support offered by the manager, the percentages based on seniority were maintained (71% respondents with more than 11 years of experience, respectively more than 20 years), only that at the level of the sexes, the responses of men were predominant , according to table no.2 (a percentage of 71%). Thus, they consider it an active factor to maintain the level of motivation in the case of the pandemic.

Table no. 2. The capacity for inspiration, fairness and support provided by the manager

		Experience held				Total	Percentage of respondents – gender criterion
		Under 5 years	Between 6-10 years	Between 11 -20 years	Over 20 years		
The capacity for inspiration	Male	35	5	53	57	150	71
	Female	15	2	28	15	60	29
Total		50	7	81	72	210	100
Percentage by experience		24	3	39	34	100	

The third factor analyzed - the receipt of non-monetary rewards - keeps the percentage of respondents on the minimum experience held. A clear remark is the selection of this factor by men (a percentage of 93%), who see it as an influencing factor for maintaining the level of motivation in the conditions of the pandemic.

Table no. 3 Receiving non-financial rewards

		Experience held				Total	Percentage of respondents by gender
		Under 5 years	Between 6-10 years	Between 11 -20 years	Over 20 years		
Receiving non-financial rewards	Male	46	7	80	63	196	93
	Female	4	0	1	9	14	7
Total		50	7	81	72	210	100
Percentage by experience		24	3	39	34	100	

For the criterion related to the experience held, the factor - the fair correlation between the performance level and the salary level - is preferred by the respondents with less than 5 years of experience and by those with more than 11 years or 20 years of experience. From table no. 4 it is observed how men considered it eloquent in proportion of 68% for the performance in the pandemic.

Table no. 4. The fair relationship between the level of performance and the salary level

		Experience held				Total	Percentage of respondents by gender
		Under 5 years	Between 6-10 years	Between 11 -20 years	Over 20 years		
Salary performance correlation	Male	27	2	59	55	143	68
	Female	23	5	22	17	67	32
Total		50	7	81	72	210	100
Percentage by experience		24	3	39	34	100	

The responses for the factor - work schedule flexibility receiving non-monetary rewards - are highlighted in table no.5 and they indicate that 71% of experienced respondents validate it as a determining factor of active motivation during the pandemic. 81% of male respondents claim that this factor was active in the recent external crisis.

Table no. 5. Flexibility of working hours

		Experience held				Total	Percentage of respondents by gender
		Under 5 years	Between 6-10 years	Between 11 -20 years	Over 20 years		
Flexibility of working hours	Male	40	5	65	61	171	81
	Female	10	2	16	11	39	19
Total		50	7	81	72	210	100
Percentage by experience		24	3	39	34	100	

Regarding the factor - the professional satisfaction offered by the workplace - the responses show a high level of satisfaction obtained from the respondents with more than 11

years of experience (39% and 34%) and those of the male sex (70%), they totaling much more more than the majority percentage.

Table no. 6. Job satisfaction provided at work

		Experience held				Total	Percentage of respondents by gender
		Under 5 years	Between 6-10 years	Between 11 -20 years	Over 20 years		
Job satisfaction provided at work	Male	33	5	56	54	148	70
	Female	17	2	25	18	62	30
Total		50	7	81	72	210	100
Percentage by experience		24	3	39	34	100	

The last factor analyzed - a work environment that challenges me - is considered motivational and active in the pandemic by 84% of male respondents and 71% of respondents with more than 11 years of experience. Thus it can be validated as a motivational asset in the recent external crisis.

Table no. 7. A work environment that challenges me

		Experience held				Total	Percentage of respondents by gender
		Under 5 years	Between 6-10 years	Between 11 -20 years	Over 20 years		
A work environment that challenges me	Male	38	6	71	61	176	84
	Female	12	1	10	11	34	16
Total		50	7	81	72	210	100
Percentage by experience		24	3	39	34	100	

In the figures below, we have highlighted these percentages and variations of each factor that motivates performance, based on gender - male (figure no.2) and female (figure no.4) and on the groups of respondents according to the experience held in the current field of activity (figure no.1 and no.3). Overall, all factors were recognized as active in the pandemic, especially: high salary level (11% male, 25% female), inspirational capacity (14% male, 16% female), receiving non-monetary rewards (18% male , 4% female), correlation performance salary (13% male, 18% female), flexibility of the work schedule (15% male, 11% female), personal satisfaction offered by the workplace (13% male, 17% female), a work environment that challenges me (16% male, 9% female).

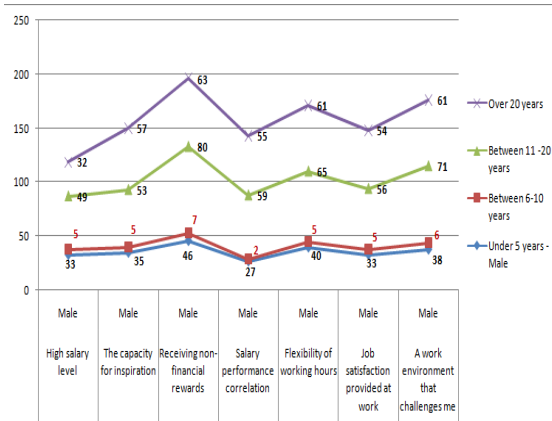


Figure no.1 Seniority factors, male-respondents

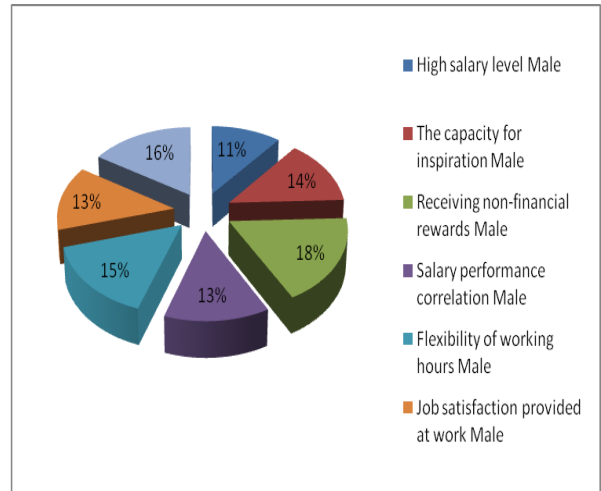


Figure no.2. Seniority factors, male-percentages

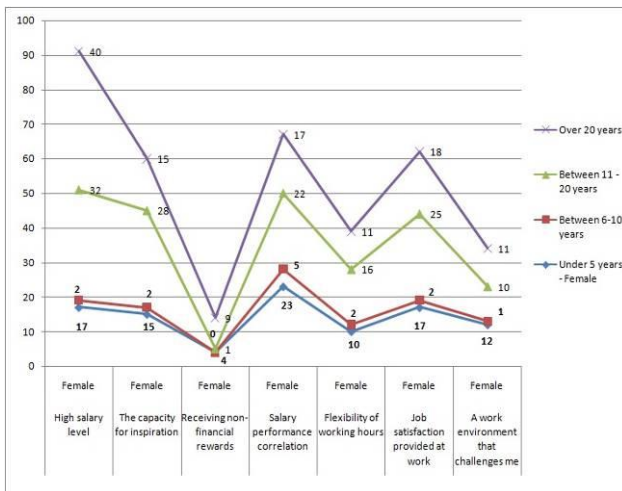


Figure no.3 Seniority factors, female-respondents

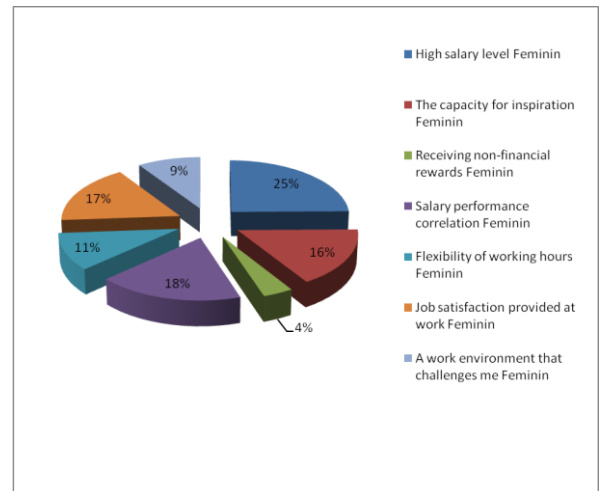


Figure no.4 Female – percentages

In the following paragraphs we will summarize the answers to four other questions:

1. What is the quality of the protective measures taken and the provision of individual equipment?

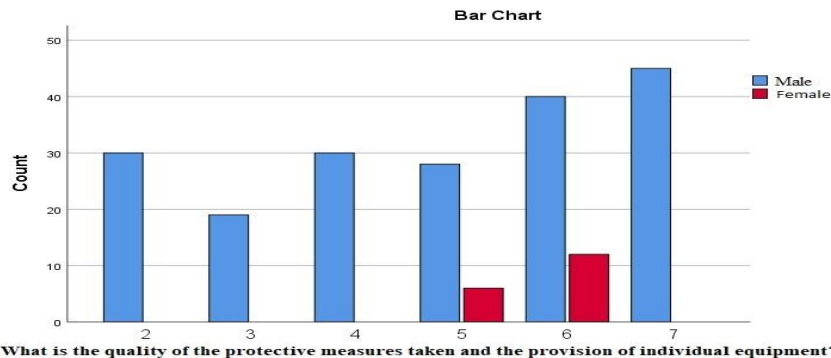


Figure no. 5 The quality of protection measures based on gender criteria

In figure no.5 the answers of the respondents are detailed according to the gender, we observe a homogeneity of the answers, the grades having a tendency to increase towards the

maximum level. There are more answers from men because the percentage of male employees in the analyzed field of activity is much higher than that of women. In the chart in figure no.6, an increase in the maximum score received from respondents from the urban environment is observed, and an increase in the score of 6 for respondents from the rural environment. In figure no.7, the responses of people with seniority distance themselves from the rest, being concentrated around the maximum marks (6,7) but also the average ones (4,5).

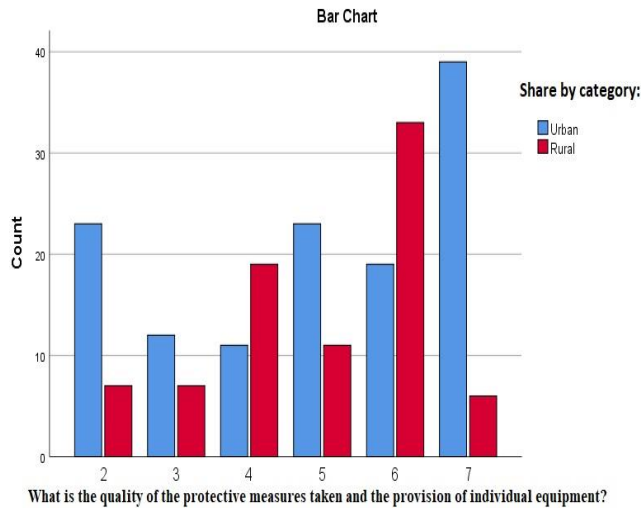


Fig. no. 6 Quality of protective measures – Environment

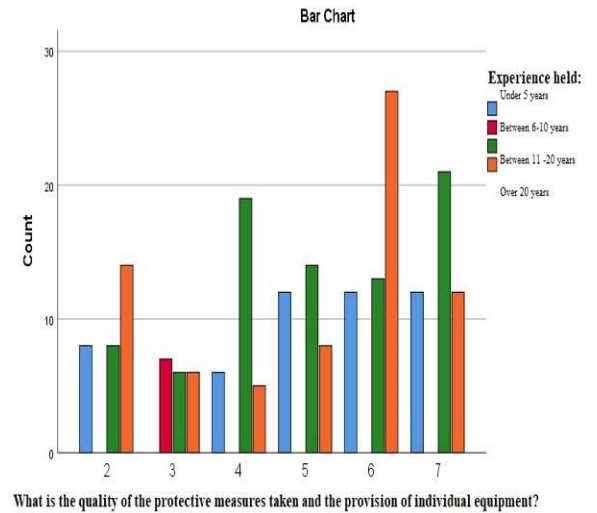


Fig.no.7 Quality measures - Experience

Thus we can state that the respondents' perception of the quality of the protective measures taken and the provision of individual equipment is good and very good, for both sexes and especially for the category of respondents with more than 11 or 20 years of experience.

2. What was the impact of the changes brought by the crisis on the employees' motivation?

In figure no. 8 it is observed how the motivation was substantially influenced by the changes brought by the Sars-Cov-2 virus pandemic, the grades selected by both respondents' averages were maximum 7, 8, 9, 10. This trend is also observed in figure no. 9, where all four categories of staff with different experiences choose the same grades with a preponderance (7, 8, 9, 10).

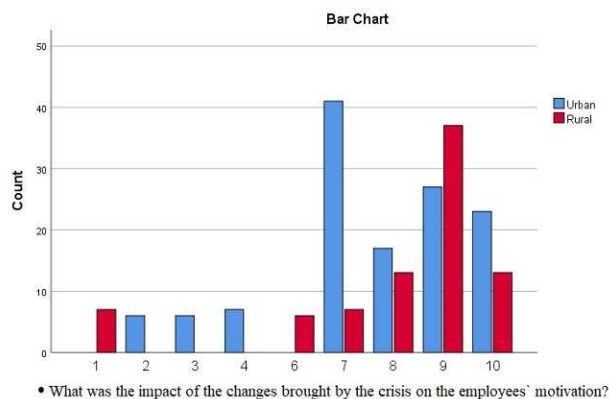


Figure no. 8 Motivation of the employee - on the average

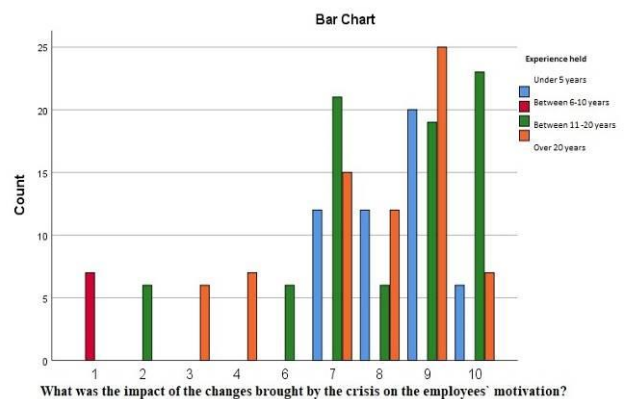


Figure no. 9 Employee motivation - Experience

Regarding the gender criterion, the female respondents focused their answers on grades 7, 8, 9, and the male respondents on 7, 8, 9 and 10. Thus, we can affirm that the employee's motivation was negatively impacted by the changes brought by the current pandemic, the respondents' perception being more of the majority towards the maximum marks that support this idea.

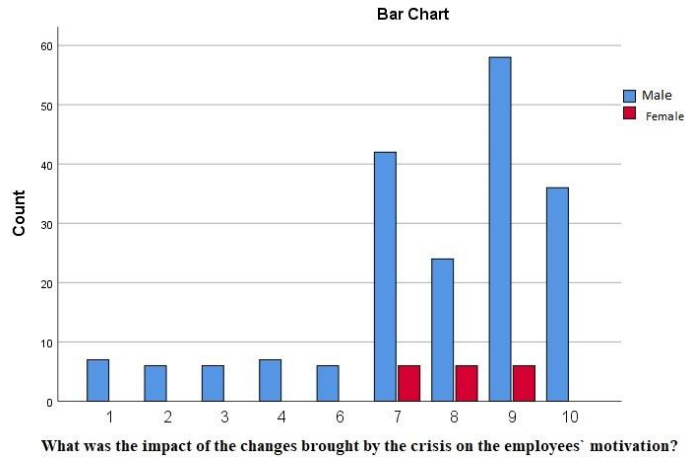


Figure no. 10 Motivation of the employee - based on gender

3. Are they sufficiently well informed about the risks of the workplace?

Regarding safety in terms of the material endowment with protective equipment necessary for carrying out the activity of the surveyed personnel, figure no. 11, shows the degree of satisfaction of the respondents from the urban and rural areas (slightly above the majority of the respondents), on the other hand, there are also quite a percentage highly dissatisfied and very dissatisfied. Instead, depending on the level of experience held, it is observed that the dissatisfied are part of the 6-10 years seniority segment, and extremely few respondents from the respondents with more than 11 years of experience are very dissatisfied (data presented in figure no. 13). Regarding satisfaction based on gender: it can be observed how all the women questioned stated that they were satisfied with the material endowment with protective equipment (data highlighted in figure no. 13).

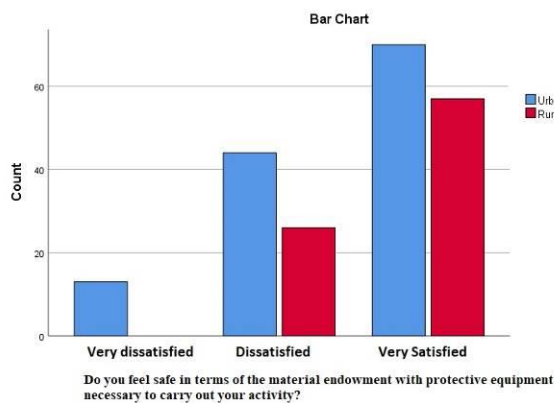


Figure no. 11 Material endowment – Environment

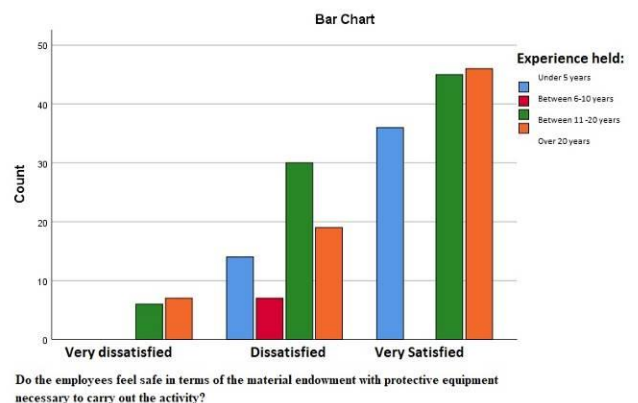


Figure no.12 Experience held

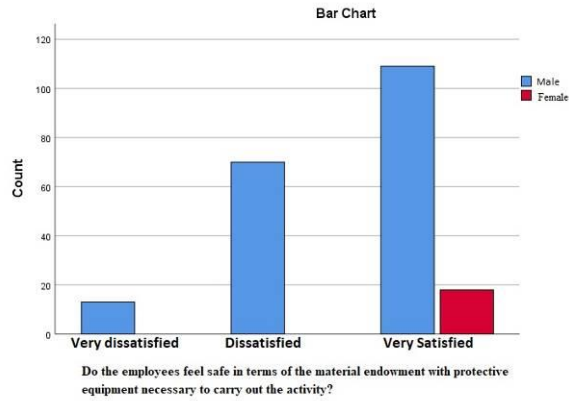


Figure no. 13 Material endowment – based on gender

4. Are you satisfied? Do you think you are sufficiently well informed about the risks of the workplace?

The answers related to the level of information regarding the risks of the workplace keep an average mark, the marks of 6, 8, 9, 10 are selected by respondents from both urban and rural areas (data presented in figure no.14). Regarding the experience held, the grades frequently chosen were 8, 9, 10. The same tendency of grades – 8, 9, 10, can also be seen in figure no. 16. In other words, we can say that the respondents consider that they are sufficiently well informed about the risks of the workplace.

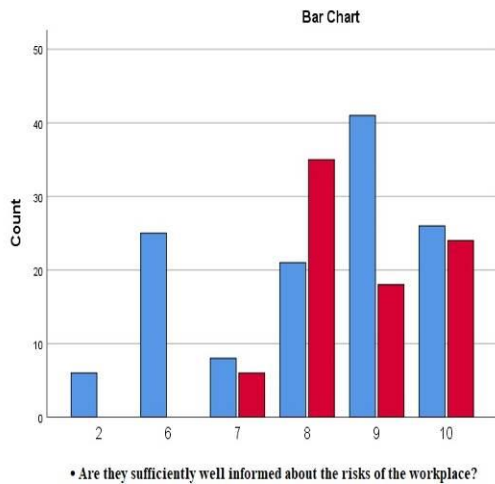


Figure no. 14 Information on health risks - Environment

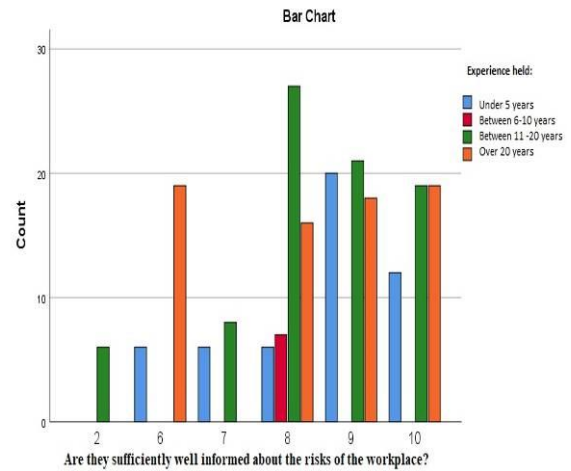


Figure no. 15 Health risks – Experience

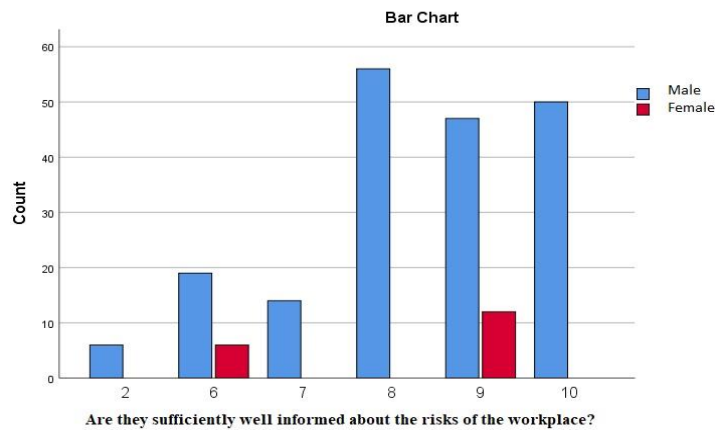


Figure no. 16 Health risk information - gender criterion

Conclusions

In order to summarize the information from the case study presented by us, we created table no. 8 and figure no.17, so we can clearly see how experienced employees validate in a high percentage these factors as motivational for performance during the external crisis caused by the Covid 19 pandemic Overall, all factors were recognized as active in the pandemic.

Thus for men we have the following selection in descending order: receiving non-monetary rewards (18% male), a work environment that challenges me (16% male), flexible work schedule (15% male), the ability to inspire (14 % male), the salary-performance correlation (13% male) and the professional satisfaction offered at the workplace (13%), the high salary level (11% male). Thus the first three factors chosen are related to non-financial motivation.

On the other hand, female respondents chose the following selection in descending order: high salary level (25%), salary-performance correlation (18%), personal satisfaction offered by the workplace (17%), inspiration capacity (16%), working schedule flexibility (11%), a work environment that challenges me (9% female), receiving non-monetary rewards (4%). Thus, the first three factors that maintained the performance and motivation level of female respondents during the recent pandemic were of the financial motivation type.

Table no. 8 Factors that motivate performance - by gender and experience of respondents

		Under 5 years	Between 6-10 years	Between 11 -20 years	Over 20 years
High salary level	Male	33	5	49	32
	Female	17	2	32	40
The capacity for inspiration	Male	35	5	53	57
	Female	15	2	28	15
Receiving non-financial rewards	Male	46	7	80	63
	Female	4	0	1	9
Salary performance correlation	Male	27	2	59	55
	Female	23	5	22	17
Flexibility of working hours	Male	40	5	65	61
	Female	10	2	16	11
Job satisfaction provided at work	Male	33	5	56	54
	Female	17	2	25	18
A work environment that challenges me	Male	38	6	71	61
	Female	12	1	10	11

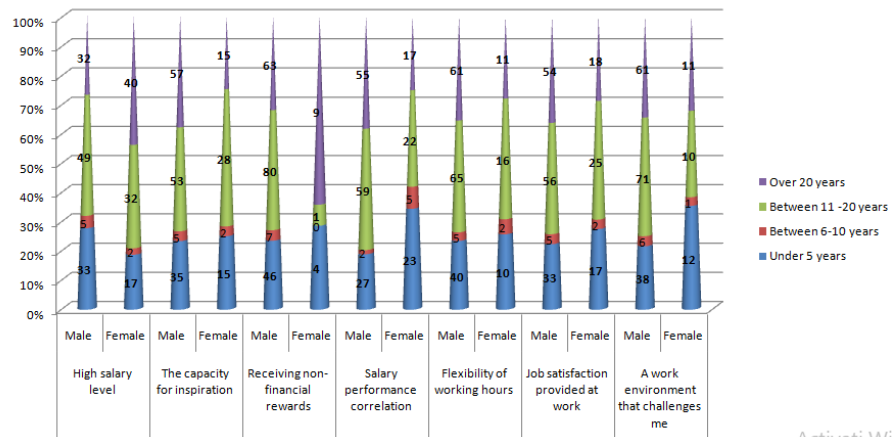


Fig. no.17 Graphic representation of factors driving performance in the recent external crisis

Thus, human resources, once motivated, both within some companies and within the national public systems, most of the time cause a suitable and timely working environment for the development of the society and implicitly the increase of the entity's performance.

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