EMPIRICAL RESEARCH ON THE MOTIVATION OF EMPLOYEES IN TELECOMMUNICATIONS COMPANIES IN BUCHAREST

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ABSTRACT

This paper its intended to shade a light on the connection between the employee motivation and the factors that lead to what the corporate culture names as "engaged employees". In this very dynamic and competitive market as well as in this troubled economic times, due to the global recession, companies were faced with a very acute dilemma. How can we increase the level of employee motivation , and beyond that , how can we take it to the next level , the " engagement " . The next level of employee motivation , the engagement , has become crucial in the corporate human resource equation , because it provides to those who are able to reach it , a major competitive advantage in this battle for scouting and retention of talents .For what companies realized in this very interesting times it's that only with teams which are fully involved in every aspect of their working projects, but more than that , which are willing to go a step further , the stakeholders can be at ease with the future of their company.

KEYWORDS*: motivation factors, corporate management, human resource management.*

JEL CLASSIFICATION: *J28, L25, M12, M52*

1. INTRODUCTION

This study proposes a research model causal relationship between the level of employee motivation and motivational factors (see Figure 1). By identifying these factors and the degree to which each of them can positively or negatively influence the motivation of employees, human resource managers can make the necessary decisions that will lead to increased employee motivation and thus their individual performance (was proven a direct and positive between the motivation and performance of employees) and organizational performance (Ghana & Bababe, 2011, Popescu et al., 2009; Puia, 2011, Ricason, 2012.It follows a pattern that underlies empirical research consists of two primary elements: the level of motivation of employees on the one hand and on the other,the motivational factors.

After research literature conducted ,motivational factors were classified into eleven categories: financial and non-financial rewards, working conditions, safety job, development opportunities within the organization, work content, recognition of personal merit,the balance work and family life, private relationships with managers, relationships with colleagues, organizational culture, job autonomy (see Figure 2). Research conducted by other experts in the field shows that between each of the factors listed above and the motivation there is a direct and positive relationship. Empirical research aims to explore whether this relationship is proved and in the telecom companies in Romania.

The left element of the model, namely "motivational factors" is divided into 11 parts following model resulting mentioned that underlies empirical research that follows.

The chapter on empirical research and drafting model "Determinants motivation telecommunications companies in Bucharest" is divided into five main parts as follows: research

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hypotheses, research methodology, sample characterization, processing and analyzing the results, the study findings. In this paper i will present the first 3 of them , and in a second paper i will present the processing and analyzing the results.
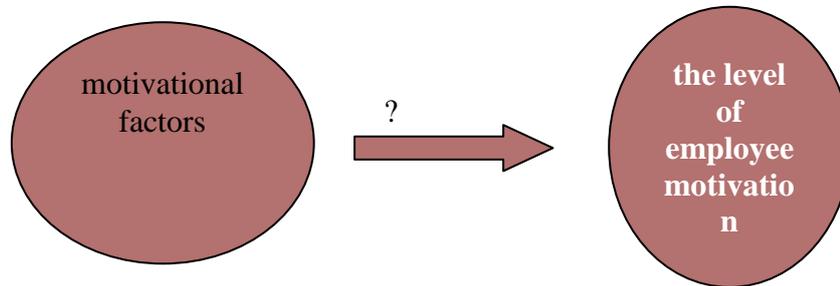

Figure 1: Model- the motivation level, motivational factors
Source : own illustration

1.1 Research hypotheses
Based on the theoretical model graphically illustrated above assumptions were developed 11 research directly testable empirical studies conducted in telecommunications companies in Bucharest. Based on the findings of the literature between model elements, namely the level of motivation of employees and each of motivational factors there should be a positive relationship. Therefore the following hypotheses were formulated research:
H1: The financial and non-financial rewards determine the level of motivation of employees.
H2: Working conditions in an organization determines the level of motivation of its employees.
H3: perceived Safety Job determine the level of motivation of employees in an organization.
H4: development opportunities within the organization determines the level of motivation of its employees.
H5: work content determines the level of motivation of employees in an organization.
H6: Recognize a fellow employee by Manger and determine the level of motivation of employees in an organization.
H7: The balance between work and private life affects the motivation of employees in an organization.
H8: The relationship between employees and managers exert a certain influence on the level of motivation of employees in an organization.
H9: The relationship between peers exert a certain influence on the level of motivation of employees in an organization.
H10: The more the employees share the organizational culture and values promoted in the organization in which they work, the more their level of motivation increases.
H11: The more autonomy the employees is higher in an organization, the greater the level of their motivation.
It is estimated that between each of the 11 motivational factors and employee motivation level there is a positive relationship, the intensity of this relationship (which varies from one factor to another) will be established by statistical analyzes presented in subsequent chapters.
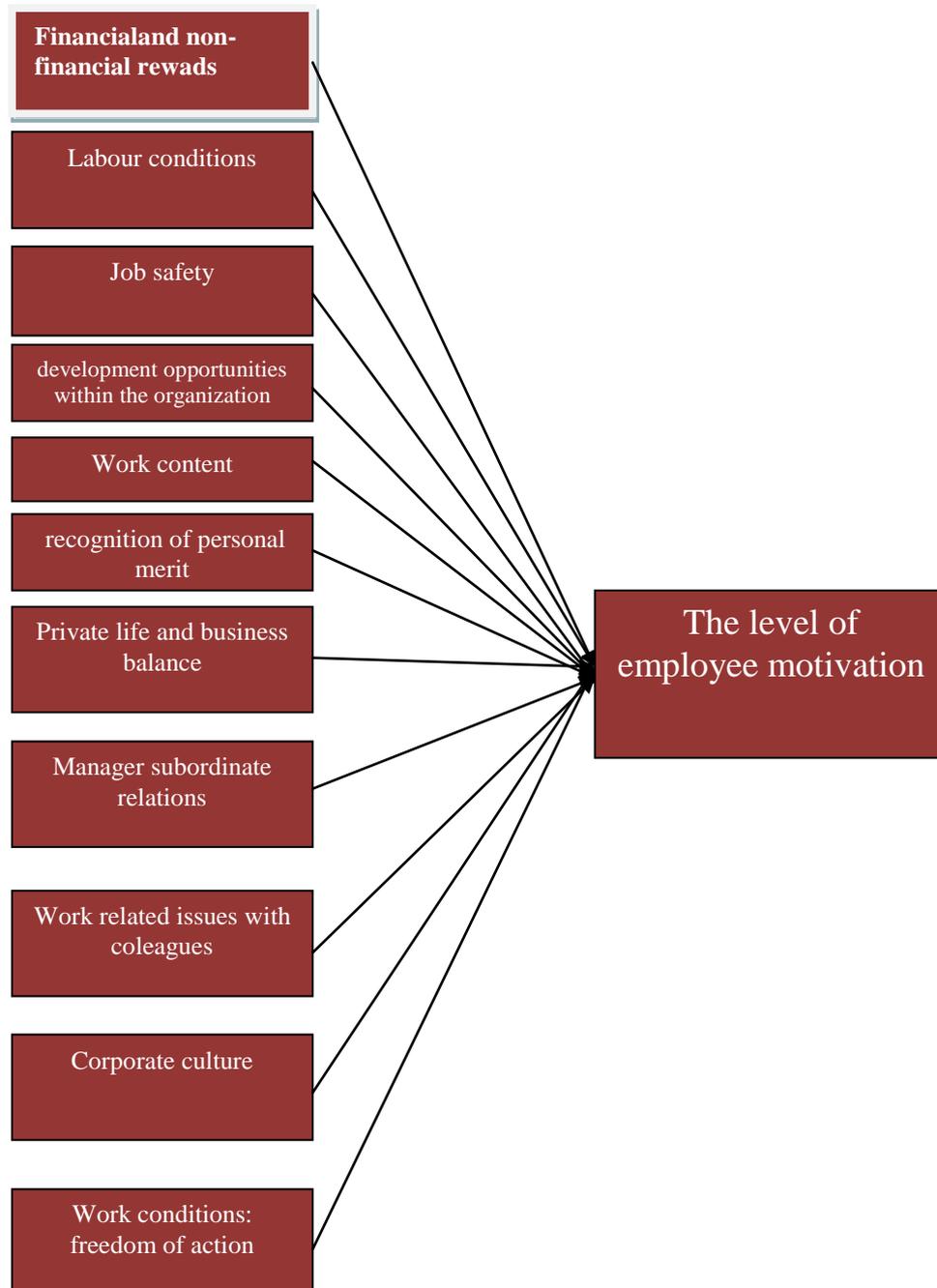
Figure 2: The level of motivation model - the eleven motivational factors

1.2. Research Methodology

The present section will present the research methodology, by reference to the following aspects: questionnaire structure, the design of it and how to collect primary data, research limitations. The instrument used in the present research is based on a questionnaire survey, which is one of the tools most commonly used in the social sciences. The questionnaire consists of a sequence of questions written, logically, with open or closed answers (Chelcea, 2007). In our case, all questions were closed questions with only one choice. For most questions using Likert scale from 1 to 5 (1 - strongly disagree, 2 - disagree partially, 3 - neutral, 4 - partially agree, 5 - strongly agree) that measures the approval / disapproval of respondent towards a certain statement. This scale is used in

many research-based questionnaire because it is easy to use and statistically processed (items corresponding latent variable could be added) and stimulates respondents to use all five possible answers.

The questionnaire used in the present study (see Appendix 1) consists of 79 questions structured in four main parts (see Table 1). In the first part addressed questions to describe sample respondents according to age, their gender, their last graduate education, type of function in the organization in which they work, seniority in the organization, or age in employment. In the second part of the questionnaire is formulated a set of questions designed to assess the level of motivation of the respondent.

Here are 59 questions submitted through which are evaluated the factors that determine motivation at work. By applying factor analysis of these items is highlighted 11 motivational factors, which subsequently will be applied and various descriptive statistics that will be included in a regression equation. In the final part of the questionnaire respondents are asked to rate on a scale of 1-5 the importance of each motivational factor.

Tabel 1: The structure of the questionnaire

Data collected	Appropriate questions in the questionnaire
Respondent data	I1-I6
The level of motivation	I7-I9
Motivational Factors	I10-I68
The importance of motivational factors	I69-I79

Questions included in the questionnaire can be classified into three broad categories: questions inspired by research conducted by other researchers (Bowling Green State University, 2009, Judge et al., 2001; Puia, 2011; Spector, 1994, University of Minnesota, 1977), questions resulted from discussions with Mr. Prof. PhD Viorel Popescu and other specialists from academia and companies and questions resulting from personal reflections based on experience working in telecommunications for over five years. The questionnaire was distributed during May-September 2012 both physical as well as electronic format. Questionnaire was also charged www.surveyconsole.com site, at http://motivatiainmunca.surveyconsole.com and potential respondents have been communicated address to access the questionnaire.

1000 questionnaires were distributed and the response rate was 30.9%, meaning that received 309 valid questionnaires completed and were subsequently used in the data analysis phase. Given the socio-economic conditions in Romania, which noted the reluctance of employees to participate in the various academic projects, the rate of valid questionnaires obtained is considerably high and stand behind this good result following:

- Relevant work experience in telecommunications for over five years, which gave me access to an extensive network of colleagues and acquaintances, through the personal relationships that have kindly complete the questionnaire; - Questions were short, clearly worded and diversificate, so do not be dull for respondent;
- The average response to the questionnaire was relatively low, ie 13 minutes

- Questionnaire begins with a short introductory part in which respondents are assured of the confidentiality of responses and the fact that they will be used for scientific purposes.

Respondents to maintain high attention and avoid them in an automatic entry of the response, which could lead to altered results, some questions were formulated in a negative way. Thus, we wanted to capture respondents' interest for the entire period of completion of the questionnaire. Subsequently answers to questions with inverted scales were recodified with a specific function used for data processing software, namely SPSS 19, and turned into positive questions. As previously mentioned software used for data analysis package SPSS consist of 19 and Microsoft Office Excel 2007.Before the widespread distribution of the questionnaire was conducted pilot research was aimed timely background for identifying potential problems that could occur during completion of the questionnaire. After observations received and referrals made by respondents some questions were reworded and other questions was dropped and is considered redundant. This pilot research was particularly important because it helped improve the questionnaire and to avoid additional costs that would have occurred if there had already been widely distributed questionnaire and then it should be withdrawn and redistributed.

Limits research relates mainly to the area of activity and geographical area in which the questionnaire was distributed, namely the companies active in the field of telecommunications in Bucharest. Next, the chapter will be detailed sample description of the reasons for this decision. Another limitation of the research, which could cause erroneous errors involves inserting coded data obtained from questionnaire application in SPSS. In order to minimize this risk we tried to get a large number of responses via the online platform.

1.3. Sample characterization

The sample used in the present research consists of employees of telecommunications companies in Bucharest. We chose the telecommunications sector as a subject because of experience working both in the field and personal interest that I have as a manager of a company in the field of telecommunications. I particularly interested in the mechanisms by which employees in this sector can be motivated because the results of this research seeking to implement a model of motivation in the company where I work.

This model is primarily aimed at increasing employee performance and organizational competitiveness potentiation secondary aim telecommunications market in Romania. We chose Bucharest as geographic and economic region because I think that in this area concentrates most of the activity in this field, and companies active on the market in Bucharest relevant and nationally (most of them having branches in major cities of Romania).

The sample consists of approximately 7,000 employees working in telecommunications. Most experts believe that though the sample size should not be calculated based on the total population, but in relation to the number of independent variables. According to Field (2005) for each independent variable must be collected at least 10-15 responses. In our case we have 11 independent variables (corresponding to 11 motivational factors in the conceptual model presented above). Thus, the minimum number of responses should be 11 X 15 = 165. Given that we obtained 309 valid responses, we believe that this threshold has been reached. In the following sample will be characterized in terms of population based on graphs obtained in SPSS. Also can be found in Appendix 2 frequency tables on different characteristics of the sample. From the perspective of the respondents' age, we can say that over 45% of respondents aged 21-30 years and 31.7% of respondents aged 31-40 years.

Less than 2% of respondents aged over 60 years, and about 17.5% of respondents between 41-50 years (see Figure 3).

Further descriptive analyzes were performed on both variable different level of motivation, and on each of the 11 previously identify additional motivational factors. Mean motivation level is above 3.5 and differences were observed among different categories of respondents: women have a higher

level of motivation than men, surprisingly, with the age increases motivation, the higher education level is higher, so are more difficult to motivate employees, once the position is most advanced in organization, level of motivation is higher. Regarding the 11 motivational factors, the lowest average value is recorded Rewards factor (3.26), and the largest by organizational culture (3.97). Note that the dimensions that hold more emotional side recorded higher values of labor (organizational culture, job content, autonomy), while factors related to the more pragmatic side as well as financial and non-financial rewards, working conditions, safety work) have slightly lower values.

In the regression model which aims quantify the influence of each factor on the level of motivation motivational stand following equation: Motivation Rewards = 1688 + 0023 + 0131 + 0184 Career CondM ContM + 0182 + 0281 + 0248 RecMerite Relman WLB + 0158 + 0148 + 0108 Relcol Cultorg + 0086 auton R2 value of 0.51, which means that the model has good predictive capacity: 51% of the variation in level of motivation can be explained by the 11 independent variables selected and entered into the model. Except for one factor, namely security job, all other relationships are statistically significant. Thus, except one hypothesis, namely, H3: perceived Safety Job determine the level of motivation of employees in an organization (the Sig. For this variable is greater than .005), all other hypotheses are confirmed. Analyzing the parameters of the regression equation, we can say that the level of motivation is influenced mainly by labor content and balance between work and private life. On the other hand, factors that produce the smallest changes to the motivations are rewards and job autonomy.

Noticed that most of the respondents are young or middle-aged. This is not at all surprising, given that telecommunications is relatively new in Romania and has developed great especially after 1990, when the Romanian market appeared foreign operators and new technologies were introduced. Regarding the respondents' sex, we have a relatively equal distribution, 46.6% of respondents were women and 53.4% men remaining (see Figure 4). And telecommunications industry-wide number of men exceeds that of women, especially in the technical field.

As to the level of education for the respondents, in the graph below we can see that most of those interviewed university for the license (63.11 %), and 29.13 % of them have bachelor's studies. Number of people with course studies and doctorale studies is 12 people in each category, meaning a total of 7.8 % of the population. In the case of any vocational school graduates is not the last form of education exempted from.
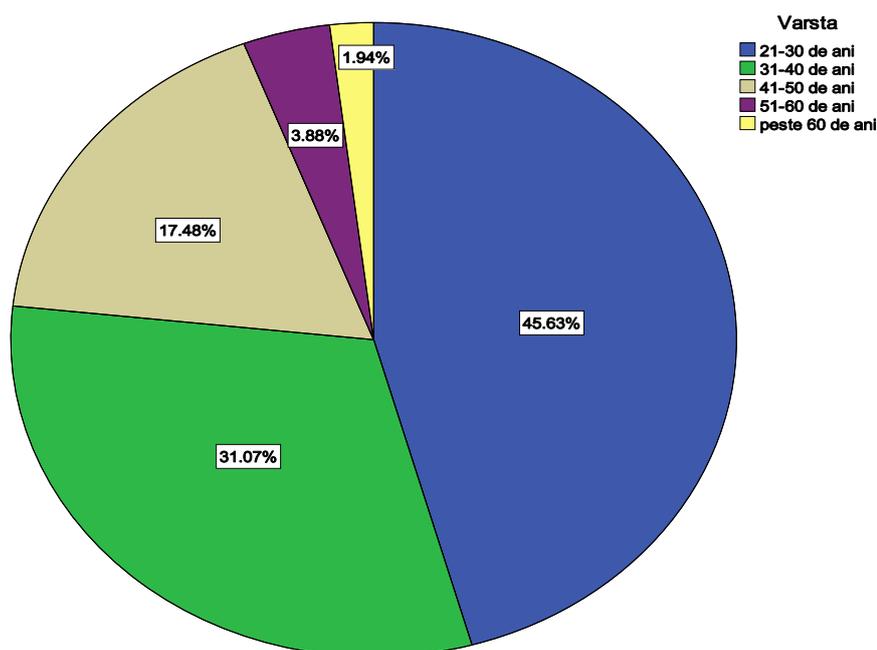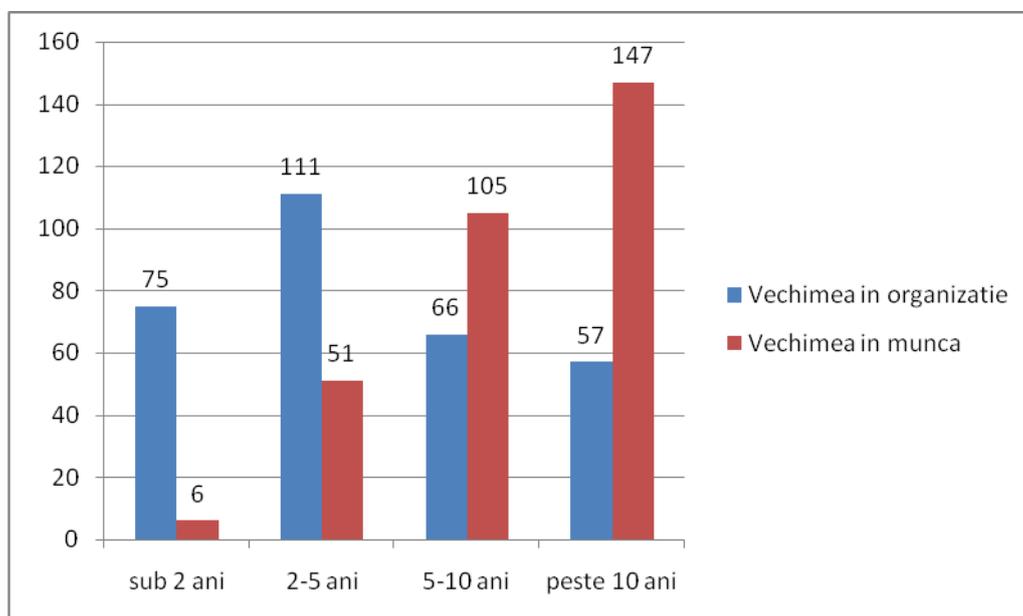

Figure 3. Types of respondents

Following graph shows the age employees at the level of organization as well as total and the age to the labor market (the age gained over time). Thus, it can obseva that most employees interviewed an age to the labor market over 5 years (between 5- 10 years of age or more than 10 years), but seniority in the organization shall be up to 5 years (less than 2 years old or between 2-5 years old).This is not surprising because it has been found that in the last years employees loyalty toward the company has dropped significantly, the employees nemaiezitand too much before leaving his job in the event that a tender for more good appears on the market.

This is extremely dangerous for the organization, because it investete in training and training employees and their departure when they reach the "period of maturity professional productivity affect entire companies (Dysvik & Kuvaas, 2010; Reichers, 1985; Zeffane, 1994).Germany and Japan is among the countries in which employees will retain the most work in the United States of America employees have a very high level in an ease to give up his job present, with the country occupies a place approximately in the middle of this top.

Those three " steps " presented in this paper: research hypotheses, research methodology, sample characterization are crucial, because based on the info that they provide us , we can process and analyze in a scientific manner , and the results will be most important in helping managers worldwide in motivating their employees more efficiently and accurate.

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