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MOTIVATION, PERFORMANCE AND EFFICIENCY

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Abstract: This article talks about the importance of motivating the employees and underlines the motivation as a key factor which influences the performance of employees, their efficiency and efficiency of the company. These facts are supported by a model that expresses the relationship and connection between motivation, performance and efficiency, also how each other influences and highlights the factors which affect the increase of performance maintaining the high motivation of employees.

Keywords: motivation, performance, efficiency, employees, skills

1. Motivation

In the company it is important to consider, why employees do what they do, why they perform like they perform and why they act the way they act. It is necessary to think if it is just a habit, or it is a result of previous motivation. It is right these facts that many organizations do not realize, while sufficiently motivated employees are able to perform and achieve their dream goals and goals of the organization itself.

Quality of motivation of human potential principally determines the quality of organizational engagement. Individuals and groups with high motivation are able to work more effectively, with a higher inventiveness, a higher responsibility in comparison with the individuals and groups with low motivation [1].

The most valuable thing new employees bring to the company, is their willingness to work for the company. It means that they work voluntarily, so they want to work by their own decision and make it even with pleasure. It is really difficult, almost impossible to achieve this state through special directives or commands, but only through the support of employees' motivation.

When talking about employee motivation, it is about his inner, own, self-imposed decision, why and with what approach will he try to fulfill his tasks. A person has his own reasons why he works in the company and the company often even does not exactly know these reasons. And these reasons may change overtime.

People working for charismatic leaders are motivated to exert extra effort and, because they like and respect their leader, express greater satisfaction. In a similar spirit, Harter et al. (2010) conclude: Improving employee work perceptions can improve business competitiveness while positively impacting the well-being of employees [2]. Simplistically it can be said that motivation is an activity through which is influenced the behavior of people in the way we want them to behave and act. In the company, with help of the proper management style, this can be used by managers to influence and encourage the employees to higher performance through satisfying their needs and desires also with developing their skills and knowledge. With achievement of higher performance also comes

increase of profit and possibility of better competitiveness on the market.

2. Performance

The motivation topic is significant principally wherever there where it is about performance [3]. Motivation multiplies the performance that we are able to achieve with certain abilities. Therefore, this relationship can be mathematically depicted as follows: $performance = skills \times motivation$ [4].

Previous idea about performance is supported in publications of authors like Birknerová and Litavcová, and they enrich it by the division of the work performance by the factors on which performance depends. Work performance of the employee depends on the consistency of subjective (motivation, skills) and objective (working conditions) performance factors. In principle all of these factors can be controlled in a certain desired extent. It is possible to conclude, that in motivation view the desired level of performance is contingent upon an optimal level of motivation [5].

Employee performance is the final result of particular tasks which was made by employee, which is employee responsible for and which will be evaluated. In other words, work performance is the result of a specific work in a certain quality in a certain time.

There are many different opinions on explanation of the performance. It may be simply regarded as a record of achieved results. From an individual perspective it can be a record of a person achievement. Kane (1996) claims, that performance is something that person leaves behind and that exists separately from the purpose. Bernardin (1995) says: Performance should be defined as the result of the work, because it provides the strongest link to the strategic objectives of the company, satisfaction of the customer and economic benefit to the company [6].

Work performance is affected by many factors. First, it is influenced by the skills of employees and the level of their motivation, but it is also influenced by work conditions are created for employees for the full application of their skills and knowledge. Companies, which have the effort to achieve better performance and greater competitiveness through their employees, should focus mainly on the

effectiveness of its motivational systems and working conditions.

Armstrong has defined four basic areas that affect performance as follows:

- Employee, which needs the right level of skills, motivation, support and incentives to work effectively;
- Working group of the employee, whose members will have strong positive or negative impact on attitudes, behavior and performance of the employee;
- Manager, who for the interests in performance has to provide continuous support and act as a role model, coach and stimulator;
- Company, which can create barriers to effective performance in cases when there does not exist a strong connecting vision, but on the contrary there is an inefficient structure, culture or working system, nothing helping policy and system of working relationships or inappropriate leadership style and management [6].

Each company is finally interested in possible activities which it can do to achieve positive results in the work performance of its staff. It can also be said that the achievement of positive results requires paying increased attention to appropriate manner of motivating the employees and the use of such tools that in optimal and suitable way influence the employees in the connection with their performance.

3. Efficiency

The performance is preparedness of the employee for a certain activity. It is basically a set of features and dispositions of the employee.

The management of performance is a tool of achieving better results in the company, in teams and even in individuals, thanks to the fact that the performance is understood and managed within agreed planned objectives, standards, and competencies. It is a process of creating of shared idea about what should be achieved.

It is an approach to management and development of people in the way, which increases the probability of achieving as short-term as long-term objectives [7]. In other words, it is about management, influencing and inspiring each employee or working groups to integrate their own self-objectives, visions and attitudes with company objectives, culture and intentions.

On the base of these facts we can determine the objectives of working performance as follows:

- Integration of objectives of company and particular employees and managers;
- Increasing of employees' share in fulfilling the company objectives;
- Not to work more, but more effectively.

To achieve these objectives it is necessary to use system approach, communication, and motivation.

4. Linkage motivation, performance and efficiency

Based on the theoretical knowledge and analysis of the conclusions of other authors publications, in the context of this issue it is possible to define and simultaneously propose relationship diagram shown in following figure (Figure 1).

Figure interprets the relationship of motivation, performance and efficiency. Efficiency of the company is formed by the efficiency of its employees; employees efficiency is made up of a summary of individual employee performance; and the employee performance is strongly influenced by their motivation.

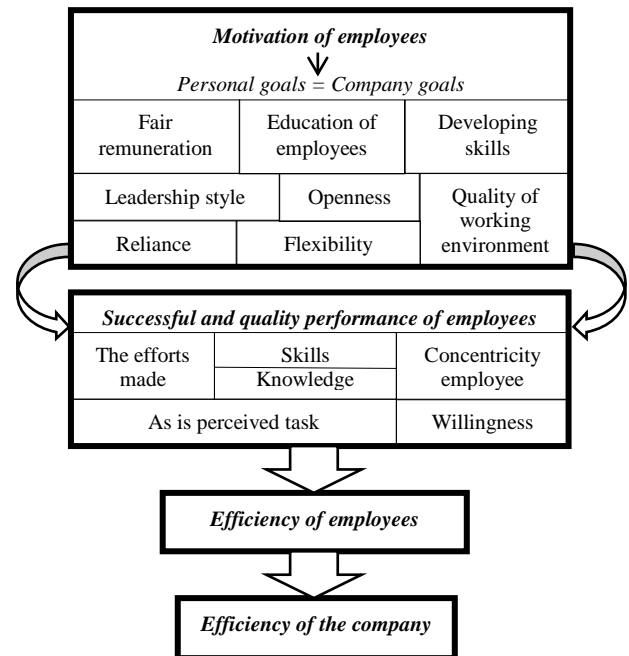


Figure 1: The relationship and linkage between motivation, performance and efficiency.

The basement of the employee motivation in each company is to integrate the employee objectives with the company objectives. If there this balance or connection occurs, the company can say that it is the best way to consistently sustainable success.

Employee motivation is enormously influenced by a fair assessment. If in the company appears an unfair remuneration and evaluation of employees, there would be an immediate decline of motivation of the concerned employee. If this would happen repeatedly, it would lead to employee departure from the company.

Other factor that influences the motivation of employees is development of their skills and knowledge. To avoid the stagnation of employees carrying out their work, it is necessary to provide conditions for their personal development. With supporting of development of employees potential the company obtains not only more skilled workers but also the opportunity to move the company forward through new ideas, innovation, concepts and thoughts of employees who are motivated thanks to the newly acquired knowledge and skills. Substantial impact on motivation has also shown trust of the manager to its employees which is related to the application of the correct management style and transparency of the manager to its employees. This transparency can be understood in the sense of sharing not only good but also bad news with the employees, hearing their opinions, views and recommendations. To maintain a high motivation

contributes also flexibility and certain freedom in performing employees work duties, as an employee has the possibility to use his skills, abilities, and knowledge entirely. Not least it is right a pleasant and high-quality working environment with an atmosphere of trust and friendship which help to make the employee motivation even stronger.

It is a fact that only motivated employees can bring a high-quality and successful work performance, therefore their motivation should be continually improved, increased, and maintained a high standards. Successful quality performance is based on several factors. Specifically on the effort made by the employee that is supported by his acquired knowledge, skills and experiences. Into his performance he has to put also a willingness to solve the task with the highest quality and in most responsible way considering the fact that he has to be fully focused on the problem/task in sense of transferring his attention, orientation and direction of his skills to required fulfilling the objective. For the highest possible quality of performance it is really important to understand the task by employee, respectively to know the result of his work. It would be really ineffective and counterproductive for the company if employee gives all his effort for the task uselessly only because of the misunderstanding the purpose of his job description. If everyone properly motivated employee will make a high quality and successful performance, it will lead ultimately to a high efficiency of employees and finally the company itself.

4. Conclusion

Currently for every company it is important to motivate its employees and managers because everywhere is applicable the principle: unmotivated employee = poor performance. In this relation it is also true that the most is losing right the employer and therefore the company. Desired level of employee performance is conditioned by the level of his motivation. Therefore it is up to each employer to make sufficient effort for supporting employee motivation. The main factors which influence the motivation are fair remuneration, education of employees, developing their skills, the proper management style, transparency of manager to subordinated colleagues, shown trust, flexibility and high quality working surrounding. The performance represents achievements of each employee, which were reached by his skills, knowledge, abilities, willingness and effort of well-performed defined tasks and his concentration to the objective. It is the effort of the employee to fulfill the company objectives, in other words it is effort to unite the objectives of employees with objectives of company. Since motivation affects performance intensively, it is necessary to continuously increase the motivation of employees, respectively permanently maintain at a high level.

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