

The motivation plan, a contemporary solution for increasing the effectiveness of motivation

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Abstract. *Motivation employees is a challenge to reach employee satisfaction at the workplace. Many existing studies have investigated the role of motivation and have evidenced the fact that motivation is a precursor to individual and organizational performance. This paper considers some of the motivation issues with a focus on the necessity of drawing up the motivation plan as a very important managerial document. This study has included 55 business managers. Terrain data were analyzed using SPSS. The findings provide important information for the theory of motivation and its application in practice. This study will serve as an incentive for managers with their approach to the motivation plan. The paper also proves the necessity of the commitment of relevant institutions for the support they should give to managers in this direction through training sessions. This paper aims to argue the importance of a motivation plan as a necessity to support managers to achieve organizational objectives and one more warranty for individual and organizational performance.*

Keywords: current needs of employees, Maslow pyramid, motivation, motivation plan,

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1. Literature review

Motivation constitutes a key commitment for managerial success both in the personal aspect of the employee and in the organizational aspect. Based on Luthans (2006): "Motivation is a process that starts from physical and psychic deficiencies or needs that contribute to behaviours or impulses aimed at achieving organizational goals". While Martin (2003) admits that if an organization wants to be effective and aims to sustain success for a longer period of time, it is important for it to have a motivated workforce made up of employees ready to learn.

The foundation of motivation are the individual needs defined by Maslow. Motivation refers to a process that encourages individuals to behave in a way that uses every resource to achieve personal success and the company's objectives. Motivation refers to how a person's efforts are energized, directed, and sustained towards achieving a goal (Robbins & Coulter 2016). "Motivation is an impulse that comes from within the individual that arises due to shortcomings, needs, and desires to direct the direction of the individual's

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actions and behavior to meet the needs of both physical and psychic" Prasetya. et al. (2022). According to Motowildo et al. (1997), job performance is a construct that elicits behavior related to achievement with evaluative components. Motivation is very important, and this has led many researchers to engage in various studies on motivation. According to Landy & Becker (1987), over 140 definitions have been offered in the last couple of decades. However, Rainey (2009) indicates, that everyone has an intuitive grasp of motivation, but it remains a concept that is often poorly defined. Mathis & Jackson (2001) admit that motivation is one of the factors that influence the performance of employees. Even other researchers like McShane and Glinow (2018) also agree: "Motivation is one of the four essential drivers of individual behavior and performance". Other researchers also evidence the link between motivation, it is influencing factors and employee performance. Some studies have been devoted to the link between motivation and its constituent factors and employee performance in different organizations (Reizer et al. 2019).

According to different researchers, motivation can be perceived as a group of psychological processes that encourage certain behaviours with the sole purpose of achieving a certain result. Motivation itself has to do with the personal aspirations that an individual may have. If an individual achieves a certain goal, he/she is motivated by another factor to achieve upcoming his/her goal. According to Mathis & Jackson (2006), motivation has to do with the derivation of the word "motive" which means human emotion or need that prompts action.

The process of motivation is related to the identification of the person's needs, which drive a certain behaviour. Individuals try to solve the deficiencies and fill the gaps, which are encountered in different areas of life. Koontz, Weinrich (1998) stressed: "...more attention to how individuals can best be motivated and provision of an atmosphere that helps individuals to deliver on their mandates in accordance with the expectations of management". This is very important for the effectiveness of motivation. Because for Forson et.al (2021): "Motivation as a meaningful construct is a central pillar in the workplace. Thus, motivating employees adequately is a challenge as it has what it takes to define employee satisfaction at the workplace". Canco (2018) considering the Maslow pyramid admits that the needs of employees do not have the same importance in different periods of their lives. For this based on Canco (2018), needs can be classified: 1. urgent needs, 2. present needs and 3. potential needs. These needs change in different places and times for different individuals. They vary in time and space, not only in different individuals but also in the same individual. Given that time and space (place) are philosophical categories, considering these changes increases the quality of motivation and employee satisfaction. In this way, the effectiveness of motivation is possible. The effectiveness of motivation based on this classification demonstrates the necessity of designing a motivation plan based on the present needs of the employees, which are reflected in the behaviour of the employees and the changes that it causes from impulses derived mainly from the present needs. Human needs change, and progress continuously. For Cherry (2022): "Maslow's theory states that our actions are motivated by certain physiological and psychological needs that progress from basic to complex". While Fowler (2014): "There is nothing wrong with helping people satisfy what Maslow characterized as lower-level needs".

The motivation plan refers to urgent/current needs. It is putting employees in comparable conditions with their specified needs. In this way, designing the motivation plan constitutes a continuous managerial commitment. The design of the motivation plan places the motivation closer to the needs of the employees and does not make it a random process. This plan has an important role in the intensity of the impact of motivation on employees. The motivation plan has a financial invoice which is reflected in the company's balance sheet, thus enabling the manager to predict the possibility of its realization.

To evidence the present needs, the manager carefully observes the behaviour of the employees. Changes in the behaviour of employees should focus the manager's attention. Prasetya et al. (2022) referred to the American Encyclopedia in Hasibuan (2007) admit that: "Basis involves such factors as biological and emotional needs that can only be inferred from observation conduct". According to Steinmayr. et. al. (2019), McClelland emphasizes that: the need for achievement is measured by describing affective. McClelland (1953). While Sparfeldt & Rost (2011) demonstrated that operationalizing achievement motives subject-specifically is psychometrically useful and results in better criterion validities compared with a domain-general operationalization.

Based on the theoretical treatments, the hypothesis can also be formulated:

H₁: If the manager designs a motivation plan, the motivation process will be more effective.

Based on this hypothesis, the effects of motivation have been examined through the analysis of its special problematics with a focus on the motivation plan.

2. Research Methodology

The paper aims to analyse the problems of motivation for employees. For this, a review of the literature was made to highlight some of the problems of motivation. Many scientific articles have been considered for this. The scientific articles analysed for the preparation of this paper form the basis of providing theoretical facts. The research instrument is the interview. The interview was carried out using the face-to-face method to evidence details and to be able to use probing questions to clarify in detail the specific situations. The necessary data collected from the terrain were processed using SPSS statistical software.

3. Results and Discussions

Terrain data and their processing by statistical methods produce statistical indicators that are useful for characterizing economic phenomena. Peck. et. al (2008) admit that: "Statistics is not about numbers; it is about data-numbers in context. It is the context that makes a problem meaningful and something worth considering". Further, they emphasize "Because statistical methods are used to organize, summarize, and draw conclusions from data" Peck.et.al (2008).

Motivation, as an important managerial commitment, requires knowledge of this process in detail. Detailed knowledge presupposes analysis of this process by the manager. The basis of motivation lies with Maslow's pyramid. Therefore, its recognition by the manager is an important premise for the practical implementation of employee motivation. The following descriptive analysis clearly demonstrates this phenomenon. It refers to the indicator of the arithmetic mean and offers us a common situation regarding employee motivation. The average of the statement "I know the Maslow pyramid" is 2.91. While the arithmetic mean for the statement provided in the questionnaire "I implement motivation for employees" is 3.44. The arithmetic mean is an important indicator in statistical analysis, as it evidences the general trend of the analyzed

phenomenon. It has been evaluated by different researchers over the years. Based on Plackett (1958), the arithmetic mean as a concept was first used by Hipparchus - Greek astronomer. While Simpson (1957) appeared his justification for an attempt to show the advantage arising by taking the mean of several observations in practical astronomy. According to the Philosophical Transactions of the Royal Society: "In 1755, the English mathematician Thomas Simpson published "On the Advantage of Taking the Average of a Number of Observations, in Practical Astronomy"

To be sure of the precision of the mean, the standard deviation of the sampled mean is calculated. "This is mainly due to having to calculate the difference from the mean of each value" Omda & Sergent (2023). The term standard deviation was first used by Karl Pearson (1894). According to Dodge (2003), Pearson used it in lectures. Standard deviation (SD) is within the allowed limits $\pm 2SD$, which represents measurements that are closer to the true value. Based on Vetter (2017) "..... a large SD results from data with a large deviation from the mean, while a small SD shows the values are all quite close to the mean." According to Vetter (2017), Wissing & Timm (2012): "The standard deviation (SD) measures the extent of scattering in a set of values, typically compared to the mean value of the set." Taking standard deviation into consideration is important, even Omda & Sergent (2023) consider it an advantage and for this, they say: "Another advantage of reporting the SD is that it reports the scatter within the data in the same units as the data itself".

Table no.1

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
- I know the Maslow pyramid	55	1	5	2.91	1.567
- I implement motivation for employees	55	1	5	3.44	1.067
Valid N (listwise)	55				

Source: G. Canco file

Knowing the content of Maslow's pyramid and the implementation of motivation for employees demonstrates the managerial sensibility regarding motivation. Following the descriptive analysis, 10 statements about motivation were considered, presented in table no. 2.

Table no. 2 shows the mean level and SD characterizing each statement related to motivation and motivation plan. The descriptive analysis presented in the table above evidences the fact that out of ten analyzed statements, 50% of them have an average rating of over 3 points, while the rest of the analyzed statements

have an average rating that varies from 1.02 to 1.91 points out of 5 points, which is the maximum rating referred to the LIKERT scale. While, the standard deviation does measure how far typical values tend to be from the mean, for the second group of statements analyzed above, as well as a summary statistic, turns out to be low. This shows that the distribution of the data is clustered closely around the mean. The consideration of the average in this paper is important even if we refer to Simpson's works. Simpson's paper was "a landmark in statistical inference, as well as the earliest formal treatment of any data processing practice" (Hook & Norman, 2002).

The low value of the average with 1.91 and SD .293 for the statement "I have a motivation plan" and respectively with 1.02 and .135 for the statement "I have been trained to design the motivation plan" evidences the low level of involvement of managers in these important activities for the realization of motivation and its success. Also, the statement "I always draw up a motivation plan" has low indicators, which evidences the fact that the interviewed managers are involved little or not at all in this activity. The average of 1.40 results from extreme evaluations by the respondents that go from 1 minimum point to 2 maximum evaluation points. This data testifies to problems related to the design of the motivation plan. To be sure of the precision of the mean we obtained, refer to the standard deviation of the sampled mean. Even the value of SD is low, with .494, which shows that the distribution of the data is around the average. All these data show that the managers do not design a motivation plan, even though very few of them admit that they have a motivation plan. The situation is the same concerning the statement "The motivation plan gave me results" with an average of 1.82 and an SD of .611. All of these testify to a very low presence of the motivation plan and therefore the performance results of the managerial activity that are expected from this important managerial document.

However the respondents admit that they consider the actual importance of the needs of the employees. For this statement, the evaluations are also positive. Specifically, the mean is 3.60 and the SD is 1.011. Taking into consideration the current needs of the employees is important because through it the satisfaction of the employees is harmonized with the performance of the organization. Robins and Coulter (2005) admit that: "... the term motivation is the desire and willingness to exert a high level of inspiration to reach organizational goals, conditioned by the effort's ability to satisfy some individual need".

This evaluation is promising for managerial engagement in the design of the motivation plan, which is built on the current needs of the employees.

Table no. 2

	N	Minimum	Maximum	Mean	Std. Deviation
- I know the Maslow pyramid	55	1	5	2.91	1.567
- I implement motivation for employees	55	1	5	3.44	1.067
- I appreciate the motivation of the employees	55	1	5	3.84	1.244
- I believe in the effectiveness of motivation	55	2	5	3.84	1.032
- I have a motivation plan	54	1	2	1.91	.293
- I always draw up a motivation plan	55	1	2	1.40	.494
- I have been trained for the design of the motivation plan	55	1	2	1.02	.135
- I am committed to recognizing the needs of employees	55	2	5	3.82	.925
- I consider the current importance of the needs of employees	55	2	5	3.60	1.011
- The motivation plan has given me results	55	1	4	1.82	.611
Valid N (listwise)	54				

Source: G. Canco file

The interviewed managers evaluate and implement motivation for their employees and admit that this has resulted in the performance of employees and that of the business. For this, it refers to ANOVA analysis of variance. Based on Mishra et al. (2019) referring to the variance analysis, point out: "... statistical methods used in the testing of hypothesis for comparison of means between the groups". The consideration of the ANOVA analysis is important as it constitutes a point of reference for other analyses (statistical tests) in the future. The analysis of variance in this paper is presented in Table No. 3 as follows:

Table no. 3

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	7.187	4	1.797	6.913	.000
Within Groups	12.995	50	.260		
Total	20.182	54			

Source: G. Canco file

The table above shows the variation between groups and within the group. The variation between groups is explained by the factor. While variation within the group is called variation due to errors and are random, unexplained or residual. This variation is assumed to follow the normal distribution, Gaussian distribution (Brereton, 2014). The normal (or Gaussian) distribution was first described by Carl Friedrich Gauss in 1809 in the context of measurement errors in astronomy. During the 19th century, this distribution was applied extensively in the developing area of applied probability and statistics (Gauss, 1809).

To Kim (2014): "The ratio of MSB and MSW determines the degree of how relatively greater the difference is between group means (between-group variance) compared to within-group variance".

The impact of the implementation of motivation on the results derived from its implementation is significant. For Mishra et. al (2019) in general, the analysis of variance justifies intuitive judgments.

The motivation of employees is influenced by several factors that interact and intertwine between them. This entanglement complicates the interpretation of field data. Based on Montgomery (2001): "A significant interaction will often mask the significance of main effects". In this context, regression analysis is important. For this Cox (1958) suggests a lengthy discussion of interactions is available.

According to terrain data, it is observed that there is a correlation between the commitment of the manager to recognize the needs of the employee (I commit to recognizing the needs of the employees) and the result in motivation (The motivation plan gave me results).

For this, we refer to the regression analysis that shows the numerical relationship between the dependent variable and the independent one, the expression which numerically represents the degree and intensity of connections between phenomena is called the correlation coefficient. The representation of the linear regression model is done by means of the linear function of forms:

$$y = a + b \cdot x$$

In our case, the linear function takes this form:

$$y = 0.480 + 0.350 \cdot x + e$$

y - The motivation plan gave me a result (dependent variable)

x - commitment to recognizing the needs of employees (independent variable)

e - random term

A regression coefficient is a positive number, which represents the positive relationship between the independent variable and the dependent variable. This means that the increase in the levels of the independent variable, "I am committed to recognizing the current needs of the employees", also increases the impact of the indicator provided in the motivation plan, which is reflected directly in the motivation of the employees.

Referring to the Model Summary table, starting from the R^2 value, it results that the independent variable can explain the variation of the dependent variable. The R^2 value = .281 is not a random result.

Table no. 4

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.530 ^a	.281	.267	.523

a. Predictors: (Constant), I am committed to recognizing the needs of employees

Source: G. Canco file

Table no. 5

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	5.670	1	5.670	20.708	.000 ^b
Residual	14.512	53	.274		
Total	20.182	54			

a. Dependent Variable: The motivation plan has given me results

b. Predictors: (Constant), I am committed to recognizing the needs of employees

Source: G. Canco file

The statistical test "t" in this model in relation to the control of individual regression coefficients, results different from zero $t = -4.551$ and $p < 0.001$, which means that the variables make a significant contribution to the model and *therefore the raised hypothesis in this study is accepted.*

Table no. 6

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.480	.302		1.589	.118	-.126	1.087
I am committed to recognizing the needs of employees	.350	.077	.530	4.551	.000	.196	.505

a. Dependent Variable: The motivation plan has given me results

Source: G. Canco file

The implementation of motivation is also influenced by the level of education of the managers. According to the results of terrain, it turns out that 38 managers or 70% of the respondents who apply motivation above the average level have completed a Bachelor's degree and a Master's program. This evidences the fact that there is a strong connection between the level of education and the implementation of motivation.

Table no. 7

		I implement motivation for employees					Total
		Not at all	Somewhat	Average	I rate it	I rate it very much	
Education level	High school	1	7	4	2	0	14
	University	0	1	12	4	5	22
	Master	0	1	5	5	7	18
Total		1	9	21	11	12	54

Source: G. Canco file

The implementation of motivation is a very important aspect of the manager's work. In the current period, a scientific treatment of this problem is required. The scientific treatment considers the design and implementation of the motivation plan. From the field research related to the motivation plan, the situation is presented as follows:

Table no. 8

			I always draw up a motivation plan		Total
			Not at all	Somewhat	
Education level	High school	Count	14	0	14
		% within Education level	100.0%	0.0%	100.0%
		% within I always draw up a motivation plan	43.8%	0.0%	25.9%
		% of Total	25.9%	0.0%	25.9%
	University	Count	10	12	22
		% within Education level	45.5%	54.5%	100.0%
		% within I always draw up a motivation plan	31.2%	54.5%	40.7%
		% of Total	18.5%	22.2%	40.7%
	Master	Count	8	10	18
		% within education level	44.4%	55.6%	100.0%
		% within I always draw up a motivation plan	25.0%	45.5%	33.3%
		% of Total	14.8%	18.5%	33.3%
Total	Count	32	22	54	
	% within education level	59.3%	40.7%	100.0%	
	% within I always draw up a motivation plan	100.0%	100.0%	100.0%	
	% of Total	59.3%	40.7%	100.0%	

Source: G. Canco file

59.3% of the respondents admit that they have never drawn up a motivation plan and 40.7% only a few times. These figures have differences between different educational levels. The study of the motivation plan requires the commitment of the management team. It requires a detailed knowledge of needs by classifying them in advance.

Mohamad, Embi & Nordin (2016): "Motivation can be categorized in two levels: The first level is an individual's needs, wishes, satisfaction, challenges or purposes together with a belief about whether it is within one's power to satisfy the desire or accomplish the goal. The second level is the manner of using the will, or

volition, which refers to a process for changing intentions into actions such as recognition and compensation. The distinction is between will and action".

Above all, it is understood that the drafting of the motivation plan requires preliminary work to evidence the needs of the employees in respect of the above classification. For this, managers must be trained about the staffing plan. The surveyed managers have evaluated the statement "I have been trained to design the motivation plan" with a minimum of 1 point and a maximum of 2 points, with an average of 1.02 points and SD .135.

Even the profiling of managers' education is an influencing factor. The majority of managers, 37 of the respondents or 69.8 % have evaluated the implementation of motivation from an average level to very good, as shown in the following table:

Table no. 9

	I implement motivation for employees					Total
	Not at all	Somewhat	Average	I rate it	I rate it very much	
Branch Economic science	0	2	11	4	6	23
Technical science	1	6	7	6	3	23
Social science	0	1	3	1	2	7
Total	1	9	21	11	11	53

Source: G. Canco file

The above analysis mainly evidenced the fact that managers recognize and value motivation. However, only evaluation is insufficient for a motivation process and for this process to have a positive performance. For this, it is necessary to design and respect the motivation plan.

4. Conclusions

The findings expand the knowledge regarding the role of motivation and specifically the motivation plan in the achievements of employees. The statistical analysis proved the necessity of recognition by the manager of the present needs of the employees, which is a prerequisite for the design of the motivation plan. This finding, which is based on the development of Maslow's theory of needs, shows that the classification of needs into urgent, present and potential needs is a promising approach that increases the role of the motivation plan, because "... the truth is individuals, can experience higher-level motivation anytime and anywhere." (Fowler 2014). The managerial commitment in the design of the motivation plan will improve the manager's work in relation to the differentiated motivation of the employees referring to their needs. In this way, the impact on individual performance and therefore also on the business increases. The motivation plan compares from a

financial point of view the needs of the employees with the possibilities of their fulfillment. Another finding is the lack of training in this field. The importance of motivation has not affected the awareness of the Chamber of Commerce for the training of managers. Therefore, it is recommended to train managers on how to draw up a motivation plan.

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