

## THE RELATIONSHIP BETWEEN HUMAN RESOURCES MOTIVATION AND THE PERFORMANCE OF THE INSTITUTION - CASE STUDY BORDER POLICE

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***Abstract:** The interest shown today for the degree of motivation of employees is in the attention of present psychology, where we are witnessing the phenomenon of the growing of the organizational culture, conflict mediation and negotiation policies, in order to achieve performance. Motivation, as a central process, appears with double meaning: cause and effect. It is the cause of the manifestation of the behavior and the effect of the appearance of the excitatory agent (need, expectation, purpose, effort, result). Indeed, the global context created by the pandemic influences the variations in the employee's motivation, usually demotivating the activities carried out on a daily basis. Thus, we believe that employee's motivation is a trigger for the entity's performance. Starting from this premise, in this article we asked ourselves the central question: to what extent does the motivation of human resources influence the performance of the institution? In order to find out the answer, we undertook a qualitative research based on an interview on a selection chosen from the staff of the Border Police of the country.*

***Keywords:** motivation, human resources, management, performance.*

***JEL Classification:** M12 Personnel Management - Executives; Executive Compensation.*

### 1. Introduction

The conditions that favour motivation must be continuous and not sporadic, and the efforts to maintain motivation must be sustained. To the extent that the management is inconsistent in managing motivation, it will have a boomerang effect, people becoming reluctant or disinterested in it. The employee is more motivated when consulted to determine the nature of his work and how it will be performed. The employee's interest in what he does is a condition of the democratic or participatory management style.

In order to identify the motivation strategies of the Border Police personnel with implications on the institution's performance, we conducted a qualitative research, through which we received answers about the motivation strategies appreciated within the Border Police structures, about the personnel perception regarding motivation and the performance of the institution.

### 2. Qualitative research methodology

For the hypothesis: *motivation is an important factor in increasing the performance of human resources in the structures of the Border Police* - a qualitative research was carried out within the Territorial Inspectorate of Sighetul Marmatiei Border Police. The sampling method was random, the target group of the interview was represented by the managers (chiefs or deputies from the Territorial Inspectorate of Sighetul Marmatiei Border Police), who would have the possibility to implement a strategy to motivate the staff and the subordinates (deputies or heads of crossing points) within the Territorial Inspectorate of Sighetul Marmatiei Border Police.

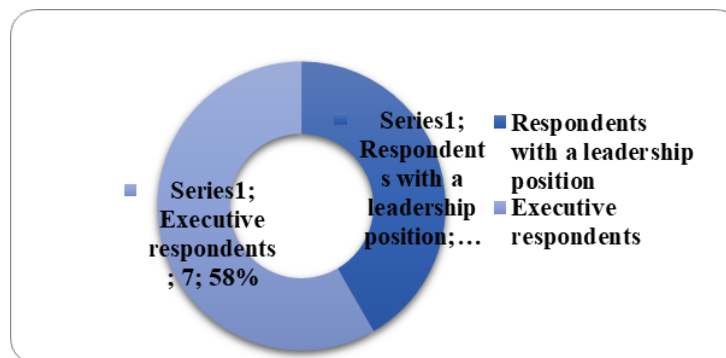
The interview includes six open-ended questions. Five people with management positions were interviewed (1 ITPF chief and four deputies from the Territorial

Inspectorate of Sighetul Marmăției Border Police and of the subordinate sectors: Halmeu, Petea, Târnava Mare) and seven people with executive positions appointed deputies within Territorial Inspectorate of Sighetul Marmăției Border Police (of which three heads of crossing points). Through this qualitative research we want to check the perception of the interviewees on the relationship between human resources motivation and the performance of the institution, and at the same time to know their opinion about the evaluation process and its degree of influence on the level of involvement of the staff in the Territorial Inspectorate of Sighetul Marmăției Border Police.

### 3. Calitative analysis and interpretation of the qualitative research results

#### Interviewee profile

The interviewees are the heads or deputies of the Territorial Inspectorate of the Sighetul Marmăției Border Police and within its sectors. The sample was chosen at random and is represented graphically in Figure 1.



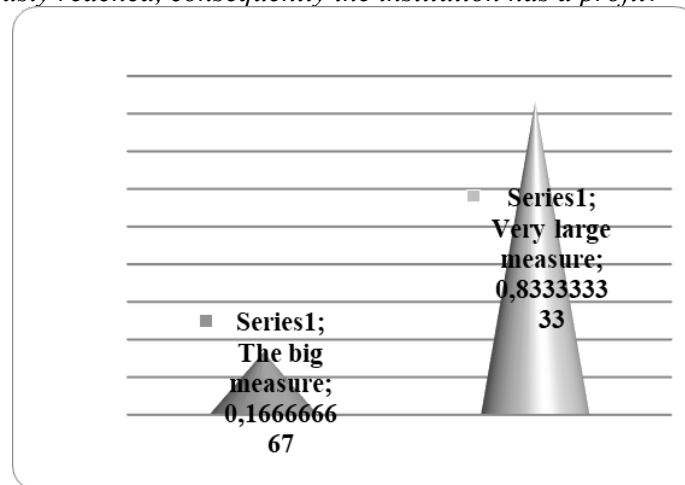
**Fig. 1. Profile of the interviewed persons**

Source: Developed by the author

**I.** The concept of motivation is often seen as a mystery - something like a magical substance that, if you sprinkle it on people, they become full of energy and eager to work. The first part of the interview checks the level of understanding of the phrase "*motivation of human resources*". It was found that the term was almost completely associated with "*stimulating and rewarding the employee, as well as recognizing his merits*" (the interviewees being familiar with only two perspectives of motivation - the economic and the affective one, regarding the energizing of behaviour and directing or orienting behaviour toward an objective, and less with the cognitive one regarding the intellectual dimension of the employee). Cognitive motivation focuses on meeting the individual needs of being informed, knowing, learning, innovating, operating and controlling the environment in which the employee works. Also, no interviewee spoke about the activity, within the human resources management, of maintaining and sustaining the motivating behaviour. So, to the question: "What do you mean by '*human resource motivation*'?" most of the interviewees define the motivation as the totality of those strategies implemented by the institution for "*the ambitioning of the staff to fulfill their attributions and to exercise the profession with dedication and passion*". Consequently, motivation determines the internal aims - innate or acquired of an employee's conduct - whether he is aware of it or not, in the form of some causes external to the personality (exciting, stimuli that are usually felt as needs) or internal causes (usually, abstract ideals).

**II.** In the second question: "*In your opinion, to what extent does the motivation of human resources influence the performance of the institution?*" the interviewees fully

confirmed the existence of this influence. The fact that motivation influences and drives performance is a matter of record. If a person is not stimulated to work in different ways, he will not achieve maximum performance. As well as with any element related to the human being, which is unique and unpredictable, at the level of motivation we are talking about a series of situations that motivate some, but do not motivate others, which have positive effects on some and negative effects on other individuals. In fact, one interviewee claims that *"the performance of the institution is largely influenced by the motivation of human resources, because any reward or incentive will make the employee exceed the threshold previously reached, consequently the institution has a profit."*



**Fig. 2. Measuring the influence of human resources motivation on the institution's performance**

Source: Developed by the author

**III.** In the case of the question: "Can motivation be considered a factor in increasing the performance of human resources?". All interviewees confirmed this. If the answer was yes, the interviewees were asked to argue the answer. Thus, from the received arguments, we bring into discussion two representatives: *"motivation can be considered a major factor in the performance of human resources, because the worker will feel more comfortable and eager for results when he notices that his work is valued and evaluated fairly "and" motivation can not only be considered a major factor in the performance of human resources, it is a factor in increasing performance."* In other words, the central hypothesis of our research is verified among the interviewees from the Territorial Inspectorate of Sighetul Marmatiei Border Police. The respondents stated that *"the human resources that will be motivated, regardless of the way of motivation (ideological, pecuniary, etc.) will have a higher degree of success in achieving the final goal that the institution proposes. This motivation attaches human resources to the values of the institution which leads to a much higher degree of success in achieving the objectives)".* In the central question of the qualitative research: "What motivational strategies are appreciated within the Border Police?", the answers were varied. For the examples of strategies proposed by us to increase the level of motivation and implicitly the performance of the institution, the interviewees confirmed each proposed strategy, each depending on the place held within the institution. For a much clearer picture of the answers, the following table is created.

**Table no. 1. Motivation strategies are appreciated within the Border Police**

The type of motivation strategy	Interview with leadership		Interview with execution function	
	YES	NO	YES	NO
reward;	✓		✓	
creating a culture in which employees' results are appreciated;	✓		✓	
increasing the degree of transparency in professional development;		✓	✓	
recognition of employees' merits using Social Media platforms;	✓			✓
flexibility, autonomy and stress reduction;	✓		✓	
creating opportunities for professional development;	✓		✓	
introduction of global mobility programs;		✓	✓	
giving personalized gifts;	✓			✓
job security;		✓	✓	

Source: Developed by the author

Thus, rewarding, creating a culture in which the employees' results are appreciated, flexibility, autonomy and reducing the level of stress, creating opportunities for professional development were strategies chosen primarily by both categories of respondents. 'A deputy from the Territorial Inspectorate of the Border Police Sighetul Marmatiei states that *"the creation of a culture in which the results of the employees are appreciated raises their morale and implicitly the results of the work converge to the objectives pursued by the institution."* While recognizing the merits of the employees using social media platforms and giving personalized gifts are the preferred strategies of interviewees with leadership positions.). While introducing global mobility programs; increasing the degree of transparency in professional development, job security are strategies of the interviewees with executive function.

The interviewees also mentioned some of the most appreciated strategies within the Border Police, such as: eliminating work under pressure, awarding merits and titles, advancements in rank and function (which implies a higher remuneration and a recognition of merits).

Unfortunately, at the level of the Romanian Border Police there is not really a strategy to motivate the staff at a formal level, there is no emphasis on this, except for the rewards provided in the Statute of the Policeman. In conclusion, the role of the manager is paramount, he being responsible for triggering the internal motives of the subordinate team members, but also for maintaining and sustaining the behaviour.

#### **4. Conclusions regarding the identification of the strategies for motivating the personnel from the Border Police structures with implications on the performance of the institution**

It was found that the term motivation was almost completely associated with *"stimulating and rewarding the employee, as well as recognizing his merits"* (the interviewees were familiar with the economic and emotional side of motivation, very little with the cognitive side of the intellectual dimension of the employee). Thus, the

energization of behaviour and the direction or orientation of behaviour towards a goal are means perceived as motivational. Most of the interviewees define motivation as the totality of those strategies implemented by the institution for “*the ambitioning of the staff to fulfill their attributions and to exercise the profession with dedication and passion*”.

All interviewees acknowledged the relationship between motivation and performance. Some of them claiming that there is a directly proportional relationship between the two, influencing each other. In other words, the central hypothesis of the qualitative research is 100% verified (83% of the respondents confirm a very high influence, and the rest a high influence).

The result of the interviews is not surprising being given by most of the interviewees, motivation and performance being linked by what specialists call optimal motivational, which designates the most significant proportionality between the intensity of motivation and the size of performance. But motivation is also related to a number of its characteristics: intensity, duration, persistence, etc.

Regarding the answers on the strategies practiced within the structures of the General Inspectorate of Sighetul Marmației Border Police, the strategies proposed by us were confirmed. Thus, rewarding, creating a culture in which employees' results are appreciated, flexibility, autonomy and reducing the level of stress, creating opportunities for professional development were strategies chosen primarily by both categories of respondents. While recognizing employees' merits using Social Media platforms and giving personalized gifts are the preferred strategies of management interviewees. While introducing global mobility programs; increasing the degree of transparency in professional development, job security are strategies of the interviewees with executive function. At the same time, three more types of strategies have been proposed: eliminating pressure work, awarding merits and titles, advancements in rank and position (which implies higher pay and recognition of merit).

From these interviews we can say that at the level of the Territorial Inspectorate of Sighetul Marmației Border Police, motivation is already a trigger for performance.

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