

## **THE ASSOCIATION BETWEEN EMPLOYEE INSECURITY AND THE AGREED MOTIVATIONAL FACTOR**

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**Abstract:** *Starting from a careful examination of the current results in the specialised literature, through this paper we intend to provide a series of suggestions and managerial implications based on the results of our empirical studies, recommendations for enhancing the catalysts involved in the motivation process, so that the manager to be able to favor and maintain an optimal level of motivation of his employees. Taking into account one of the main features of individuals motivation, namely that preferred motivational factors vary in accord with time variable, our paper focuses on studying the hypothesis that external factors, such as job insecurity, influence or determine individuals preferences for a namely motivational factor.*

**Keywords:** Motivation, Employees insecurity, Motivational factors

**JEL Classification:** M12, O15, J01

### **Introduction**

The theme of employee motivation has always been considered to be of undeniable importance for achieving performance in the economic activities of organizations, but lately, the research in this field is going through a stage of energetic evolution through the emergence of new concepts and modern processes adapted to modeling and improving motivational management.

In fact, approaching the topic of motivation is always a real challenge, being at the confluence of scientific ideas plans which arising from fields such as psychology, economics, business, sociology and last but not least mathematics, with different degrees of interdependence established both with respect of the individual character of the employees but also according with the socio-economic and cultural environment in which the individuals are located.

From the theoretical point of view, research in the field of human resources, considers that behavior at the organizational level is directly related to a series of concepts such as motivation, commitment to work or job satisfaction of employees. Moreover, according to Cohen, 2009, Berings et al., 2004 and Constantinescu, 2021 b, both the motivation and the work commitment are based on organizational and personal human values which, consequently, are consistent with satisfaction and employee performance.

If the definition of behavior is an relatively easy one, the behavior being the cummul of carried out actions in organizational human activity, the research of the factors that determine a certain type of behavior is comprehensive, sometimes difficult to achieve because it depends, according to Savall and Zardet, 2012, on a series of variables that describe both the individual characteristics and the group characteristics specific to a certain work groups.

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Moreover, this complexity of the interdependence relationships, has led to the expansion of the theoretical framework by introducing the concept of work commitment. Thus, it can be stated that the actions of employees at work, reflect or reveal the manifestation of the degree of commitment to work that is specific to each individual (Kiesler and Sakamura, 1966).

Commitment to work rather expresses a conjunctural state, an attitude or a predisposition to act in a certain way, such as the attitude of participation, the attitude of absenteeism or the intention to give up.

According to Neveu, 2012, the main characteristics of work involvement are:

- the clarity of the actions formulation.
- the reversibility or the possibility to return and recover a certain task or to recover during an ongoing work process.
- the will of individuals and the ability to self-control, to control their own behavior.
- the capacity to disseminate, to propagate the actions and the reputed results, in the social environment, thus aiming to obtain the collective recognition and a certain fame.

Regarding the motivational factors, there are in the literature a series of classifications such as those provided by Roussel, 2000, Frey and Osterloh, 2002 or Kanfer, 2012, of which we will mention here only the classification given by Frey and Osterloh, 2002, according to whose motivational factors are classified as material motivational factors or immaterial motivational factors, as follows:

- Material motivational factors are those that consist of additional salaries and benefits.
- Immaterial motivational factors consist of prizes, orders - impositions whose non-compliance is sanctioned, participation in decision-making and autonomy in carrying out activities.

However, in the empirical research presented by our paper below, we will consider the four categories of motivational factors recently presented by Amin et al., 2021, namely: financial, value recognition, career opportunities and professional identity, but proposing a separate approach to the financial factor and focusing mainly on the research of the other three factors.

The following section presents the main directions followed by us in the empirical research. The third section includes our results obtained from the data analysis and the conclusions, as well as the managerial implications arising from them, are the subject of the last section of this paper.

### **Research methodology**

Based on our previous studies (Constantinescu, 2021 a), on the one hand we excluded from the empirical research the financial motivational factor, considering that it must be treated separately, it depends more on the results of the organization, and on the other hand, we focused our attention on the motivational factor of professional identity which, as it emerged from the results of the mentioned research, is the one preferred both by the employees and by the Romanian managers.

Wanting to extend the results already obtained, our present research aims to establish whether there is an association between possible insecurity of employees at work, felt in the current economic conditions, and how was be ranking, in the top of their preferences, the motivational factor of professional identity.

To carry out this approach, we used observed data obtained in an survey that was conducted at the beginning of this year.

The empirical research uses selection data obtained after observing a sample for which the selection volume was 220 individuals, of which 81 men and 139 women, aged between 18 and 67 years. The questioning of the selected individuals was done by sending the direct link, [www.isondaje.ro/sondaj/830641840/](http://www.isondaje.ro/sondaj/830641840/), to the questionnaire created on the iSondaje platform and the data

obtained after conducting the survey were analyzed and processed using the IBM SPSS Statistics software package.

Regarding the design of the survey sample, we mention that the individuals were selected from all age categories between 18-67 years, the average age of the sample being 39 years.

The construction of the opinion poll questionnaire was done in accordance with our goal to follow a series of characteristics related to the topic of employee motivation. Thus, the questionnaire had a number of 14 questions with two or many answers, questions that followed variables such as: preferred motivational factor, type of organization, type of employer, public or private, job insecurity, type of personality of employees or their position in the organization.

Part of the results of data processing of this empirical study, namely the results regarding the lack of evidence in associating the insecurity and personality type characteristics of employees, already being the subject of a previous publication (Constantinescu, 2021 a).

The characteristics of interest used in this article are X and Y. For X, employee insecurity, question 8) of the questionnaire was: 'Given the current situation (pandemic or other factors), do you feel that you are in danger of losing your position or even your job? ', a question that had two answers, 'Yes' and 'No'. For characteristic Y, which expressed the place where the professional identity factor is ranked, question 9) of the questionnaire was: 'Apart from the money reward, which of the following reasons would motivate you the most to work extra? Give "1" to the strongest reason, give "2" to the second place and "3" to the reason you consider the least important', this was a question with three possible answers, the professional identity corresponding to the answer: "To learn, to improve in order to be prepared for new opportunities for promotion or employment".

### **Results of our data analysis**

The IBM SPSS Statistics software package results for crosstabulation of our interest characteristics, X and Y, are presented in (table no. 1).

		<b>The characteristic of interest Y, corresponding to the classification of the employees according to the importance given by them to the motivational factor of the professional identity.</b>			
		<b>1</b>	<b>2</b>	<b>3</b>	<b>Total</b>
The interest characteristic X, corresponding to the modeling of employee insecurity, having two categories: the category of employees who answered 'Yes' to question 8) of the questionnaire and the category of employees who answered 'No'.	1	60	15	18	93
	2	83	27	17	127
<b>Total</b>		143	42	35	220

**Table no.1** The contingency table. Crosstabulation Count according to the observed data in our Survey study on a sample of Romanian employee.

*Source:* Own projection

Our study aimed to test the hypothesis:

H<sub>0</sub>: "There is no association between the insecurity of employees and the placement of the motivational factor of professional identity in the first place of preferences"

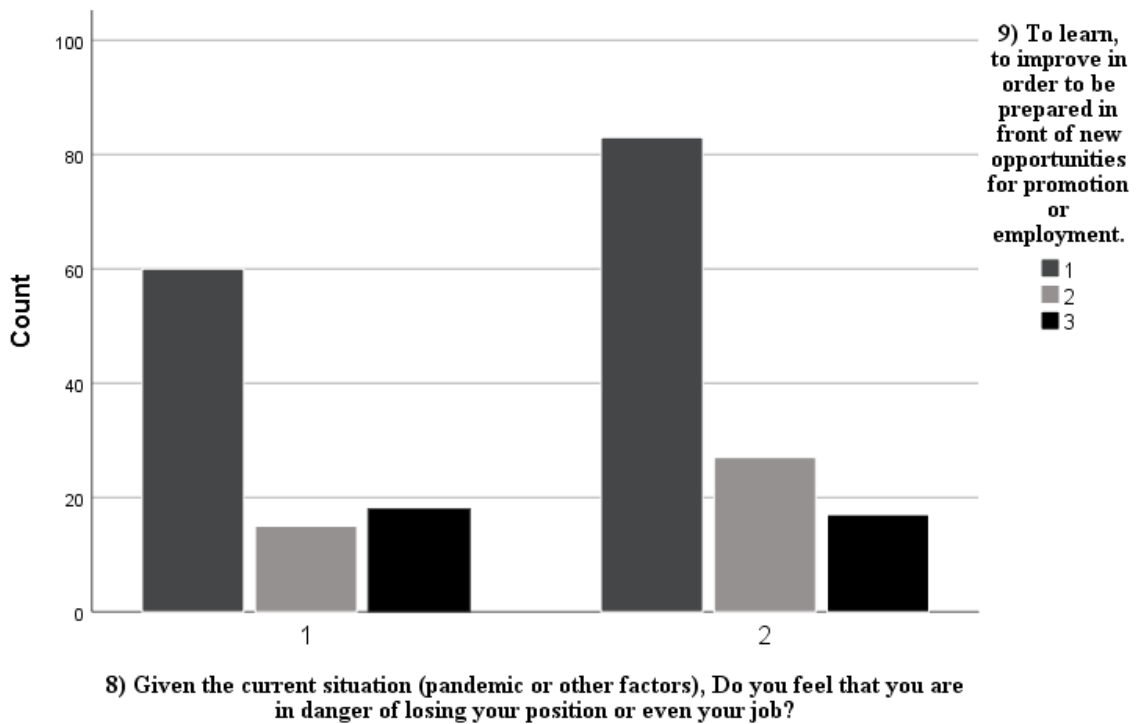
Here, the results obtained by applying the chi-square Test, presented in (table no. 2), lead to the acceptance of the hypothesis, the probability of occurrence of the observed data exceeding the value of 0.1, which induces a lack of evidence to reject the tested hypothesis.

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	1,948 <sup>a</sup>	2	,377
Likelihood Ratio	1,945	2	,378
Linear-by-Linear Association	,436	1	,509
N of Valid Cases	220		

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 14,80.

**Table no. 2** Chi-Square Tests  
Source: Own projection

For a better interpretation of the obtained results, we considered important to present here the figure no. 1, the chart representation of the observed data from (table no. 1).



**Figure no.1** Bar chart representation corresponding to the contingency table no. 1.  
Source: Own projection

## **Conclusions**

Based on the results of the data analysis presented in the previous section, first of all, we can conclude that the placement of the professional identity factor, in the first place in the preferences of Romanian employees who were selected to participate in our study, is not associated with the insecurity of the position in organization or job. Thus, from a managerial point of view, it can be stated that professional identity is a motivational factor that can acquire an obviously higher weight than the weights of using for the other two factors, recognition and career opportunities. In addition, in times of instability or even economic crisis that certain induce employees to feel insecure at work, this motivating factor can be used by managers by assigning the greatest weight, the more so as, must be emphasized, that along with the result obtained by the employer in the direction of motivation and consequently of work commitment, behavior, performance and employee work satisfaction, there is also the collateral advantage namely, this motivating factor leads to increasing of the labor productivity. Thus, the employee will be more motivated, but the motivating means themselves, consisting in involving individuals in training activities undertaken by the manager, will simultaneously become means of increasing employee productivity.

Also, analyzing the representation given by fig. no. 1, it can be stated that both individuals who feel job insecurity and those who consider not to be in such a situation, have placed the motivational factor visibly much in front of the other two factors, the only difference between these two categories of employees of the characteristic of insecurity, being that of ranking the motivating factors on the second and third places, respectively.

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