

EDUCATION OF LOYAL BEHAVIOR OF EMPLOYEES THROUGH SOME MOTIVATING FACTORS

Elvira Jorovlea Leon

Associate Professor, Doctor of Economics,

ORCID: 0000-0001-8184-9951

ASEM, ase.md, Republic of Moldova

Angela Boguş

Associate Professor, Doctor of Economics,

ORCID: 0000-0003-0413-7154

ASEM, ase.md, Republic of Moldova

Abstract. *Negative effects on loyal behavior can be observed according to the following indicators: lateness to work, excessively frequent staff turnover, work done under duress, minimal effort to achieve performance, comments on company policies and disrespect. All these and more are materialized by counterproductive behaviors and are signs that the employee feels dissatisfied from the point of view of work motivation. However, the formation of loyal behavior depends on adequate motivation.*

Keywords: *education, behavior, employee, factors, motivation, organization*

Introduction

Loyal behavior is a very important aspect in the relationship between hierarchical superiors and inferiors of the organization. But the perception of *loyalty* by subordinates is usually different from that of managers: in many cases the employee's perception of himself is different from that of employer. The positive effects of displaying loyal behaviors are: *productivity, efficiency, quality of work, group success, workplace stability, well-being and group cohesion*. For example, following work schedules and engaging in work activities can be considered an indication of loyalty, as can acceptance of company procedures and policies which translates into following them without objection.

Negative effects on loyal behavior can be observed according to the following indicators: *lateness to work, excessively frequent staff turnover, work done under duress, minimal effort to achieve performance, comments on company policies and disrespect*. All these and more are materialized by counterproductive behaviors and are signs that the employee feels dissatisfied from the point of view of work motivation. However, the formation of loyal behavior depends on adequate motivation.

Body: In accordance with the above, we consider it necessary, first, to ascertain whether the administrations of the organizations subject to the survey realize the imperativeness of the loyal actions of the employees for the successful activity of the organizations. In this way, the managers were given an item regarding „*the need to display a behavior loyal to the company*”.

The overall analysis of organizations revealed 1% of managers who realize the indispensability of loyalty in the successful work of organizations. The calculation by separate organizations results in 2% for the companies „General Directorate of Finances”, „Ciocana sector prefect”, „State Energy Inspectorate”, „Communal-rental Services” Orhei, Lyceum „C. Negruzzi”, S.A. „Moldtelecom” and in 0% for the

organizations S.A. „Zorile”, S.A. „Victoriabank”, S.R.L. „Dina Cociug”, Joint Venture S.A. „CBS AXA”.

So, according to the analysis of the results, the management of the surveyed organizations underestimates the role of loyal behavior in the successful work of organizations. We find out the depth of the depreciation from the following results:

- in general, 94% of managers do not realize the indispensability of loyalty in the successful activity of organizations;

- approximately 92% of the managers of the organizations „General Directorate of Finance”, „Ciocana sector prefect”, „State Energy Inspectorate”, „Communal-rental Services” Orhei, Lyceum „C. Negruzzi”, S.A. „Moldtelecom” disregarded loyalty as a relevant factor for the development of enterprises;

- the situation is unpleasant in the organizations S. A. „Zorile”, S. A. „Victoriabank”, S. R. L. „Dina Cociug”, Joint Venture S. A. „CBS_AXA”, in which 97% of managers scored the need for loyal behavior with „disagree”.

Given the fact that adequate motivation is the key to success in educating the loyal behavior of employees, in the following we present the results of the evaluation of the degree of action of the „**motivation**” variable, the forms of motivation and the motivational factors that the management of organizations use in educating the loyal behavior of employees.

In this vein, we start by identifying the number of employees who realize the existence of *the motivation-behavior relationship* in the organization in which they work. For this purpose, the interviewees-subordinates were asked to express their opinions regarding the *ratio of the employee's motivation mechanism to the behavior manifested in the process of carrying out organizational activities*, and the managers: „*The motivation mechanism that works in the organization is an adequate one for modeling the behavior employees*”. The results as follows:

- overall, out of 396 employees, only 15% make the connection between *motivation and behavior*. Managers confirm the existence of that relationship by 16% agreement.

- in such organizations as „General Directorate of Finance”, „Ciocana sector prefect”, „State Energy Inspectorate”, „Communal-rental Services” Orhei, Lyceum "C. Negruzzi", S. A. „Moldtelecom”, only 11%, from the sample of 229 junior employees, believe that the motivation mechanism applied by the organization's management corresponds to their behavior, and 18% of managers think so.]

- according to the results obtained, in the companies S. A. „Zorile”, S. A. „Victoriabank”, S. R. L. "Dina Cociug", Joint Venture S. A. „CBS_AXA”, the correspondence of the motivation mechanism with the behavior is accepted by 20% of employees and 13% of managers.

We analyzed the motivation-behavior relationship by determining the forms of motivation used by the management of organizations and their influence on behavior (Table 1).

- in general, *positive forms of motivation* are reported by 7% of subordinates and used by 0% managers, while *negative forms of motivation* are reported accordingly: by 39% of subordinates and by 18% of managers;

- in such organizations as „General Directorate of Finance”, „Ciocana sector prefect”, „State Energy Inspectorate”, „Communal-rental Services " Orhei, Lyceum "C. Negruzzi", S. A. „Moldtelecom” the ratio of motivation forms is as follows: 3% positive forms to 12% negative forms, according to the opinion of subordinates and 0% positive forms to 4% negative forms, according to the managers opinion;
- in the organizations S. A. „Zorile", S. A. „Victoriabank”, S. R. L. "Dina Cociug", Joint Venture S. A."CBS_AXA" positive forms of motivation are used with a small weight compared to the negatives ones, which is confirmed by the results of the survey (Tab. 1).

Table 1. The influence of forms of motivation on employee behavior

| | In general | | | | „ General Directorate of Finance”, „Ciocana sector prefect”, „State Energy Inspectorate”, „Communal-rental Services" Orhei, Lyceum "C. Negruzzi", S. A. „Moldtelecom” | | | | S. A. „Zorile", S. A. „Victoriabank”, S. R. L. "Dina Cociug", Joint Venture S. A."CBS_AXA" | | | |
|----------------------------|--------------|----------|----------|----------|---|----------|----------|----------|--|----------|----------|----------|
| | Subordinates | | Managers | | Subordinates | | Managers | | Subordinates | | Managers | |
| | agree | disagree | agree | disagree | agree | disagree | agree | disagree | agree | disagree | agree | disagree |
| Positive motivation | 7% | 73% | 0% | 67% | 6% | 75% | 0% | 61% | 8% | 70% | 0% | 94% |
| Negative motivation | 39% | 24% | 18% | 32% | 41% | 22% | 9% | 26% | 36% | 25% | 38% | 48% |

Source: elaborated by the author

Regarding the motivational factors with an impact on the formation of employees’s behaviors and loyalty: a) the salary system, b) career planning, c) offering diversified positions, d) specifying clear and precise objectives, the results are as follows (Tab. 2):

Table 2. Evaluation of motivation factors

| | In general | | | | „ General Directorate of Finance”, „Ciocana sector prefect”, „State Energy Inspectorate”, „Communal-rental Services" Orhei, Lyceum "C. Negruzzi", S. A. „Moldtelecom” | | | | S. A. „Zorile", S. A. „Victoriabank”, S. R. L. "Dina Cociug", Joint Venture S. A."CBS_AXA" | | | |
|---------------------|--------------|----------|----------|----------|---|----------|----------|----------|--|----------|----------|----------|
| | Subordinates | | Managers | | Subordinates | | Managers | | Subordinates | | Managers | |
| | agree | disagree | agree | disagree | agree | disagree | agree | disagree | agree | disagree | agree | disagree |
| Remuneration | 32% | 49% | 44% | 22% | 32% | 48% | 41% | 18% | 30% | 50% | 50% | 29% |
| Career | 19% | 63% | 14% | 54% | 19% | 64% | 19% | 52% | 20% | 63% | 5% | 62% |
| Position | 15% | 62% | 12% | 46% | 12% | 68% | 15% | 40% | 19% | 56% | 8% | 54% |
| Objectives | 13% | 73% | 4% | 75% | 4% | 84% | 3% | 71% | 25% | 57% | 5% | 82% |

Source: elaborated by the author

a) The evaluation of the salary system revealed the following results: (Tab. 2)

- in general, the salary system registers, out of a total of 400, 32% of subordinates who agree with the fact that „salary remuneration also depends on the behavior at work”. From the sample of 99 managers, 44% agree that „the size of each employee's salary depends on his behavior at work”;

- the salary system, which work in such organizations as „ General Directorate of Finance”, „Ciocana sector prefect”, „State Energy Inspectorate”, „Communal-rental Services" Orhei, Lyceum "C. Negruzzi", S. A. „Moldtelecom”, is motivating from the point of view of 32% of employees out of 229 interviewed, evidence confirmed by 44% of managers;

- in the companies S. A. „Zorile", S. A. „Victoriabank”, S. R. L. "Dina Cociug", Joint Venture S. A."CBS AXA", a third of subordinates and half of the number of managers support salary as a motivating factor for employees.

b) *Career support and planning (orientation)* is a responsibility of both management and leadership and involves the development and implementation of programs that must be compatible with the specifics of the business, the structure of the organization and the aspirations of the employees. In addition, career planning facilitates the process of understanding and identifying essential individual differences, which shape employees' behaviors towards various opportunities, i.e. it is closely related to diversity management.

The results of the survey showing the position of employees towards the career-behavior relationship is as follows (Tab. 2):

- in general, a fifth of the number of subordinate respondents and a third of the managers agree with the dependence of career behavior;

- offering a *correctly planned carrer* and with developement opportunities to ensure loyal behavior on the part of their employees in the companies „General Directorate of Finance”, „Ciocana sector prefect”, „State Energy Inspectorate”, „Communal-rental Services " Orhei, Lyceum "C. Negruzzi", S. A. „Moldtelecom” was supported by the minority of employees.

- the opinion of the managers of the organizations S. A. „Zorile", S. A. „Victoriabank”, S. R. L. "Dina Cociug", Joint Venture S. A."CBS_AXA" is the following: out of 39 respondents, 5% agree with the statement that the planning and career growth of employees is directly proportional to the change in their behavior.

c) The possibility for employees to carry out work that leads to the optimization of professional achievements, social recognition, advancement/promotion is a strong argument for supporting the behavior of employees by proposing correctly planned, diversified and interesting *positions/functions*. The survey confirms the above statement by the fact that „each of the employees must occupy a position taking into account his behavior” in the following way (Tab. 2):

- in general, few employees, including managers, agree that the *positions* they hold act above the formation of behavior;

- in such enterprises as the „General Directorate of Finance”, „Ciocana sector prefect”, „State Energy Inspectorate”, „Communal-rental Services" Orhei, Lyceum "C. Negruzzi", S. A. „Moldtelecom”, the motivation by offering the *position suitable for the behavior* was appreciated by 12% of subordinate employees and 15% of managers believe that the position they occupy corresponds to their behavior;

- the motivation by offering a *position suitable for the behavior* was appreciated by the 19% of employees-subordinates of the companies S. A. „Zorile", S. A. „Victoriabank”, S. R. L. "Dina Cociug", Joint Venture S. A."CBS_AXA". The managers support the opinion of the subordinates about the motivating factor of the job with such results: out of 39 respondents, 8% agree that organizations offer correctly planned, diversified and interesting jobs to maintain their appropriate behavior.

d) About whether the way of elaborating and presenting the company's *objectives* acts directly on their behavior, the results are as follows (Tab.2):

- in general, 13% of subordinates and 4% of managers notice the motivating power of the „objectives” factor on their behaviors;

- 4% respondents-subordinates and 3% managers of the following enterprises:

„General Directoare of Finance”, „Ciocana sector prefect”, „State Energy Inspectorate”, „Communal-rental Services " Orhei, Lyceum "C. Negruzzi", S. A. „Moldtelecom” claim that the organization shapes their behavior by clearly and precisely specifying the objectives;

- 25% of respondents-subordinates 5% of managers of the companies S. A. "Zorile", S. A. "Victoriabank", S. R. L. "Dina Cociug", Joint Venture S. A. "CBS_AXA" confirm the modeling of their own behavior in order to achieve the objectives, by specifying them clearly.

Therefore, according to the analysis of the results regarding the influence of the motivation factors on the behavior, the „pay system” proved to be with the strongest influence, the rest-„career”, „position” and „objectives”, remaining in the minority (Tab. 2).

Next are the results of the estimation of the same variables, from the point of view of the disagreement of the participants in the survey, to determine the weaknesses in the system of motivating the behavior in the organizations subject to the survey, as follows (Tab. 2):

a) in general, the analysis of the pay system shows that 49% of subordinates and 22% of managers do not support the idea of the correspondence of the behavior with the salary;

- 48% of the employee of the companies „General Directorate of Finance”, „Ciocana sector prefect”, „State Energy Inspectorate”, „Communal-rental Services " Orhei, Lyceum "C. Negruzzi", S.A.,„Moldtelecom” and 18% of managers deny the dependence of the behavior salary;

- 50% of the number of subordinates and 29of that of the managers of the organizations S. A. „Zorile", S. A. „Victoriabank”, S. R. L. "Dina Cociug", Joint Venture S. A."CBS_AXA" contradicts the assumption that the salary remuneration has an influence on their behavior.

b) Analyzing the results related to career development as a motivating factor for the formation of employee behavior, the following deficiencies were also found (Tab. 2):

- in general, 63% of subordinates and 54% of managers consider that behavior does not influence the career planning mechanism. This situation is at the moment when: 54% de subalterni acuză „unsuccessful career”, 19% - that „not exactly the career I aspired to”, and 40% - „promotion on the professional ladder „zero”;

- the situation in the companies „General Directorate of Finance”, „Ciocana sector prefect”, „State Energy Inspectorate”, „Communal-rental Services " Orhei, Lyceum "C. Negruzzi", S. A. „Moldtelecom” is as follows: 52% managers and 64% subordinates do not make a connection between behavior and career, while 58% of subordinates accuse „unsuccessful career”, 13% - „not exactly the career I aspired to”, and 45% - „promotion on the professional ladder „zero”;

- in companies S. A. „Zorile", S. A. „Victoriabank”, S. R. L. "Dina Cociug", Joint Venture S. A."CBS_AXA" 62% managers and 63% subordinates do not correlate the behavior with the career planning mechanism. At the same time, 49% of subordinates accuse „unsuccessful career”, 27% - „not exactly the career I aspired to”, and 35% - „zero” promotion on the professional ladder.

c) 62% of subordinates and 46% of managers (general analysis on organizations (Tab.2) do not consider it necessary to match the position and behavior, while 61% of subordinates accuse that the position occupied by them does not correspond to their behavioral temperament;

- the motivation by offering the *appropriate job position* was appreciated by the employees of the „General Directorate of Finances”, „Ciocana Sector Prefect”, „State Energy Inspectorate”, „Communal-rental Services”, Orhei, Lyceum "C. Negruzzi", S. A. „Moldtelecom” correspondingly: 68% of subordinates and 40% of managers do not perceive the importance of correlating the position they occupy with their behavior, while 64% of subordinates claim that the position they occupy does not correspond to their behavioral temperament;

- in the companies S. A. „Zorile”, S. A. „Victoriabank”, S. R. L. "Dina Cociug", Joint Venture S. A."CBS_AXA" 56% subordinates and 54% managers disregard the necessity of the connection between the position they hold and their behavior, at the same time în același timp, 58% of subordinates suffer from the mismatch of their behavioral temperament with the positions they occupy.

- the weight of setting *objectives* in the formation of employees' behavior, in relation to the above factors, is even lower (Tab. 2), which leads to the conclusion that, for the most part, employees do not really know the strategic objectives of the companies in which they work or they are not entirely clear to them. Moreover, employees little realize the relationship between appropriate behavior and goal achievement, as follows:

- in general, 73% subordinates and 75% managers deny that the achievement of objectives would require their correlation with the behavior of employees;

- 84% subordinates and 71% managers from organizations „General Directorate of Finance”, „Ciocana sector prefect”, „State Energy Inspectorate”, „Communal-rental Services " Orhei, Lyceum "C. Negruzzi", S. A. „Moldtelecom” are of the opinion that in enterprises the behavior of employees is not modeled with regard to specifying the achievement of objectives;

- 57% subordinates and 82% managers from companies S. A. „Zorile”, S. A. „Victoriabank”, S. R. L. "Dina Cociug", Joint Venture S. A."CBS_AXA" they do not emphasize the correlation of behavior with the achievement of objectives.

Conclusions:

Therefore, the analysis of the results of the survey regarding the education of the loyal behavior of employees through „motivation”, the forms and factors related to this variable, allowed us to draw the following conclusions:

- the management of the analyzed organizations deeply disregards loyal behavior as a factor of the organizations successful activity, and the number of employees who make the connection between the motivation mechanism and behavior is insignificant;

- the managers of the organizations subject to the survey prefer, predominantly, the use of negative forms of motivation, and making decisions regarding the use of motivation factors, factors that give employees the opportunity to carry out work that leads to the optimization of professional achievements, social recognition, advancement/promotion , take into account the behavioral skills of employees;

• the „salary system” is the decisive factor motivating the behavior and loyalty of employees of organizations in the Republic of Moldova, the „career” of employees is managed in a selective manner, the selection of candidates for appointment to „positions” is carried out without taking into account the behavioral skills of them and the employees practically, do not realize the relationship between a behavior and the achievement of „objectives”.

Bibliography:

1. DE CENZO, A.; DAVID, P.; ROBBINS. *Personnel/Human Resource Management*. Englewood Cliffs, Prentice-Hall, 1988
2. GORDON, J.R. *Organizational Behavior. A Diagnostic Approach*. 5-ed. Prentice Hall, Boston, 1996.
3. HEIDER, F. *The Psychology of Interpersonal Relations*. John Wiley and Sons, 1958
4. KOEHLER, J. *Effective Team Management*. În: *Personnel Administrator*, 29 (June), 1984.
5. LOCKE E.A.; LATHAM G.P. *A Theory of Goal Setting&Task Performance*, Englewood Cliffs, N.J.: Prentice Hall, 1990
6. VROOM V.H. *Work and motivation*. John Wiley and Sons, New York, 1964. Reprinted Malabar, FL: Krieger Publishing Company, 1982