Study of the Motivating Factors of the Human Resources Management System in the Municipality of Plovdiv

Liliya Nedeva[1]

Abstract: *Motivation can encourage employees to achieve the organization's goal because if workers feel that managers practically communicate with them, it motivates them to perform better and work as a team. Mismanagement of motivation in any organization can lead to demotivation, apathy and even resistance. The symptoms of a lack of inspiration in the workplace are frequent turnover, frequent absences from work, delays, low quality of performed activities, lack of interest in new exercises, etc. Employees with high job satisfaction are more focused on tasks and activities and are more motivated to stay with the organization. The conducted research found low motivation among employees in the municipality of Plovdiv, which is why improving interpersonal communication is a prerequisite for increasing job satisfaction.*

1. INTRODUCTION

Employee motivation is at the core of any organization's competitive positioning. Work motivation is often defined as low, caused by insufficiently good economic, social, and cultural conditions in the workplace. Lowered motivation and even its absence led to a decrease in labour intensity, and the lack of a built and operating effective management system led to the non-fulfilment of official duties. Job satisfaction is the general attitude and motivation of the worker to perform the assigned tasks, which can be influenced by factors such as working conditions, pay and benefits, the philosophy of employees to the organization, exercised control and leadership style of managers, autonomy, recognition, communication, working conditions, the importance of work, colleagues, professionalism, organizational climate, interpersonal relations, working in a cohesive team, etc. Low job satisfaction is often associated with labour-intensive tasks such as processing a lot of documentation, monotony of activities, the tension of expectations of constant shifts in the hierarchy, frequent conflicts with colleagues, feeling overwhelmed, overtime, etc. Motivation varies depending on individual worker behaviour and organizational behaviour. It is essential to mention that all people have different reasons when doing work, as well as different perceptions of the effectiveness of interpersonal communication.

2. SPECIFIC FEATURES OF WORK MOTIVATION

The motive is the basis for the performance of specific actions by the person, and the motives acting in one direction are defined as motivation. In modern psychology, the concept of motivation expresses the directed activity of the person regarding his action. Motivation is the force that causes people to act in a certain way, to treat someone or something in a certain way in a specific situation and in a way that is chosen by them (Balevska & Simeonova, 2016, p. 91). In essence, motivation is a degree of desire and choice of a given person, which is necessary to

---

[1] University of Plovdiv "Paisii Hilendarski", 24 Tsar Asen Str., Plovdiv, Bulgaria

undertake one or another behaviour expressed in an active direction of the person. Motivation describes the wants and needs that direct behaviour to achieve a specific goal, a hierarchical system of many levels in which the various motives are in unity and interaction. When the person realizes a given motive in this system, it becomes a goal and receives an actual motivational force (Paunov, 2009, p. 91).

Mismanagement of motivation in any organisation can lead to demotivation, apathy and even resistance (Yaneva, 2007, p. 428). The symptoms of a lack of motivation in the workplace are frequent turnover; frequent absences from work; delays; low quality of performed activities; lack of interest in new activities, etc. When such symptoms appear, the management team should look for the reasons, the factors that motivate this behaviour and the lack of motivation of the workers. Essential for workplace motivation is interpersonal communication. It is often a barrier to effectively motivating employees. The quality of interpersonal relationships in the workplace determines the behaviours employees use to communicate with each other (Szostek, 2019, p. 2), with effective relationships leading to better engagement, task performance, motivation, innovation, error detection, teamwork, helping others, reducing conflict, and resisting reactions to negative events. Conversely, ineffective relationships between employees negatively impact all aspects of performing organisational activities.

Interpersonal relationships in the workplace are influenced by various factors that determine their effectiveness, such as:
- Organizational climate (working atmosphere, built trust between workers);
- Interpersonal relationships (sharing personal information, contact after work, mutual assistance, celebrating important occasions together, etc.);
- Building interpersonal relations on the part of the organization (meetings with employees, researching their opinions, conducting informal company events);
- Presence of distance between workers resulting from management style.

Effective interpersonal relationships in the workplace depend on the ability to deliver and receive messages in the exchange of information between individuals, as well as generate feedback so that the message can be understood by both parties, i.e. with the method of transmission of information, regard for the feelings of others, providing feedback, efficient use of time and providing comfortable conditions for receiving information (McShane & Von Glinow, 2010, p. 202). Motivation is goal-directed behaviour that forces people to achieve a set goal persistently. The level of motivation of workers, commitment and, accordingly, dissatisfaction with the work in each organization is most often measured by the number of people who left over a certain period. Employees with high job satisfaction are more focused on tasks and activities and are more motivated to stay with the organization. The importance of motivation and job satisfaction in the workplace is evident, as well-motivated and committed workers with high levels of job satisfaction affect both their and organizational performance. Employees with high levels of job satisfaction go to work on time and are usually more motivated to put in the extra effort. On the other hand, employees with low levels of job satisfaction are the least motivated and have more excuses, such as illness or transportation issues etc., compared to satisfied workers.

Job satisfaction is the general attitude and motivation of the worker to perform the assigned tasks, which can be influenced by factors such as working conditions, pay and benefits, the attitude of employees to the organization, exercised control and leadership style of managers,

autonomy, recognition, communication, working conditions, the importance of work, colleagues, professionalism, organizational climate, interpersonal relations, working in a cohesive team, etc. This perception and, accordingly, motivation can be negative or positive depending on the employees' job satisfaction. Low job satisfaction is often associated with labour-intensive tasks such as processing much documentation, the monotony of activities, the tension of expectations of constant shifts in the hierarchy, frequent conflicts with colleagues, feeling overwhelmed, overtime, etc. (Wahyuni et al., 2016, p. 91). Motivation varies depending on individual worker behaviour and organizational behaviour. It is essential to mention that all people have different motivations when doing work and different perceptions of the effectiveness of interpersonal communication.

Modern models and approaches to increase motivation include, in addition to using salary as a motivating factor and removing stereotypes and subjectivism in human resource planning, providing more and more authority, providing positive role models and the opportunity to provide effective feedback connection.

3.   DESCRIPTION OF THE STUDY

The purpose of the research is to examine the motivation of employees in the municipality of Plovdiv, as well as to indicate the problems and opportunities for its improvement. The limitations that accompany the research are mainly related to the confidentiality of the information of the researched organization. The study's relevance is determined by the difficulty in attracting and retaining employees in municipal administrations, observed in recent years in Bulgaria.

Research thesis: Employees in the municipality of Plovdiv are not motivated to perform their duties effectively, and improving interpersonal communication is a prerequisite for increasing job satisfaction.

The research questions are:
- What is the level of employee motivation in the organization under study?
- What are the main factors influencing the employees in the municipality of Plovdiv?
- Are there opportunities to improve the motivation of employees in the municipality of Plovdiv?

A survey is used to study employees' motivation in the municipality of Plovdiv. The developed questionnaire consists of 15 closed-ended questions aimed at measuring the motivation of employees from all hierarchical levels in the organization.

4.   BRIEF DESCRIPTION OF THE MUNICIPALITY OF PLOVDIV

The municipality of Plovdiv is in southern Bulgaria, and the mayor is the employer of the employees. The structure of employees in the municipality includes the mayor and deputy mayors, secretary, chief architect, general and specialized administration. The individual positions are divided into directorates and departments, with the "Human Resources Management" department having the main functions of developing and updating the staff list of positions, developing salary rules, planning, and organizing employee training, creating documents for concluding and terminating employment relationships, keeping, and storing personal files, etc.

5.   RESEARCH RESULTS

Forty-seven employees from the municipality of Plovdiv participated in the research. The largest percentage of respondents are between 40 and 49 age (27%). The most significant percentage of work experience in the municipality of Plovdiv of the surveyed employees is between 5 and 10 years - 38%. 74% of the respondents indicated they were satisfied with their working position. The rest are of the opposite opinion. The employees of the Plovdiv municipality need to be more satisfied with how the work is organized. 64% of employees define it as insufficiently effective, and only 29% as satisfactory. Only 4% of the surveyed employees give an excellent rating. The surveyed employees believe that the higher basic remuneration strongly influences their motivation (the statement is valid for 44% of the surveyed employees). Good working conditions are essential for 26%, and opportunities to receive bonuses for achieving results for 19%. Important factors are also the excellent attitude of the employer and the opportunity for professional development.

The surveyed employees do not change their jobs often, 60% have not changed their jobs in the last five years, and 34% have changed their jobs once. Employees in the Plovdiv municipality are not satisfied with the remuneration they receive. Almost all surveyed employees are unanimous that receiving bonuses motivates them to perform their work duties better, with only 16% having the opposite opinion. It can be assumed that insufficient satisfaction with the salary received and insufficiently effective organization of work in the municipality of Plovdiv are the reasons why 69% of the surveyed workers indicate that they do not accept the goals of the municipality as their own. For 74% of the surveyed employees, the provision of an opportunity by the municipality to improve their qualifications is an important motivational factor for work. Only 41% of the surveyed employees' daily responsibilities in the Plovdiv municipality correspond to their expectations. Employees categorically do not express their opinion at their workplace. Regarding the degree of control over daily decisions related to work duties, the respondents indicate that they mainly have no control (48%) or the control exercised is over a small part of the decisions (44%). 68% of the respondents think they do not have any influence to make the municipality of Plovdiv a better place to work.

6.   POSSIBILITIES FOR IMPROVING THE MOTIVATION OF EMPLOYEES
   IN THE MUNICIPALITY OF PLOVDIV

The survey of employees in the municipality of Plovdiv shows low motivation and satisfaction of workers. Due to the lack of financial resources to increase the salary, the municipality must improve its organizational culture to motivate employees. Organizational culture is a system of values and beliefs adopted by management and all workers, expressed in norms, rules, and standards that are accepted and maintained in interpersonal relationships and communication. The culture of any organization is based on rules and norms that are perceived as key to any activity carried out, being a factor that unites the self-determination of the group of people in the organization through accepted values, contributing to the experience and feeling of belonging and satisfaction of the achievement of the organization's general goals.

Possibilities for improving the motivation of employees in the municipality of Plovdiv:
*   Positive climate in communication;
*   Overcoming the barriers that prevent effective interpersonal communication;
*   Adopting a management style allows organizational culture to be introduced and employee objections to be overcome;

- Building a system of stimulation regarding the perception of the presented values and norms of behaviour;
- Innovative personnel selection process;
- Socialization of employees.

The effective management of cultural diversity in the organization provides an opportunity to improve individual and group indicators to increase interpersonal communication and labour productivity. The set of cultural specifics of any organization forms its cultural appearance. The awareness and compliance with the existing differences are related to the need for increased awareness on the part of managers, who, based on this information, can direct it to the achievement of company goals through the development of personal potential and uniting workers on a moral-value basis. On the other hand, the change in the management style to build an organizational culture requires building values and activities based on a new approach to implementing communication and building relationships and managing employees, through which to achieve an increase in their motivation.

7. CONCLUSION

Strong motivation provides the employer with:
- New ideas for changing the activities performed,
- Getting feedback,
- Ability to increase labour productivity and efficiency.

The benefits of motivation for the individual worker are related to:
- Opportunity for career development,
- Opportunity to perform,
- Receiving additional tangible and intangible benefits.

The key is the role of the organisation's management staff to increase the workers' motivation by determining the built sense of empathy and defining the roles and the desired goals. Leadership is effective when it helps workers to develop and stimulates them to learn new things. Managers need to involve workers in making various decisions related to their activities, ensuring that a sense that managers are fair is maintained. The sense of justice helps to increase satisfaction and empathy with the enterprise and the desire to achieve its goals through the more effective performance of the activities.

8. FUTURE RESEARCH DIRECTIONS

Future research directions are based on the possibilities of using innovative methods to motivate modern personnel accustomed to using technology, receiving, and exchanging information quickly and communicating in a digital environment.

References

Balevska, M., & Simeonova, D. (2016). Staff motivation. *Management - past, present and future*. Veliko Tarnovo.

McShane, S., & Von Glinow, M. (2010). *Organizational Behaviour, Emerging Knowledge and Practice for the Real World*. McGraw Hill Higher Education.

Paunov, M. (2009). *Work motivation*. Siela, Sofia.

Szostek, D. (2019). The Impact of the Quality of Interpersonal Relationships between Employees on Counterproductive Work Behavior. *Sustainability*. 11, p. 2.

Wahyuni, S., Widodo, S., & Retnowati, R. (2016). The Relationship of Interpersonal Communication, Working Motivation and Transformational Leadership to Teachers Job Satisfaction. *International Journal of Managerial Studies and Research*. Volume 4, Issue 8, p. 91.

Yaneva, D. (2007). Motivational factors for increasing labour efficiency. *Management and sustainable development*. 1 (16), p. 428.