Abstract: Obtaining performance in general, but also human resource performance in enterprises depends in most cases of reaching a suitable level of motivating employees, be it in terms of salary, whether it comes to other sets of benefits. Positive results in an enterprise are not easily achieved, especially in the context of general economic imbalances and a weakened structure, due to a phenomenon as complex as the economic crisis.

Keywords: performance, human resource, enterprise, motivation, employees.

JEL Classification: D24, E24.

1. Motivation and motivation theories - theoretical perspective

Over time, the motivation of human resources was viewed differently by the authors in the literature, a number of theories being developed from different perspectives, both in terms of approach and determinants of the phenomenon in general. Motivation remains one of the main parts of human resource management as it can develop as a generating factor of performance. In terms of modern management, it becomes vital
to address employees' behavior regarding the forecast of future evolution. This process becomes more difficult considering the fact that each individual is unique in his own way, and therefore an individual’s needs differ from the other’s, depending on the current circumstances or the current context. Considering the previous statement, the real difficulty appears when the motivation has to reach a group of people or even the entire organization.

Literature remembers the "tools" specifically intended to surprise and trigger the motivation of individuals, depending on the objectives intended to be achieved. With this in mind, managers can turn to a number of motivational strategies, applying several different approaches, including fostering a constructive competition among employees, with the purpose of increasing individual performance.

During the decades, in literature there have emerged a number of motivational theories which have all tried to capture the main issues regarding the stimulation of human resources. They have brought together the main concerns of managers, sociologists or psychologists on issues mentioned above.

But generally accepted hypothesis is limited to the following ideas: motivations are not similar, they differ from one individual to another, even existing different perceptions of the same problem, when the individuals manifest differently in relation to a certain situation.

Various authors have formulated over time a number of theories that capture motivation in its various aspects, from stimulation through wage (Taylor) to motivation using the diversity of work (Mayo).

One of the most complex theories is the one that addresses the motivation of human resources through the method of comparison X, Y, Z. The author is Douglas McGregor, who has developed the X and Y theories, the Z theory being developed by Ouchi. The first one assumed that individuals exhibit a negative state to work in general, being glad if they do not have to provide work. To enable them to engage more strongly, they should be stimulated, by using sometimes less pleasant methods as coercion, permanent control and various types of sanctions.
According to Theory Y, on the other hand, tasks are received with more openness and rationality, individuals are receptive to the organizational goals, work is considered a natural duty, through which there are achieved both organizational objectives and the individual ones. Responsibilities are undertaken deliberately, individuals exercising their imagination, creativity and freedom of action. Theory Y is based mainly on the active involvement of employees in all activities of the organization, manifesting indirect supervision, the maximum potential employees being used.

The third theory is developed the theory referred to as Z, which appeared later than the other two. The author is the Japanese Ouchi, principles being based on the following ideas: focus on group, not on individuals, dedication, respect and group work.

According to Frederick W. Taylor, on the other hand, the main ways to increase efficiency in an organization is limited to wages and work standardization rewards. It requires the idea of rewarding those who exceed the daily quota established, while Mayo advocates for diversity and reducing monotonous nature of the work, which would be designed to "reduce motivation" (Tudor Hobeanu, in Nicolescu, 2004), imposing instead a participatory management, but also stimulating creativity, being an approach that promotes the freedom of decision.

Beyond these classical theories, however, there were elaborated some modern theories regarding motivation. Most have as a starting point the idea of needs.

The most famous of these remains the theory proposed by Abraham Maslow, based on the hierarchy of needs, which assumes that people act in accordance with the types of needs identified at some point, according to a hierarchy pyramid scheme. This theory has served as a starting point in determining the main factors triggering generates human needs.

Another motivational theory developed by this time the IS Adams is one of fairness, which assumes that within an organization, the reward shall be divided in accordance with the merits of each employee. Rewards are thus calculated based on each one's contribution to carrying out the organizational entity.
At the same time, the rewards can become elements generating tensions or conflicts, but it can also turn into motivations. Talk of tension when individuals believe that they have been paid less than the level toward which they targeted, or if two employees received the same reward regardless of the fact that one of them made more hard work than the other.

Rewards can turn into motivations, both positive and negative, gained during exhaustive if employees believe that they have been advantaged or disadvantaged contrary, compared with work.

Maslow's theory has served as the foundation for the development of other perspectives, called ERD, which restricts the needs to three levels, namely: the existence of needs, networking needs and also development needs (Tudor Hobeanu in Ovidiu Nicolescu, 2004). Clayton Alderfer claims also that managing motivation is that an individual can pursue simultaneously satisfying several categories of needs. And if the processes of satisfying a higher order needs are hampered by various external factors, the subject will seek to continue to focus on meeting the needs of lower order.

Expectations theory developed by Victor Vroom, aims to identify the factors that determine motivation, but also the underlying performance. Professor Tudor Hobeanu states that motivations are driven by "expectations and valences" expectations designating "the probability that a behavioral act will bring some desired result", this confidence being placed on a scale with values in the range [0, 1]. He dismisses such expectations as "effort - performance" or "performance - reward". In the first case, an individual is convinced that effort will lead to performance to match, while the second case is based on the belief that high performance will lead to a similar reward.

2. The concept of "performance" and "human resources performance"

Before speaking of performance management, performance determinants and ways of stimulation, also about the analysis of these issues, it is necessary to address
performance in terms of conceptual, both in organizational point of view and as a way of behavior or attitude.

From an organizational viewpoint, it includes the concepts of "measurement", "analysis", "assessment", the performance being defined as a state of competitiveness of the company, reached by a level of efficiency and productivity that ensure a sustainable presence market" (Lala, Miculeac, 2012 ). "The information about the performance of an enterprise is required to assess potential changes in the economic resources that the enterprise will be able to control the future."

The concept of "performance" is required to be defined by many variables. We can refer on the one hand to results, therefore what can be achieved from certain activities, but at the same time we consider the concepts of effectiveness, efficiency, respectively in terms of, on the one hand, the need to perform a whole series objectives, on the other hand the idea of assessing the cost / result.

In the literature the authors studied how the performance can be defined, calculated, how establishing relationships or connections between the various factors that contribute to influencing the activity of an enterprise. Youndt, Snell, Dean, Lepak (Youndt MA, Snell SA, Dean JW, DP Lepak, 1996) have outlined ideas that provides a direct link between performance and achieved permanent and strategies implemented, while other authors (Purcell, Guest), identify a direct link between performance and human resource management as a whole.

According to Donald Currie (2009), on the other hand, "the level and quality of performance of an employee is determined primarily by the employee's ability to perform assigned work, "but also" employee motivation to do thing".

Performance, according to Currie, becomes equal to the following relationship: Capacity x Motivation.

\[ P = C \times M \]  

Performance varies depending on several criteria, taking into account the type of activity, but also the complexity, standards are set by means of indicators such as:

- Amount;
- Quality;
- Execution time;
The costs involved;  
- The efficiency of the work performed.

The main factors influencing the performance achievement become this way the capacity and also motivation as a whole, as was mentioned above, motivation, in turn, is influenced by several other factors, both organizational, attitudinal or in terms of personality.

According to the studies in literature, organizational factors that influence motivation can be grouped as follows:

**Figure no. 1. Organizational factors influencing motivation**

Source: author interpretation after the ideas developed by Currie

Motivation theorists have tried over time to demonstrate that motivation leads to better performance while generating it causing job satisfaction. Performance management is thus a complex process that consists not only in the collection of data in accordance with the achievement of a predetermined set of objectives, but may be regarded rather as a "system" optimization through achieving a required level of efficiency.

Performance management is emerging but the results management system can be viewed and analyzed by many indicators, both qualitative and quantitative (efficiency,
effectiveness, quality, fit in time, productivity and safety). First developed in the public sector, is a tool used since the 1980s, focusing on "the consequences of an activity" (Jeong Yeon Kim, Hangbae Chang, 2013).

Research in the field (Youndt, 1994) demonstrated that "human resource management and performance (...) assume that every organization seeks a set of objectives and practices of human resources, in contrast to at least three recent developments". There are also approaches that the impacts of achieving a certain level of performance is difficult to prove, just because the approach is achieved unilaterally only in terms of management, not the workers, on the other hand it should be noted that there is a limited set of criteria for measuring performance.

Do not identify a single level of performance, on the contrary, is a multi-level criteria, each of which may be influenced by a number of factors general or specific, and based on the resource key generating characteristics.

An also important issue is that human resource management in general and specifically performance management are an integral part of the overall strategy of the organization and should be managed in such a way as not to depart from the general policy.

According to research by Nankervis, Compton and Baird (2005), there have been developed a number of relationships between human resource management, namely strategies implemented in organizations. This includes:

- Strategies to accommodate human resources, just follow the previously established general strategies;
- Interactive strategies;
- Integrated strategies, reflecting real practice of strategic management of human resources.

According to the literature (Jeong Yeon Kim, Hangbae Chang, 2013), the performance analysis can identify several ways: the processes of input, output and analysis results. Each of them has its own specific purpose, this way:

- Analysis based on input processes reveal whether the preliminary planning done is respected in terms of resources;
- Output analysis aimed at testing purpose projects, depending on the inputs made;
- Analysis of the results usually appreciate the final results obtained.

In analyzing the performance of human resources are set a series of objectives that are to be achieved, namely:
- Determination of training and identification of actual performance level of human resources;
- Identification of potential performance level of human resources;
- Preparation of a SWOT analysis of employees and identification of the current level of knowledge, skills and abilities;
- Identification of the main ways of reasoning and prediction of their effects;
- Identify professional development needs.

Performance analysis is necessary to achieve a given set of pre-established standards, which must be taken into account in determining an employee's duties, and the levels expected to be achieved.

Generation of performance in terms of market activity is essential for any business to be able to maintain its position. And in terms of human resources, their productive capacity is being enhanced by appropriate means of motivation and development.

References: