Social

MOTIVATIONAL STRATEGIES FOR JOB SATISFACTION

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ABSTRACT: *The global business environment is changing rapidly and organisations that adapt to change are the ones that will survive. Organisations need to develop strategies to withstand these changes. Those that are able to survive will be able to resist more than others. One of the biggest challenges facing organisations today is how to manage workforce turnover, which can be caused by the migration of many industrial workers.*

This may be due to their lack of motivation and commitment to the organization; this view emphasizes the importance of studying Motivation and its relationship with job satisfaction (Tiwari, 2011, p.33)

Starting from Dwight D. Eisenhower's statement, "Motivation is the art of getting people to do what you want them to do because they want to do it," and analyzing it in depth, we conclude that motivation, the power to influence people and their actions, is an art that advertises quality.

Keywords: *motivation; satisfaction; performance*;

1. Introduction

Knowing the possibilities and forms of motivation that suit each employee, depending on their desires and interests, we can stimulate the desire to want more, therefore the drive function will perform at its best for both the employee and the company. At one time, employees were considered just another input into the production of goods and services.

Motivation is the set of states of need of the individual that demand to be satisfied and therefore, pushes, incites and drives the individual to perform a series of actions to satisfy them.

Jennifer Rawlings (Rowley, 1996, p. 35) states that an effective manager must recognize that different motivators are appropriate for different employees and that different employees will demonstrate different levels of inherent motivation in setting their own goals and striving to achieve them. This step is taken to better understand motivation and how it is perceived.

Managers and supervisors also assist in encouraging employees, mutual engagement, and understanding diversity issues, all of which play a significant role in motivating and facilitating performance (Snyder, 2014, p.84).

The prerogative belongs to the managers of the organization, because to extract performance they should create alignment between the goals and objective of the organization and that of the employees. It is the organisational behaviour represented by senior organisational management that influences the level of motivation and satisfaction through its core beliefs, principles and values that are closely followed by the organisation (Roos, 2018, p.54)

2. Analysis and results

Burns (Burns, 2004, pg. 5-6) stated that research is a dynamic way of detecting what is unknown or a systematic way of finding the answer to a problem. Research is also stated to be any structured inquiry that is used to obtain solutions to problems (Cooper, 1995, p. 186).

The method chosen to collect data to support the work is qualitative research, specifically, it is used to interpret and analyse the information from the interview. Qualitative research is based on the interview as a research tool. It represents the support of a dialogue set by the interviewer and illustrating a series of questions dedicated to the interviewer, which are used as a guideline, so that the information provided by the interviewer is precise and detailed. We approached this research method because it presents a more efficient way of collecting data from the target population, an

in-depth analysis of the information received and also provides a clearer observation of the concepts illustrated by the interview subjects.

The qualitative form of research is used, in other words, to interpret objective questions about the nature of phenomena in order to describe and understand them from the participants' point of view (Creswell, 2007, p. 230).

According to Denzin (Denzin, 2000, pg. 15-17), qualitative research as a diverse method involves an interpretive, naturalistic approach towards its studied participant. Essentially, this means that qualitative researchers critically study things in an ideal environment in order to stipulate meaningful findings and to interpret phenomena according to the views people bring to them.

Moreover, as Tan (Tan, 2017, p. 6) argues, motivation has been defined as a driving force to satisfy the needs of each individual, he went on to say that before higher-level individual needs are satisfied, lower-level needs must be satisfied.

A main objective supporting this research is to identify how management strategy can stimulate the desire to intensify the performance sphere in organisations. It also aims to outline the indicators that may trigger a lack of interest in performing tasks and whether motivation leads to job satisfaction and efficiency, Thus, several secondary objectives are reflected with respect to the purpose of the research such as:
- to assess the impact on work of lack of motivation and interest in performing tasks;
- to identify the relationship between employee and employer in the labour market;
- identify the reasons that lead to failure in terms of employees' interest in performing their job tasks;
- analysing the triggers of employee motivation at work.

The main aim of the research work is to identify the main factors that motivate employees in performing their tasks and what increases their job satisfaction, according to the role they play and their own needs. It is well known that employees need certain determinants for productive engagement in their tasks.

For this study we have chosen qualitative research, which has characteristically the interview as a research tool, because it can be structured in its own way, built from questions that serve as a means of collecting information on the topic of the research concerned and can become complementary at the time of the colloquium. Although it is predetermined and contains well-established questions, the interview can be adapted to the desired topic of discussion even by modifying it, adding new additional questions or even removing some, depending on the direction the interviewer considers the discussion to be heading in at the time of the interview, thus allowing him/her to emphasise the target topic as clearly as possible.

Therefore, during the interview, the interviewer, in addition to focusing on the answers received, can directly analyse, observe and interpret the respondent's attitude during the discussion, what kind of emotions he/she is conveying and what his/her level of involvement is.

Thus, adapting the interview to the chosen subject of the research is an important aspect because with the help of this tool, the data collected can shape and bring validation to the whole concepts and ideas of the work. The interview, for my research, was constructed of both questions that serve to collect general data, such as age, level of education and experience in the labour market to date, as well as questions that focus strictly on my research topic, which revolve around motivation at work, what motivates them from their point of view and what is the vision of their own position at work in relation to the company management. The questions were formulated in such a way as to be understandable and clear for each respondent, to be as accessible as possible in providing answers and the attitude when applying the interview was intended to be a modelling one and to offer interviewees comfort and lightness in expressing their answers.

As regards the choice of population, this represents the urban area, more precisely in the municipality of Timisoara, where the interview respondents work. The population targeted for the purpose of the research was established due to the greater potential for employment and

development of the professional field, with greater spheres of work activation. In this way, the establishment of urban data sources as research support aimed at highlighting the points of view from several perspectives, depending on the job, the position held by the respondent, but also the age together with the gender and educational level of the respondent, thus finally making a comparative analysis in relation to the similarities of the answers of each.

Both people who have a professional work experience of over 5 years were targeted in order to observe how they perceive satisfaction based on experience on the labor market, and what motivates them to work in the same professional framework for a long time, as well as people who are newly hired and who have less than 5 years of professional experience, analyzing how they perceive motivation and what satisfies them. It also targets people who have recently changed jobs and what led them in this direction. Thus, the answers were followed starting from these criteria, generating a comparative study, to expose analogies but also differences between the perspectives reflected by the interviewers.

The first question in this discussion topic aims to determine the level of education of the subjects "What is the level of education you have completed?" which revealed that the minimum level of education completed among the interviewees was high school. Only R.R. and A.R. claimed that the last level of education completed was a master's degree, while S.M., C.D., A.S. and D.C. stated that they had a higher education at bachelor's level. The other respondents, T.S, A.T, C,G and P.C answered that high school is the last school completed.

By the second question we fix the professional experience that each respondent has and the fields in which they have worked so far. C.D, T.S and D.C stated that they have not gained any previous work experience, being newly employed. Thus, half of the respondents have no more than 5 years of professional experience, and of those with more than 5 years of experience, P.C and C.G have the longest professional activity in their field of work, namely 12 and 16 years respectively.

The next question asked "How do you characterize yourself as an employee, what are the traits that make you stand out?" is intended to give an idea of how respondents see themselves as employees, how they fit into their job and what they consider to be the traits that make them stand out. To this question, the interviewees' answers were similar, in the sense that most of them define themselves by seriousness and punctuality at work (P.C: "The points that characterize me are punctuality, seriousness the desire to do the best I can with any task I have"; C.D: "I am punctual, responsible and quite involved in my work tasks").

2.1. Employee job satisfaction

The first question in this theme focuses on how subjects perceive the level of involvement and interest shown by supervisors towards employees. Among the answers given, C.G claimed that "I feel satisfied with my boss's involvement in employee relations because he takes an interest in both the professional and personal situation if there are any problems". From the answers, this aspect has a positive result and the majority of people stated that they are satisfied with the involvement that their boss has in their professional work, feeling supported in this respect (A.R: "when there is a lack of clarity about the tasks that one of the employees has, he supports you in achieving the objectives"). A negative answer to the question asked is that of D.C, which reflects the lack of involvement of superiors and the employee's dissatisfaction with this: "the management is not very involved especially in relations with employees (...)I think it is not normal especially as the organisation I work in does not have many people, i.e. there are 35 workers. He doesn't really show up or get in touch with us, give us information, help us at all, I really don't think he gets involved".

To the question "Are you satisfied with your job and your work?" most answers were influenced by the benefits available to employees, depending on their needs, and the conditions that the workplace offers. For example, C.G and D.C mentioned that they were satisfied, listing the following aspects: (C.G: "..because of the transport that is

provided, I am also provided with work equipment"; D.C: "..at the moment I am satisfied with the workplace because it is close to home, the salary is ok, I think to start with, and I am provided with transport"). Another indicator of satisfaction that is highlighted from the answers obtained, relates in particular to the work carried out and the field of work of the employees: (R.R: "I am satisfied because at the moment I am working exactly what I want"; C.D: "yes, I am satisfied because I am doing what I like, although the work schedule is very demanding"), A.R: "I am satisfied at work and with my job because what I do, I do from the heart".

With the 3rd question in this discussion theme "Do you feel that you are appreciated for the effort you put in at work?", I wanted to find out whether the interviewees feel that their professional work is appreciated by their superiors and their efforts are recognized within the company. The answers were mostly positive. Some of them claimed that their work is noticed and they are given feedback on the tasks performed, which is accompanied by rewards whereby superiors show their appreciation. (P.C: "yes, I can say that I am appreciated because most of the time I receive positive feedback from direct superiors and appreciation when I do a good job"; R.A: "I think I am appreciated because when you dedicate yourself fully to your work, the results show and the bosses appreciate this through various rewards"; C.D: "I think I am appreciated and I think I am also rewarded accordingly"). D.C. answered negatively from this point of view, because at the company where she works she does not feel appreciated in spite of the demanding work she is subjected to and not rewarded accordingly, which arouses a dissatisfied reaction towards the organisation. "I don't think I'm appreciated because I'm doing far too much hard work and far too much work because there are only two of us in the office and I have to do the work of two other people who are away for child-rearing purposes and I'm given far too many tasks (...) and the salary is a small one for what I do."

Regarding the implementation of changes and new ideas imposed by the company in relation to employees adapting to the changes,

I asked the interviewees to answer my question "Are supervisors interested in the opinion of employees and do they consult with them before a change occurs"? With this question I want to find out how the organisation deals with this issue but also the satisfaction of the employees with the changes that are being considered by the superiors. The interviewees' answers were divided, with 5 of them answering in the affirmative and claiming that their superiors take their opinion into account and consult them when new changes are about to take place. P.C. said "yes, at least in the field I work in, before changes are made, managers ask for the opinion of employees so that the changes are as useful as possible and they rely on the opinions of employees because they are the first ones involved in the production side". A.T who stated that "Yes, superiors are interested in our opinion as well as in us in general and every change happens only after we take notice". The other half of the people claimed that their opinions are not taken into account when discussing the adoption of new changes and in most of the cases, they have to obey the changes whether they like it or not (C.G: "we have to respect what is brought to our attention and obey the changes that come in the work", A.S: " No, because I am not in a position to decide, I consider that they take the links between them and take very little account of our opinion"). Another negative response was also that of D.C, who was dissatisfied in this respect because the company where she was working did not take into account the opinion of the employees regarding the change in the amount of meal tickets and dealt with the issue without considering their needs; D.C: "They talked about increasing the tickets and we had the 15 RON meal ticket and the employer really did not consult at all with the employees, about how much we would need or how much to increase the amount of tickets. They made the decision themselves, they didn't even let us know how much they were going to increase your meal ticket, it was only when I was allocated the amount on the card that we had to calculate ourselves and figure out how much that meal ticket was increased by, and I can tell you that the amount is a very small amount and I don't think other organisations have such a small

amount in terms of meal tickets."

The last question in the discussion topic, which addresses different factors that increase employee satisfaction at work, is "When you have encountered problems at work, have you been satisfied with the way they were solved?". This is to track how problems are solved and dealt with, which is researched as an item of employee satisfaction in the professional sphere. Involvement of superiors illustrates the support, understanding and help from the organization to complete tasks in the best possible way, which increases employee satisfaction and makes you more able to do your job more effectively. The answers given by the interviewees were roughly similar, mostly they answered in the affirmative, claiming that they did not encounter very many major problems, but in any case they appeared they felt satisfied with the way the work problems were solved, because the superiors got involved in an efficient way and with a lot of dedication. (P.C: "the management is involved in solving problems and in most cases the problems were all solved favourably", T.S: "I can't say that I encountered very many problems at work but there were a few minor ones where they solved very well").

2.2. Motivational factors in the professional sphere

The first question of this discussion topic "When you are involved in achieving goals set by your boss, are you told by your boss about the possible benefits of your work?" is aimed at motivation at work, which also aims to set triggers for increasing employees' commitment to their work, based on the establishment of remuneration or honouring of services well performed by them. Following this question, the respondents mostly stated that the potential benefits obtained are conveyed to them by their superiors, as an impetus for encouraging and involving everyone in the established requirements. Thus, one of the positive answers is that of T.S: "always, there was never not to tell us what we will benefit from our work". A.R. also agrees, stating that "they are passed on because it is considered that it can be a motivating factor". P.C. gave a similar answer:

"if you work extra hours outside the established working hours, you automatically get paid extra, so for the established working hours each employee knows what they have to do and in the extra hours they work outside the established working hours they also tell me the benefits and how they are rewarded for the work they do".D.C states in a negative way the transmission of the possible benefits of his work in the company where he works, claiming that the superior communicates only indirectly with the employees and the benefits are almost non-existent: "as I said before, the boss does not pass on any benefits of work, he always contacts someone to pass on these benefits but they do not really exist".

The next question asked to the respondents is "To what extent have you been rewarded for doing well and satisfying tasks?", a question which is also part of the employee motivation sphere, i.e. whether and in what way the interviewees were rewarded for engaging in certain work tasks, in order to increase their work motivation. The vast majority of subjects stated that they were rewarded for their efforts and were offered rewards either in monetary form, bonuses, time off and even company-wide recognition of merit and praise. P.C said that his organisation had well established strategies for rewarding and monitoring the performance of individual employees, so in addition to some of the bonuses earned, there were also events to reward and highlight merit "Every month employees with outstanding professional results are rewarded with a bonus as part of a 'Best Team' and these are also displayed within the company on a board visible to all employees to set an example for all employees." Another respondent who confirmed the benefit from work assignments was A.T., who said that "either my salary was increased or I received days off", as did T.S. who replied that "due to special and private events where I stayed maybe longer than working hours, my salary was also increased". A negative response with reference to workplace rewards is that stated by D.C, mentioning that "Never! I have never been rewarded for the tasks performed", as well as S.M and R.R who answered that: (S.M: "I have never been rewarded extra"; R.R: "at the current workplace we are not rewarded for the actions

performed").

Next, subjects were asked if they were satisfied with the salary they received and if they felt that it reflected their commitment to their work "Do you feel that your salary reflects your work in a satisfactory way?". The interviewees, to this question, declared themselves partially satisfied with the income obtained, but still considered that they would like a more satisfactory salary than the one they have earned so far A.R: "yes, one can say but there is always room for improvement, you cannot stay on a salary that is a year old, because salaries have to be increased according to the inflation of the country and the purchasing requirements of the market". P.C. also responded with a similar degree of satisfaction in this regard, specifying that in the organisation in which he works, the salary increase can also be influenced by the employee's involvement in the work tasks "Yes, I think that it could be better, but at least once a year there are salary increases directly proportional to the level of involvement of each employee". This was also the case for C.G., whose salary fluctuates according to the work she does: "Since I get paid according to how much I work, I think that the salary reflects very well the work I do at work". Among them, there were also people who said they were unhappy with the salary they got, but they have no way of changing this and they adapt to the conditions, said A.S. "I am somewhat unhappy with the salary I get but I adapt to the situation". On the other hand, D.C. said that, not having long experience, the salary she receives satisfies her as it is, and expectations will be higher as she moves up in the company "at the moment I think I am satisfied with the salary because I am just starting out and I don't have very high expectations but in the future I think these expectations will increase".

Respondents were asked to answer the following question in the interview guide "Have events, ceremonies taken place in the company where you work to increase employee solidarity and performance?". With this question I would like to find out whether the occasional organisation of events for various purposes in the workplace motivates employees and helps to improve their mood, practical communication

and also whether it is a boost to their level of commitment. A response supporting this idea and affirming participation in such ceremonies is that given by C.G, namely "Yes, there are regular events that motivate us. For example, at these events we are recognised for our merits and we are rewarded". A.R who claimed that "every year there is a certain anniversary at the company level where the longest serving employees are awarded, the bonus for the longest serving, five years, ten years, fifteen years is given". The same is the answer given by P.C, who stated that these events are held precisely to stimulate the employees and appreciate them in what they do: "Yes, periodically in the company there are ceremonies and gatherings with all the employees, in which the operators with long service, with very good results in the work are rewarded precisely to stimulate the other employees to follow and respect the same principles". Also to this question we had a negative and direct answer from A.T, which at the same time concretizes the idea of the research "No, it did not take place but I would like it to take place".

To the question "Do you find that supervisors often come up with effective ideas for solving problems and get involved in the smooth running of workplace activities?" the answers collected from the interviewed subjects were largely affirmative and resulted in the fact that they receive support from their superiors when unexpected problems and situations arise and are solved efficiently. (C.D: "Yes, superiors always come up with the best solutions in our field of work"; A.T: "I think that in every problem at work superiors empathize with us and get involved through this"). The same opinion was held by C.P, who answered that "in any problem that arises at work superiors come up with solutions and always find the best solutions to solve any problems". D.C.'s answer reflects dissatisfaction with the involvement of management and the way problems are dealt with "No. They, from what I have observed, always put pressure on us employees to solve problems and they don't care that something is not going well, it has to go well and we have to do our best to make it work".

When respondents were asked "What

aspects do you think influence you to a great extent in keeping your job, or even changing it?" most of them gave answers supporting keeping their current job. One of the aspects mentioned by the respondents is that of C.G, saying that for her, the salary motivates her the most in keeping her job "the main reason why I would not change my job is the salary, the salary I am able to earn". A.R.'s answer shows that the flexible work schedule is an influencing factor, which she considers a plus that is not often encountered "...the work schedule is very flexible because it is one of the only companies in the city of Timisoara that offers an eight-hour schedule to employees, and this eight-hour schedule includes a lunch break (...) compared to other companies there is a plus from this company".

A common aspect reflected in the answers obtained and which contributes to the continuity in the position held is the collective and the conditions in which the professional activity is carried out P.C: "For the moment I am not considering changing my job, (...) good working conditions, a very pleasant collective and that is why I am not thinking about changing my job for the moment"; T. S: "well first of all, the behaviour of my colleagues and the management"; A.S: "the advantages would be the comfort, the collective", C.G: "and other reasons would be the collective and the working conditions").Only one person is influenced to change workplace, D.C stating that the main reason is the boss's involvement "it influences me to change workplace because as I said I am not satisfied with the boss of the organisation".

2.3.Performance appraisal system

Regarding the scope of employee performance appraisal, which is considerable for employee motivation systems, we asked the question "What do you consider to be the strategies for evaluating the staff and the way the organisation you work for operates?", in order to observe whether and how companies monitor the development and direction of employees. However, the answers collected varied, with the majority of respondents stating that evaluation strategies are effective, well established by the company on a regular basis.

For example, A.R mentioned that in the organisation where she works, evaluation is done periodically and the level of performance achieved during a year is tracked "staff evaluation strategies are done annually by the boss, in the first quarter you are set certain targets and they have to be met during the following year, and at the beginning of the next year the employee is evaluated if they have fulfilled their tasks for the year". Other positive answers supporting the evaluation mode are (C.G "the level of work is monitored and my production volume and quality is taken into account, there is a value matrix reflecting the level of training of each individual"; C.P: "each employee is periodically evaluated by specialised staff in this field and is assigned according to their capabilities the best job that fits", ", A.S: "annually through questionnaires applied to all employees."). After analysing the answers, C.G, A.D and P.C claimed that every six months this assessment of employees' knowledge takes place and whenever necessary, they are applied. P.C: "if it is found that an employee needs schooling hours this happens whenever it is needed". Among the answers, T.S , A.T, and S.M stated that evaluation methods are not applied in the workplace and the employer subjectively makes staff development. (T.S: "my boss doesn't have certain strategies to evaluate employees but he always pays attention to our behavior with customers and teamwork").

Asked if they think that the evaluation of the employees' performance plays an essential role in the evolution of the company, they had divided opinions, in the sense that some considered it an important aspect for the good functioning of the companies, as D,C stated that only in this way it is possible to see how productive the employees' work is, "only in this way the company would run well, if the employees are satisfied, if they are not satisfied they start to leave and then the company will no longer have employees to work and to do their job", who also supported the same idea and A. T ,, yes, for the evolution of a company you need constant evaluation of employees". Contrary to these opinions, R.R. replies that performance evaluation is not essential provided that it is done objectively and cannot

have any effect on the way the company is run ,, the evolution of employees is done objectively from some standard questions that do not influence in any way the running of the company", which is supported by C.D, stating that ,, it depends on the employee and I think it is not of great importance".

Regarding the performance evaluation, "Are the necessary measures taken and are the results of the evaluation taken into account?", the majority answered in the affirmative that these developments help to direct the company towards a better functioning. Thus, T.S. answered: "Yes, for example, if a person does not do his job well (...) and does not fit in the good norms for the job, I always take measures" and A.R. mentioned that following the results, the superiors conclude the merits of each employee and "according to these values, salary increases can be granted, certain aspects of the person can be improved, new tasks can be added". " R.R claimed that no action is taken on results and D.C gave the same answer ,, since I have been in the organisation no performance appraisal has been done so I don't think any results are taken into account."

2.4. Opportunities and skills needed

In this topic of discussion, we followed the research of the opportunities offered to employees, which they have at work, the possibilities of promotion, what the activity they carry out consists of and to better understand and have a clear picture of the context motivating. With reference to the question: "Do you feel that you are supported and have opportunities for finance, promotion or highlighting your potential at work?", about half of them claimed that they have considerable development opportunities at work, and each employee the opportunity to promote a more advanced position, provided that he proves the necessary capabilities after passing through the evaluation filter established by the company.

An example in this situation is P.C, confessing that he himself benefited from such a promotion opportunity "at my company there are promotion opportunities, even I benefited from this promotion opportunity.

I worked as an operator and then I was

promoted to head of formation, so every employee has the chance to promote and is supported". This opinion is also supported by the answer of C.G., who has the same possibilities, but she claimed that she feels satisfied with the position she holds and did not want a position that entails more responsibility. "Within our company, every employee has the chance to be promoted. I was proposed for a promotion as "Team Leader", but I considered that this position did not suit me and I considered to remain in the position I hold". Another satisfactory answer was given by A.R, noting that the superiors are interested in the degree or satisfaction and offer the possibility of obtaining another more suitable position within the company "Yes, every year in the annual evaluation they ask the respective employee if he is satisfied with what does, if he wants to promote or get a certain position within the company, in principle for the positions that require a certain advancement, he looks for it through recruitment from within and then from outside." Respondents T.S., S.M. and D.C. do not have the same opportunities in terms of evaluation because the positions are limited and it is more difficult to get a more advanced place. D.C "At the moment I am an accountant and there really is no possibility of advancement. She is just a chief accountant who has been around for a long time and you have no way to advance, there is no higher position where you can advance and promote".

The next question referred to what exactly the subjects' activity at work entails in order to find out the degree and mode of involvement required by the position held. From the answers collected, it was concluded that at the workplace, the emphasis is particularly placed on communication with the team for efficiency and development in favorable conditions, thus being monitored the entire work process in close connection and team spirit, as stated in the answer them and A.S.

"My activity requires a close relationship with the employers in the first place, and the submission of mental effort, including the need to communicate with the team.

" We find the same opinion in the case of D.C, who considered that communication skills are essential at the workplace in relation to

attention and concentration, for the good performance of tasks and solving the problems encountered. (D.C: "it's a very big mental effort because it requires concentration, a lot of attention and communication with the collective I can say, because some employees come who have complaints, you have to talk to them and explain them and have certain skills of comunication"). Also, the majority of the respondents testified that at work they exert more mental effort than actual physical activity.

After all the answers obtained during the interview, I wanted to find out what the interviewees' opinion is about the workplace, taking into account the information provided up to this point. Thus, the subjects were asked in a clear and direct manner, "How satisfied do you think you are with the position you hold in the organization?", the predominant answers were positive, almost all declaring themselves satisfied with the position which he occupied until now. (D.C: "At the moment I'm very satisfied with the job I have"; P.C: "I'm so satisfied that I don't want to go anywhere else for now, so I'm satisfied"; R.A: "I'm satisfied in a to some extent because I like what I do and I consider that if I wasn't doing what I like I wouldn't be here now"). Only D.C answered that although she feels satisfied with her job, she is considering and watching its change, "for now I am only satisfied that in the future I will not stay in this position" and another answer that differs from the others is that of A.S which claimed "I am partially satisfied because I am aiming for promotion".

Since I wanted to clarify the aspect related to the way of selection and recruitment of employees in the company where they work, I formulated the following question "Skills are skills that the employee acquires while working or do you think the employee must have before hire?".

A third of the interviewed employees declared that in the case of the company they work for, a training period is made available to all new employees, before the actual start of the activities that the position designates, and it is not necessary to have certain knowledge for that they are trained by the organization (C.G: ,,there is no need for a certain experience or training because the employer offers us an education for the position we get, we have the chance to be educated even if we have no experience." A.R "there are positions on which the respective persons can be trained within the company, so there are opportunities for both those with experience and those without experience.").

Among the answers, there were people who supported the fact that it is necessary to have certain skills and knowledge at the time of taking up a position and along the way you will acquire the necessary experience, as R.R also stated "I believe that some skills must be possessed in advance and the rest will be acquired during the activities", and a different answer was that of D.C, who believed that following a higher education forms you and helps you acquire the necessary skills before employment "I believe that skills are learned from the moment of schooling , if you go to college you automatically learn certain skills such as communicating, socializing with other people; but when other people don't have the opportunity to go to school, I think these skills are definitely learned in the workplace."

Another question that was asked of the subjects refers to the skills and requirements that are needed and pursued for the job they occupy, outside of a potential schooling and training for the job in question. The answers offered vary from one opinion to another, but it is found that the common factor is the seriousness with which the employee gets involved in carrying out the tasks, but also the desire for development in the field. P.C "The most important skills that an employee or a potential employee must have is seriousness with the desire for development, involvement, skill and the others appear along the way." Another aspect highlighted is the ability to relate and communicate to help solve problems: A.T "is communication skills with employees and customers and a good ability to resolve misunderstandings".

Towards the end of the interview, I asked the interviewees to answer one last question in an honest way: "What traits differentiate you from other employees, and what makes you unique?". Through this question, I want to find out how each respondent is able to engage in the workplace to make themselves noticed and

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what they think sets them apart from others. Among the answers, A.R stands out for the help he offers unconditionally and the time he dedicates to work "I consider that I dedicate myself completely to what I do and in my free time if needed and especially during the program. I never say no, regardless of the day off or at work, I also help those in production if needed, it doesn't matter, wherever I'm asked for help there I help". In other news, C.G answered "I think I'm more diligent than others and I pay attention to the quality of what I do and that's what sets me apart" and T.S declares "...I'm a very understanding person and I can't say I get angry so easy (..) I'm a more understanding person and I think that makes me unique

3. Conclusions

Through the study carried out on employee motivation strategies at work, I aimed to highlight the main factors that lead employees to have a higher level of satisfaction, what expectations they have from their workplace and what are the methods more effective adopted by employers to increase the productivity and performance of employees.

The primary data of this research was collected through an interview that includes research questions, and which was applied to a number of 10 employees, half of them having less than 5 years of work experience, and the other half more than 5 years, with the purpose of finding out what increases their satisfaction in the professional sphere and how they are motivated by employers. Conducting the interviews in the audio version was a real challenge because this approach required a series of well-established and organized aspects for meeting the subjects and for the availability of participation in the interview according to everyone's schedule. In addition to this, people became more emotional when they knew they were being recorded and this aspect represented a difficulty because some interviews had to be replayed or edited for the recorded discussion to flow properly.

Regarding some of the respondents who have more than 5 years of professional experience, it was concluded that financial incentives represent a key factor for motivation at work, being a major factor that influences them to keep their job and for greater dedication in the activity professional, unlike some of those who do not have more than 5 years of experience and who, although they are dissatisfied from a financial point of view, they are still satisfied and adapt to the salary obtained. For them, a motivator at work is the team and the relationships they form with colleagues and superiors, so that, those who are young and with less work experience, place more emphasis on interaction and good understanding with the work team, in addition to a relaxed and flexible schedule compared to those with more experience who are willing to put in more work in exchange for remuneration.

As a result of the research, a common aspect is found in both cases related to the professional experience, namely the fact that motivation strategies in order to obtain satisfaction at work are in reality based on effective communication between managers and employees. It is essential that everyone is informed about what is going on in an organization. Motivation doesn't happen if employees don't know what's going on or if no one listens to what they have to say. Equally, good communication is essential to avoid creating a negative work environment. Direct and thorough communication is one of the best tools to use when employers want to avoid low morale and negativism in the workplace. There is a need for transparency regarding issues and decisions should not be hidden from employees.

So, fixing the most important aspects of motivation in the professional sphere, the following is concluded:
- The employer's lack of communication could cause employees to become unmotivated;
- The constant recognition of employees' ability and performance is motivating;
- Financial incentives represent an essential factor in motivating employees;
- Unmotivated employees are likely to have a negative impact on the organization's productivity:
- There are different ways in which each employee is motivated due to their different individual values.

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