

FINANCIAL REWARD AND ITS EFFECTS ON MANAGERS AND EMPLOYEES IN THE SPORT ORGANIZATIONS

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ABSTRACT. Inequity, real or only perceived as it is, has one of the strongest effects in decreasing the motivation. An employee, initially motivated, may be thinking: why should I do the best I can if I get paid as well as office colleague and he hangs all day / if both work as he is paid much better? Paradoxically, the studies have shown that employees are asking themselves very rarely such questions of fairness, if they are the ones that hang or are unduly better pay.

Keywords: *reward, motivation, sport, managers, employees*

REZUMAT. *Recompensa financiară și efectele acesteia asupra managerilor și angajaților din organizațiile sportive.* Inechitatea, reală sau doar percepută ca atare, are unul dintre cele puternice efecte de scădere a motivației. Un angajat, de altminteri inițial motivat, poate gândi: de ce să mă străduiesc dacă sunt plătit la fel ca și colegul de birou și el pierde vremea toată ziua/ dacă muncim amândoi la fel și el este plătit mult mai bine? Paradoxal, studiile au arătat că angajații își pun rareori acest tip de întrebări legate de echitate, în cazul în care ei sunt aceia care pierd vremea sau sunt în mod nejustificat mai bine plătiți.

Cuvinte cheie: *recompensă, motivație, sport, manageri, angajați*

Introduction

This paperwork, as the title suggests, deals with the role of motivation in sport (Hodge, 2005; Elliot, 2008; Walsh & Giulianotti, 2009) at the level of managers and employees, fundamental thing in order to achieve superior performance at all levels of activity.

The often changes occurred in economic, social and sportive plan, as well as the importance, proven in time, of the motivational act, provide it with a special importance both as theoretical approach and especially as practical approach (Dănaiață et al., 2002; Derek & Hall, 1999).

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In the last years, also in our country, there have been developed complex systems of compensation and benefits based on rigorous human resources policy, by the influence of managers with international experience and a more obvious need to further motivate talented employees. In addition to fixed salary, organizations have begun to offer other elements that build the salary package to be as motivating as close to the needs of employees: performance related bonus, company car, phones, laptops, meal tickets / gift, medical insurance / life subscription to medical clinic / gym, pension funds, paid trips, loans, stock plan sites, profits, kindergarten children, gifts. By offering such salary packages depending on the needs of employees, the organization can gain in terms of their motivation for work and satisfaction in work. So, one of the specialists directions of investigation are outlined in the content of salary package.

In many sports organizations, payroll system is by far the most important motivator factor for employees (Bill, 2009; Hertzberg et al., 1993; Deci & Flaste, 1996). Even if this fact is known, very often, their pay scale is not based on a coherent wage policy and a systematic study of the importance of positions in the organization.

Implementing a paying system that is based on rigorous investigation to capture the needs of employees in terms of salary package content but also the importance of the job to the organization and the level of salary in the labor market, carries many advantages. For the employee, it is noted that strong motivator role, making a sustained effort at work, interest in professional development, increased satisfaction, organizational commitment increased, wellbeing at work.

All of this is reflected at the organization level in reducing staff turnover, reducing counterproductive behaviors and increasing the productive, in other words, it succeeds in achieving organizational goals more effectively.

Material and methods

The choice of research methods and techniques has been made according to the studied issue, with the established objectives and hypotheses, endeavor which has allowed us to get to know the studied phenomena in relation with up to date theories, practices and realities. In consequence, the following methods and techniques have been chosen:

- Study of specialty literature
- Questionnaire

After establishing the research approach strategy, the author decided to accomplish the study on a number of 60 managers and 140 employees of differed sports organizations. Because of some of the potential respondents' reserves and because of the mistakes occurred in filling in the questionnaire, I have managed to gather a number of 51 correctly filled in questionnaire from managers and 127 from employees.

The sampling was mixed (random and directed) because of the following reasons:

- sportive organizations of various sizes and statuses were taken into consideration;
- from each type, the investigated subjects were selected first of all according to their availability to answer the questionnaire.

The sample was subjected to analysis through the following:

- geographical area (in the case of managers 23% from the total of subjects are from Oradea, 21% from Cluj Napoca, about 20% from Timișoara and Bistrița and 8% from Arad. In the case of employees, from Oradea were enroll in research 26%, from Bistrița 21%, from Timișoara 20%, Cluj Napoca 18% and from Arad 15%);
- the size of the organization (12% of respondents among both managers and employees are part of small sports organizations. Among 27% of managers and 20% of the employees belong to medium size sports clubs, 61% of managers and 68% of the employees are part of larger sport organizations);
- the position within the organization (29% of managers are directors, 23% are vice presidents, 12% are presidents; 12% deputy directors; also 12% are counselors; 6% financial officers and 6% administrators. From the employees group: teacher-coach 38%, coaches 24%, organizers of competitions 8% and 5% head of departments and reviewers. Also, in a small percentage (4%) are reviewers, secretaries and clerks. There is a category of 8% occupied by other staff (caretakers, drivers etc.);
- study level (53% of the managers graduated bachelor's degree, 29% postgraduate diploma and 18% are doctors. About the majority of employees (52%) have graduated bachelor's degree, 23% attended postgraduate and only 27% graduated just the high school);
- the age of the subjects (a percentage of 47% of managers are between 46-55 years, 24% are between 36-45 years and same 24% are between 56-65. Among employees, 31% are up to 35 years and between 46-55 years, 22% were between 36 and 45 years and the remaining 16% are over 56 years);
- gender (88% from managers and 80% from employees are men);

Data interpretation followed the analysis of some marks which can provide important aspects regarding the level of subjects' motivation (the way of salary should be given, the own perception about the level or received reward and what can be done to have more motivated people)

Results

Responses received from the managers indicate in 82% that the salary should be granted differential, depending on the results. Only 12% believe that the salary should be paid equally for ones with the same tasks and only 6% believe that wages should only be granted based on seniority (fig. 1).

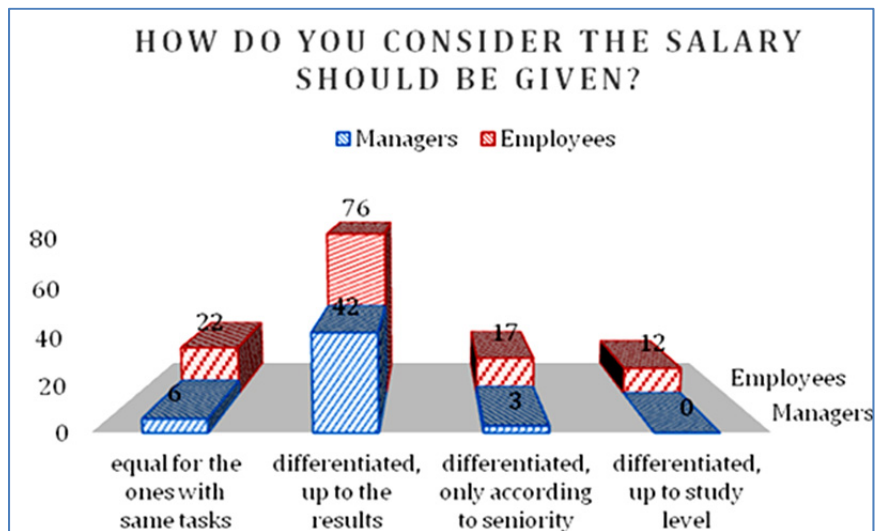


Fig. 1. Graphical representation of the opinions regarding salary

The opinion of the employees regarding the issue of granting wage differs a little bit from what managers thought, even if, most of the executives indicates, as well as managers, that performances should be the first criteria to be taken into account for the establishing the salary, 60% of respondents choosing this option.

Managers' perception of the level of reward received at current job reveals that 53% of them (it means the majority) consider their work well-paid, therefore have a proper motivation in this respect. However 23% say they are underpaid while 24% believe they are paid less than they deserve, which leads to decrease in motivation and the performance in the workplace (fig. 2).

The situation among employees is totally different (fig. 2). If 53% of managers are feeling that are well payed for the work they perform, among executive staff only 17% fall into this category. On the other hand, 36% of employees believe they are paid less than they deserve and a percentage of 47% say they are underpaid. Thus, the motivation of staff in terms of salaries obtained leave much to be desired in sports organizations where research was conducted.

Regarding the proposed actions of managers to motivate employees, as shown in Fig. 3 stands appropriate remuneration (depending on results) that appears in 44%, than working conditions, proposed by 31% of respondents, and the staff is considered in 25% of cases. There are other "actions" such as material resources, awards, bonuses, trust, appreciation, etc. but do not appear with such frequency as the above mentioned.

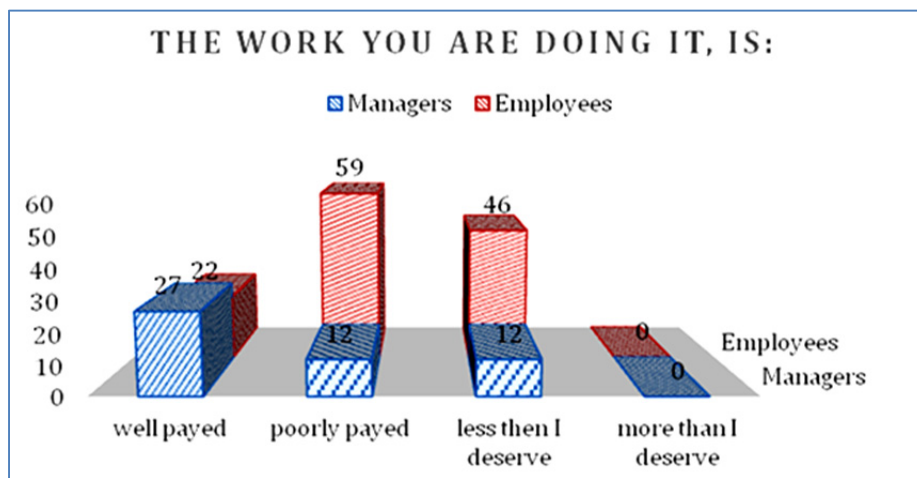


Fig. 2. Graphical representation of the opinions regarding the work

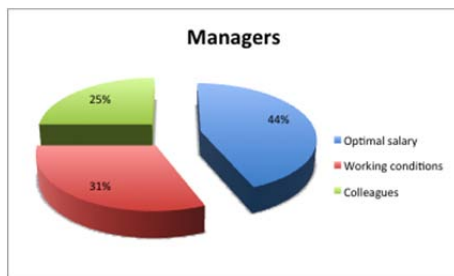


Fig. 3. Actions which can motivate the managers

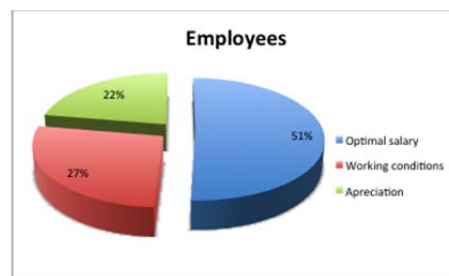


Fig. 4. Actions which can motivate the employees

The proposed actions of employees (fig. 4) does not differ too much from those listed by managers, by contrast, the first two are identical. Thus, 51% of respondents consider adequate remuneration the most important way to be motivated. Also, working conditions appear in a 27% of the responses and the appreciation of the manager is an important incentive for 23% of the employees. Another things proposed by employees are the job security, the staff, the dynamics of the activity etc.

Discussions

Implementing in the companies of a pay system that is based on rigorous investigation to capture the needs of employees in terms of salary package content, also the importance of the job within the organization and the level of the wage at the labor market, carries many advantages. For the employee, it is noted that strong motivator role, making a sustained effort at work, interest in professional development, increased satisfaction, organizational commitment increased wellbeing at work (Arnold & Feldman, 1986; Cole, 2000; Hoye et al., 2009).

As profit is appear as a measure of success in a business, so people judge their own success or failure depending on the level at which they are maintained by the employer in financial terms, ie according to the amount of salary that are rewarded for work performed. Salary can be considered as a survival factor. Money can act as an incentive for more productive work. With money earned people can buy goods and services to meet their needs. As much as the work is tedious and stirs a low intrinsic interest, the greater the importance of money as a motivator factor of the initiative to effort (Johns, 1999; Jutta & Heinz, 2010; Roșca, 2004; Wagner & Harter, 2009).

Each employee has a specific reason to go to work. Managers who succeed to motivate people are those who know the objectives of each of their employees. Every day, they do nothing else then to help people in achieving these expectations. A true leader not only he understands these reasons, but also how to integrate them into the life of employees (Zaharia, 2008; Bill, 2009).

Conclusions

- About the way that should salary be granted, managers' opinion can be a starting point, their authority, but specially the possibility of involvement in setting wage salary is a basic component in motivating employees in sport organizations.

- To understand the motivation, managers firstly need to understand the reasons for that the individuals behave in a certain way and have certain reactions in threatening situations or seeking to influence.
- Managers need to understand the strategies of motivation, how they succeed or fail based on how they manage to influence the internal motivations of employees.
- Leaders who succeed to help employees in achieving their own goals will never have problems for motivating them. Fulfilment of their objectives is the way they are constantly motivated. All the things the managers need to do is to find connections between employees' personal goals and needs of the organization.
- The equity at the workplace viewed through the perspective of rewarding - workload, has a major motivator effect, reflected in responses from subjects included in the study. Also, differentiation of the grant received in depending with the performance can be a real motivational contribution in sports organizations.
- The material conditions, workplace environment and correct appreciation of the employees' work are really important motivator factors, both in terms of managers and employees, and their careful use can create a strategic advantage in the field of sports management.

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