

HUMAN RESOURCES MOTIVATION AND MANAGERIAL PERFORMANCES INSIDE ALCATEL-LUCENT LTD.

RADU RĂDUCAN, RAMONA RĂDUCAN
TIBISCUS UNIVERSITY, TIMIȘOARA
rraducan@yahoo.com, ramona.lungu@yahoo.com

Abstract:

In an organization, managers must know what determines human behavior, goal and personality. It is important for a manager to consider how people in the organization actually behave and not how he would like them to behave.

Motivation plays an important role in achieving performance. Successful employee motivation is based more on a managerial philosophy than a technical application data. A successful manager creates a climate in which employee can apply themselves the wish to increase productivity and performance.

Key words: human resource, management, performance

JEL classification: L25, L21, O15

1. THEORETICAL ASPECTS OF MOTIVATION

Following the development of managerial theory and practice in human resources have developed several models that represent forms more or less simplified of the functions and activities of the human resources management that enable the comprehension or knowledge of its contents. These models, the result of synthesis of experience in human resources management, may be relevant in terms of variables considered and interdependence and on how to act for achieving increasing efficiency of staff activity. In an organization, managers must know what determines human behavior, their goals and personality. It is important for a manager to know how people actually behave and not how he would like them to conduct.

Motivation plays a very important role in achieving **performance**, because performance in an organization can be expressed as:

Performance = skill x motivation x the role of the individual in the organization.

Successful **motivation** of employee is based more on a managerial philosophy than a technical application of data. A successful manager creates a climate in which employee can apply themselves the increase of productivity and **performance**.

One of the main models of job definition is created by Hackman and Oldham (1976). This model features reported motivating employee on position they hold. This model can provide guidance on human resources managers of Alcatel – Lucent can use when they define people’s job to ensure greater satisfaction of work, and thus increasing the motivation and enhancing performance.

Attitude and behavior in relation to their work – such as motivation, satisfaction, work quality and performance – are influenced by their different critical psychological states. These states of the Alcatel – Lucent employee determine the extent, to which people perceive the meaning of the work they perform, they know their results and feel responsibility for them. In turn these critical psychological states are influenced by the following five characteristics of the jobs: diversity of the skills, task identity, task importance, autonomy and feedback.

The strength of the link between the individual’s attitude towards work and the five essential dimensions of the job (job characteristics) is influenced by the intensity of its development needs – that is the extent to which the individual concerned believes that its needs are important at high level.

The five characteristics of the job were analysed for a better understanding of the meanings and seeing how they can contribute to the psychological states that determine people's feeling towards work and results arising from them. They are: diversity of the skills, task identity, task importance, autonomy, feedback and improve performance.

When asked "Can I do something for the *performance* to be visible?" the answer can be that one way to achieve that thing is to establish clearer objectives that can be measured, taking into account also that there is in this activity, important issues almost impossible to measured. If the *performance* is not measured cannot be provided any feedback meant to improve it.

The essential dimensions discussed so far represent fundamental attributes of some well- defined jobs. However there are other important features that Hackman and Oldham have not taken into consideration. These are:

- firstly, they don not pay attention to the influence of the job on the individual capacity of fulfilling it social need at work
- secondly, they overlook the problem of team working
- thirdly, they don not analyse the physical demands performed on the individual

These factors have to be taken into consideration when considering the definition and the redefinition of a job, of *personnel motivation and job performance*.

2. RESEARCH METHODOLOGY

2.1. FORMULATION OF THE RESEARCH OBJECT

2.1.1. General objectives

- analysis of human recourses motivation influence on organization performance.

2.1.2. Specific objectives

- the identification and quantification of human resources motivational factors at organizational level.
- making the diagnostic analysis of the performance of the organization.

2.2. RESEARCH HYPOTHESIS AND VARIABLE

2.2.1 Suppose that there id a relation between human resources motivation and managerial performances of the organization.

2.2.2 If managers practice the transfer of power than motivation increases at organizational level.

2.3. METHODS, PROCEDURES AND RESEARCH TECHNIQUES

To test the assumption set up above, I applied to:

- two psychometric methods: the questionnaire *Motivational Aspects – Maslow's Pyramid* and the questionnaire for *Determining the personal style of delegation*;
- methods of managerial analysis of the efficiency of the organizational management,
- methods of economical analysis of the efficiency of the organization.

2.4. THE FIELD OF METHODS APPLICATION

The investigated subjects were selected on the criteria of belonging to Alcatel – Lucent Ltd., as a private mixed capital.

We believe this company represents a very good study case in terms of the organizational performance, valued on *the financial – economical evolution*. The situation of the revenue and expenses under review are presented in the below table 1:

Analyzing data form table 1 shows that Alcatel – Lucent Ltd. completed each year examine with profit. It is noted that gross profit is increasing form year to year throughout the period studied. The index of growth is shown in table 2.

Lot analyzed consists of 80 employees of Alcatel – Lucent Romania, Timișoara, aged between 24 and 46 years, means age was 32.4 years, with an average age of 1.9 years in the organization and its characteristics are presented in table 3.

Table 1

End of financial period	2006	2007	2008
Long- term assets– TOTAL	33,449,468	38,049,803	42,148,293
Receivable	122,952,011	186,901,283	343,861,530
Inventories	14,427,627	24,786,332	63,653,536
Current assets – TOTAL	191,163,810	295,557,706	465,398,228
Total active	224,613,278	333,607,509	507,546,521
Share capital	863,450	863,450	863,470
Finance capital	863,450	863,450	863,470
Debts– TOTAL	109,082,157	156,822,265	376,769,902
Total passive	225,213,394	334,794,104	887,986,752
Turnover	372,686,740	473,377,408	663,827,484
Total Revenues	385,141,981	545,374,504	748,696,302
Total Expenses	339,425,161	467,325,253	653,553,318
Gross profits	45,716,820	78,049,251	95,142,984

Table 2

Nr. crt.	Index	2006	2007	2008	Increase index 2007/2006	Increase index 2008/2007
1.	Gross profit	45,716,820	78,049,251	95,142,984	171%	122%

In selecting the research subjects were fulfilled the personnel categories from the perspectives: structural – functional and socio – professional.

Also, the sample has a total of 20 managers of different levels, 2 employee of the TESA department and the rest of 18 in production departments. They are all men. Subjects were not selected on other superior studies other than technical and economical studies or general education, because together they only reach only 1.1% of total staff.

Table 3

Staff Categories		Socio-professional perspective			Sex		Total
		Higher Education		Secondary education	F	M	
		technical	economics				
Structural-functional Perspective	Directly productive employees	71	0	2	10	63	73
	TESA staff	2	4	1	6	1	7
Total		73	4	3	16	64	80

Note that application of the questionnaires was conducted during November 2 to 28, 2008 at the work of subjects, supported by *President Director and the manager of human resources*.

2.5. PRESENTATION AND INTERPRETATION OF RESULTS

2.5.1 Human resources motivation and managerial performances of the organization

Variable human resources management was revealed with the questionnaire *Motivational Aspects – Maslow's Pyramid*. For our study data were incorporated with direct involvement in human resources, operational data, processed in the statistic descriptive and summarized in table 4.

The main motivational factor is the relation between peers that is the *need for affiliation*, of having close interpersonal relationships, offering the opportunity of communication. Psychological stratum of this need is indiscernible. This may be a frustration hence the search of the company of others, reducing the degree of anxiety and creating a series of compensations by sympathy and solidarity.

Table 4

<i>Human Resources Motivation</i>		<i>Evaluation</i>	
		<i>Score</i>	<i>Qualifier</i>
<i>Dimensions</i>	<i>Meeting the needs of Maslow's Pyramid</i>	63.41	Good (above average)
	<i>Department's influence on behaviour</i>	30	Low
	<i>Stimulating the work</i>	3.01	Medial
	<i>Assessing the relationship responsibility -satisfaction</i>	76	Very good
	<i>Emocional feeling generated by work</i>	3.17	Good (above average)
	<i>Importance of financial incentives</i>	3.43	High (above average)
	<i>Assessment of work- reward relationship rewarded</i>	76.7	Partly positive
	<i>Identification of interesting aspects of the work- place</i>	10	Ideal
<i>Number of potential motivating factors</i>		5	Very good
<i>Number of potential demotivating factors</i>		5	Very bad
<i>Number of anxiety sources (stress)</i>		4,5	Very bad
<i>Assessment of job satisfaction carried</i>		7.71	Good (above average)
<i>Total</i>		287.93	

It can be a monotonous work, routine, devoid of interest, which increases the need for human contact. Situating this factor first is fully justified taking into consideration the Romanian cultural context. As is known, Romanian society it is still marked by collectivism.

Job security placed second shows the employees concern at the perspective of losing their job. This is of vital importance during this period of crisis, which brought most businesses in Romania, staff layoff. From a high salary and job security at a lower salary, most workers prefer job security.

Wage, the main form of income of employee, it is not places first on the order indicated, but is important because it ensure the needs of existence and the possibilities of development of the employee. Not always, however, increasing wages imply increasing employee's motivation, especially in an inflationary environment.

Work conditions influence work quality of the sensitive organs, state and general temper of a person at work, in case of no correlation having a deleterious effect on employee's health. Unsatisfactory work conditions causing an increase of fatigue and eventually become a demotivating factor that will impact negatively on the quality and productivity of work. We believe that improving these factors will not lead to a motivational increase, but their absence can lead to resentment.

Only the last places on a deployment manifest, is the **power needs**. Relations with bosses, management methods, control are factors that motivate even less the employees at work place. Also, the number of Alcatel – Lucent that wish to occupy a function vested with authority (power) is more reduced.

From the perspective of our study, we believe that the variable **motivation of human resources** is at an above average level (higher). Variable **organization's managerial performance** is highlighted in the review of the specific of management. Given the dynamics and market's prospects is necessary reconsidering some of the major components for strengthening the economical and managerial viability of the company. In our study, **quantify the methodological subsystem** by providing one point for each system (maximum score: 3), methods and management techniques (maximum score: 7), performances. Total maximum score is 10.

In the research, **qualify the decisional subsystem** by providing one point for each quality requirement met by microeconomic decisions. The maximum score that can be obtained is 6. At this it is added one point for each fundamental decision that circulates in the organization.

In the investigation, **quantify the informational subsystem** by de-pointing for each deficiency recorded at the components of the subsystem (maximum score: 3) and by providing one point for each informational principle fully respected (maximum

score: 6). From the perspective of our research are relevant the *number of functions* (maximum score: 6) and of intense *activity* of the organizational structure (maximum score: 8), we will share with 1 point, the maximum score being 14.

The results of this analysis are summarized in Tabel 5.

Table 5

<i>Organization's Managerial Performance</i>			<i>Evaluation</i>	
			<i>Score</i>	<i>Qualifier</i>
<i>Subsystem</i>	<i>methodological</i>	<i>systems</i>	3	Very good
		<i>Methods, techniques</i>	6	Very good
	<i>decisional</i>	<i>type</i>	5	Very good
		<i>Quality requirements</i>	5	Very good
	<i>informational</i>	<i>component</i>	1	Medium
		<i>principles</i>	4	Good
	<i>organizational</i>	<i>functions</i>	4	Good
		<i>Intense activity</i>	3	Good

From the perspective of our study the *variable organization's management performance is at a high level*. Following this presentation, we believe that it is a chance that the level of both variables are above average and, therefore, we can say that the high level (above average) of the human resources motivation is in relation to the high level of the organization's managerial performances.

The hypothesis is confirmed.

2.5.2 If managers practice delegation, then increase the motivation within organization

Variable *managerial delegation* is investigated with the questionnaire for *Determining personal style of delegation*. The results obtained in the descriptive statistics are presented in Tabel 6.

Table 6

<i>Variable</i>		<i>m</i>	<i>S</i>	
<i>Managerial delegation axes</i>	<i>non-delegation</i>	56.74	9.56	
	<i>delegation</i>	<i>authority</i>	38.46	28.65
		<i>exciting</i>	36.22	12.75
		<i>participatory</i>	24.68	29.52
		<i>opening</i>	14.56	4.36
<i>Total delegation</i>		112.62	18.82	

Variable *managerial delegation axis* shows that not all managers practice managerial delegation. *Non – delegation axis* present a very high average that shows a high preference of the subjects for non – delegation. Small standard deviation means a small scattering of data around average, i.e. there are few individual values that appear with high frequency (Clocotoci, 2001), the sample is homogeneous in this respect.

Authority delegation axis shall forward a relatively small average shows low preference of subjects for this type of delegation. Standard deviation means a large scattering of data around average, i.e. there are many individual values that occur with low frequency, very little homogeneous sample of this perspective.

Exciting delegation axis present a relatively small average shows low preference for this type of delegation. Standard deviation means a large scattering of data around average, i.e. there are many individual values that occur with low frequency, the sample is relatively homogeneous in this regard.

Participatory delegation axis presents a low average that shows low preference of the subjects for this type of delegation. Standard deviation means a fairly large scattering of data around the average, i.e. there are many individual values that occur with high frequency, the sample is very little homogeneous in this regard.

Opening delegation axis presents a very low average that shows a fairly low preference of the subjects for this form of delegation. Very low standard deviation

means low scattering of data around average, i.e. there are few individual values that occur at high frequency, the sample is very homogeneous in this regard.

Variable *motivation within organization* is relevant with the questionnaire *Motivational Aspects – Maslow’s Pyramid*. In view of this hypothesis we operated and summarized the results in Table 7.

Table 7

Variable		Motivation	
		Sample Average	Total Average
Managers (20 subjects)	non-delegation	98.47	287.93
	delegation	100.12	
Non - managers (60 subjects)		89.34	

For testing this hypothesis we used parametrical statistic techniques, namely the simple correlation coefficient *r*. The results of correlations are presented in Table 8.

There were obtained significant correlations, positive between variables:

- non – delegation and managers motivation, non- manager and total,
- authority delegation and managers motivation,
- participative delegation, managers motivation and total,
- opening delegation and non – managers motivation.

Delegation need – for Alcatel – Lucent is a source of greater efficiency, to the extent that the delegate is closer to the field, the action only so delegated may work better and faster. Some people in leadership of Alcatel – Lucent Romania Ltd. consider that delegating small tasks does not mean delegation.

Tabel 8

Variable			Human Resources Motivation		
			Managers	Non - managers	Total
Axis	non-delegation		r (18)= .379 p <.05	r (50)= .231 p <.05	r (70)= .196 p <.05
	delegation	authority	r (18)= .366	r (50)= .322 p <.01	r (70)= .136
		exciting	r (18)= .286	r (50)= .221	r (70)= .109
		participatory	r (18)= .445 p <.025	r (50)= .229	r (70)= .198 p <.05
		opening	r (18)= .142	r (50)= .239 p <.05	r (70)= .102

This view must be tempered. Some indulge in minor activities and fulfill important social roles. You can then delegate routine tasks to which they are associated but, where possible, tasks that use creativity and allow the delegate to make decisions:

- tasks that others can fulfill better or even better than the manager
- representative and special activities that highlight the delegate.

Potential delegate is the one that receives, which does not exclude trying to convince those who hesitate, the “resistant” (like “I am not paid to....”). Ability, previous experience, availability, status should be considered in order of importance. Alcatel – Lucent management must resist temptation of consistently delegating to those qualified, firstly because the effectiveness might fall, and other for that should be allowed to the most reluctant to stand out.

The practice of delegation is operated progressively. Some managers come with enthusiasm after the training sessions offered and burn delegation stages giving activities or power to contributors who previously did not have the opportunity to make decisions. If for the first time is entrusted with ambitious goals, a large task, important responsibilities to an employee that has never has the opportunity of a practice in limited areas, there will be the concern that the results will not live up to expectations. Delegate and delegated will often be disappointed and will return to past practice.

There are many *styles of delegation*, but the manager's environment and personality will encourage either of these possibilities. The five axes is a milestone in the styles of delegation. Rarely meets pure style, based solely on one of the axes.

The hypothesis is partly confirmed.

3. FINAL CONCLUSIONS

In literature one can identify two sets of factors of motivation – one that generate positive feelings about the position held, and others that induce feelings, therefore, negative feedback. Dissatisfaction main factors are considered to be: policy, company's administration and management, control procedures, relationships, personal status that gives it a certain position in the company, employee income and other material benefits, job security, job's impact on social life (leisure versus busy).

However, no such grounds for dissatisfaction are not sufficient to cause job satisfaction especially that the factors of satisfaction are quite distinct from those that cause adverse reactions in the Alcatel – Lucent organization: professional achievement (inner psychological dimension), recognition of professional achievement (social dimension), level of responsibility given by the nature of the job, opportunity for promotion (career management), interesting work, opportunity for personal development (self-improvement).

It is necessary for Alcatel – Lucent, as any business-oriented to the organizational growth attachment of the employee, following thus the implicit development of their *performance*, to make considerable efforts in drawing up a package of *incentive-motivation* as attractive.

How can employee be motivated?

Motivation comes within each of the inner ins and outs of human and is deeply rooted in our desires and needs. What is proposed to the Alcatel – Lucent human resources manager, and not just to him, is to create the ideal environment in which every employee to *feel motivated*, and thus its productivity, efficiency and *performance* will be maximized. *Immediate and future usefulness* of this study consists in the fact that a series of weaknesses and strengths have been identified in the human resources field, presented in Table 9 and Table 10.

Table 9

WEAKNESSES	COMPARISON	CAUSE	EFFECTS
The nature of material incentives are not the most attractive.	Companies in the field providing higher wages compared to Alcatel – Lucent Ltd.	There are no financial opportunities in the current period to give higher wages granted.	The company has already experienced the phenomenon of fluctuation of persons with higher education.
Although developed a human resources strategy, its implementation is facing some difficulties.	Compared to similar units that have a human resources strategy.	There isn't a constant preoccupation of HR in this regard.	Facing many difficulties in developing a workforce plan.
Assessment for each employee is using a "form of assessment of employee" that should contain some assessments marked with points based on criteria specified in the form of assessment of employee,	Situation in other companies that use differently the assessment schedule of the employees.	Poor concern of the managers to always know the potential of their employees.	The inefficiency of using a permanent record of employee evolution from a professional point of view.
Working conditions are not optimal for all company departments.	Similar units in the field and ergonomic conditions of work organization.	Poor manager's concern for the life of the companies employee, thus for their protection.	Staff's motivation in accomplishing tasks is lower.

WEAKNESSES	COMPARISON	CAUSE	EFFECTS
The company organizes training courses for the employee, sometimes untargeted to their development needs.	Compared to other companies that perform such courses.	Low-level management interest for training employees required by the job requirements.	Failure to execute in good conditions of the job requirements.
In the organization not all employee know and understand the content of job description.	Requirements of scientific management	Low attention to these issues.	Ambiguities and confusion in exercising tasks.
The society sometimes evaluates ineffectively the employee performance.	Requirements of the scientific management.	Low attention to these issues, and realization of a formal evaluation of performances.	Promoting and providing ungrounded material rewards lowers the reason of the employee that consider not to be properly evaluated.

Table 10

STRENGTHS	COMPARISON	CAUSES	EFFECTS
The opportunity of the employees to professional achievement in the company.	The situation of other firms, which although offer higher incentives, do not offer the opportunity of career development.	Promotions are normally within the company.	Moral incentives granted to employee lead to rewarding work.
Promoting employee according to certain criteria, among which professional competence has a primary role.	Similar units in the fields	Company policy to stimulate staff to achieve results superior to other companies.	Psychological incentives granted to employee determine professional satisfaction.
Increasing labour productivity in 2008 compared with 2007.	Compared to previous period.	A more efficient organization of labour has increase the hourly labour productivity.	Providing the necessary premises for compliance correlations between the main economic indicators and increasing profits.
The company has a high level of training.	Share of skilled labour in total employment is 95%.	Company's concern to recruit staff with appropriate training for the post.	Work results are high quality.

Alcatel – Lucent employee, just as all employees of all units will *be motivated* in their tasks when they perceive that the results will bring satisfaction to one or more fundamental human needs: security, acceptance, respect, power fulfillment, self-esteem and others. Some managers start from the premises that the employees are motivated only by monetary reward, providing benefits and title, recognition. These awards are called extrinsic motivational factors; although they are important, they do not satisfy all human needs. In fact, many times they lead only to short term results and behavioral change. To ensure a long term motivation, Alcatel – Lucent managers must create climate of employment that all employees' need are met. Such an atmosphere will lead to an intrinsic motivation of the employees so that they will be motivated by their own inner mechanisms.

From another perspective one can identify two set of motivational factors: one that can generate positive feeling about the position held, and others that induce feelings, therefore, negative feedback. Therefore the managers of the company must be very careful in their approach.

To assess **the main factors of dissatisfaction** a survey of the Alcatel – Lucent employees was made. It shows that the following are considered: policy, administration

and company management, inspection, relationships, personal status that gives it a certain position in the company, employee income, and work impact on privacy.

The absence of these reasons for dissatisfaction is not sufficient for professional satisfaction, especially that the factors of satisfaction are very special (from those that cause negative reactions in the organization), namely: professional achievement, recognition that, given the nature of liability job, promotion opportunities, interesting work, professional development possibility.

Alcatel – Lucent approaches rewarding strategy according to criteria established in the absence of true image of the motivational dynamics of human resources managed. Thus, factors like attractive wage, car, mobile phone, possibility of career development, are starting points for most companies that wish to attract and make employees loyal, as the vast majority of companies that develop their activity in Romanian context. There are not many companies that reason of impact that the reward offer has to those whom they are addressed.

The organization's management has never asked such questions ever, so it is advisable to know the components of such package. *Elements of a package* (more or less standardized) *of incentives- motivation*, including material and non-material benefits aimed at different levels of need, which have according to a specific context (age, sex, educational and cultural influences, socio- economic dynamic, organization's dynamic, etc.) different degrees of activity. Thus, to be in agreement with motivational dynamic of a person or group, features and benefits should be targeted progressive categories that require no need to be met first.

Undoubtedly Alcatel – Lucent, when tries to formulate *an incentive-motivation package* for its employee, should not report only the opportunities of the company and what it is believed optimal for its staff. It is appropriate to consider two key issues:

- what has to offer need to meet rigorous identified needs
- even if managers have the impression that some need are satisfied and the existent deficiency can seem ridiculous they don not have to forget that the notions of enough and sufficient are relevant and are applied differently according to each context or group.

The data included in this study represents the result of the effort in two main directions: investigating the possibilities of the existence of a constant motivation at the level of human resources management operating in particular socio- economic and cultural context; harmonization of incentive- motivation packages offered by the organization with dynamic of staff motivation and performance at work.

The following question was questioned: “Is there a constant motivation, independent of the organizational needs of the organization?”

The research undertaken towards identifying the motivational dynamic of the employees was carried out on Alcatel – Lucent employees, in order to find out an answer to this problem. Were followed:

- identification of an hierarchy of satisfaction needs of different steps of specific needs (of knowledge, security, membership, etc..)
- setting energy differences (the distance between the intensity with which is required to be satisfied a need and the next one)

It was obtained the following hierarchy, in descending order of need satisfaction:

1. need of security
2. esteem- status need
3. need of affiliation/ membership
4. basal need
5. cognitive need

From this is followed that the organization tries to reward staff by appealing to the satisfaction of need of higher order (cognitive that “push” the individual to knowledge and development), which is placed last in terms of exerted pressure to satisfaction; the efforts made in this direction is likely to remain without an echo as the

mismatches of supply to the concrete need of staff. Mismatches reactions to the concrete needs of the employees is observed from the great distance of units in action, the needs of security and other steps.

What are the risks of non-recognition of motivation dynamic of Alcatel – Lucent employee?

In the company there was a strong orientation towards human recourses development by providing consistent training opportunities and vocational training in incentive- motivation package. The existence of this offer is directly related to the needs of cognition activation.

Alcatel – Lucent organization must continue the effort to support and motivate staff through trainings, vocational and professional development.

Becomes thus necessary the reevaluation of offer and moving the centre of gravity, according to new data. It is clear enough the importance of better knowing of motivational dynamic of the employee, when really want to give them what they need, including balancing the balance of investment- expected results.

Given the evidence presented, naturally next questions can be put: is there a constant motivation, given the socio- economic, political and cultural influences?

As long as the money situation (as central point of the dynamic need of security) is not an impediment, the needs of security lies below the top landing, demanding to be met first.

Is it possible that the real social problem of Alcatel – Lucent employee, given by the fear of tomorrow to exercise such a powerful influence on the dynamic of motivation stiffening certain structures and blocking more or less the energy on the needs of activating security?

Motivational dynamic of the Alcatel – Lucent employee, is strongly influenced by the socio- economic and cultural context, despite the organization’s actual efforts of diminishing uncertainty and increase confidence.

To achieve the proper motivation of Alcatel – Lucent employee is proposed a plan with some easy steps to follow to help increase employee’s motivation and thus their performance. Therefore, the manager of human resources department of Alcatel – Lucent must:

1. ***To write briefly the motivational factors that motivate him and what can he do to support them*** – this brief “motivational planning” will provide insight to support employee motivation.
2. ***To make a list with three to five motivational factors that motivates each one of its employee*** – to fill together with the employees a list and then compare the results. Awareness of the differences of what the manager considers that motivates them and what they consider motivating. Establish a meeting with each and discuss differences.
3. ***Have worked with the employees to introduce their motivational factors in the reward system*** – the job could be redesigned to be more satisfactory. There have to be found several ways through which to grant recognition if it is an important factor. It can further develop a personnel policy to reward employee with more free time for the family.
4. ***Meet regularly with each employee*** – employees are more motivated by the concerned carried than by its only intention. It is necessary to meet their families, retain their children’s name, their favorite food, and other things. To do this thing they should plan their time.
5. ***To foster delegation procedure*** – delegation of responsibility and authority means the disposal of employees so that they can performance certain tasks. Delegation allows managers to obtain valuable time that could be invested in other tasks while the employee perceives it as a reward and recognition of its merits.

6. **To reward when he sees** – they always have to observe the employees behavior and not their personality. Performance should be based on employee behavior to achieve goals and not on popularity.
7. **To determine which objectives are SMARTER** – SMARTER objectives are: specific, measurable, attractive, limited in time, emulation and rewards those involved.
8. **Explain how employee results contribute to organizational results** – employees feel complete when they observe that their results really change something. This achievement requires communication of organizational goals, employee progress toward achieving these goals and celebrates them when obtained.
9. **To celebrate the results** – the staff feels its significance to the organization and that can contribute to organizational development.
10. **To involve employee in the decision-making process** – employee's contribution in making decisions is very important. They will feel important and respected, so that they will involve much more when a decision will be taken.

There are four ways recommender to be applied by the human resources manager within Alcatel – Lucent, which may influence employee's performance in the organization:

1. **Improving technical system of the organization** leads to appropriate adjustments of the upper and lower limits of performance. Improving technical system means investment for the organization. Improved technical system means investment for the organization. A common mistake here is lack of interest in recovering the investment through higher performance.
2. **Developing the capacity of the employee** will increase the upper limit performance. These skills can be improved by: improving their professional preparation, organization of training sessions, and increased ability to work as a team, regular review of performance and “correct” failures reported.
3. **Increased level of “tolerance” of performance** is achieved by regular review in order to meet the new technical, economical and social realities, and new goals of the organization. A new target implies a different level of acceptable performance.
4. **Positive influence on motivation.** These can be achieved by acting on: work conditions, rewards given by post, promotion perspectives, performance evaluation system, individual and group competition.

Short-term goals of the Alcatel – Lucent organization will be more appropriate to remote employee and long-term would be more appropriate for those employees at the office. These will receive feedback as they fulfill their long-term objectives, while employees at distance do not receive this feedback. Consequently, establishing long-term objectives will bring positive feedback and *motivation of these employees*.

Alcatel – Lucent managers must inform employee away how their work fits into the whole action firm. Employees from the office do not need this information of the values, as their activities fit in the activities of the company, while employees away only see their immediate activity.

Such development of the work in the company will increase *motivation* and *performances* will be superior to those obtained while active in the office and were bounded to a fixed schedule. So employee will demonstrate their activity better.

BIBLIOGRAPHY

1. Armstrong, M., 1991. *Personnel Management Practice* Kogdan Page: London.
2. Clotocici, V., Stan, A., 2001. *Statistică aplicată în psihologie* Polirom: Iași.
3. Răducan, R., 2008, - *Introducere în psihologia personalității*, Ed. Solness, Timișoara.