MOTIVATIONAL PRACTICES USED BY EMPLOYERS FROM THE SATU MARE COUNTY: A COMPARATIVE APPROACH

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Abstract
The paper explores the motivation of human resources in the companies from Satu Mare County, through a comparison of employers' and employees' view.
The comparison is based on data collected and processed within the project HURO/0901/264/2.2.2 implemented in partnership by "Vasile Goldiş" Western University and University of Debrecen and financed by European Union through ERDF under Hungary-Romania 2007-2013 Programme, in 2012, and on data collected and processed in 2013-2014, in a new field research applied to employees of 75 companies from Satu Mare County.
Key words: human resources, work motivation, labour compensation, compensation packages
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Introduction

To be successful, managers must recognize, diagnose and remediate motivational problems as they occur. Within organisations, motivational processes and mechanisms have a great impact on employees' performance and organisational outcomes. Managers are concerned to make all the necessary arrangements related to the jobs, delivering socio-emotional and physical conditions to their subordinates in a way to encourage them to allocate personal resources for the accomplishment of organisational goals.
Motivational practices could be seen differently by managers and employers due to their opposite positions in the organisational hierarchy. However, matching points and common or similar visions can be identified in the organisational practice.
The aim of the paper is to highlight the difference regarding the efficiency of motivation instruments in the view of employers and employees from Satu Mare County.
The paper is organized as follows: the concept of employees' motivation is presented in the first section. The conceptual frame of the study is included in the second section and the methodology is described in the third section. The main findings are exposed in the fourth section and the final section is dedicated to conclusions.

1. A short literature review on employees' motivation

A motive is what prompts a person to act in a certain way or least develops an inclination for specific behaviour (Kast and Rosenzweig, 1985, p.296). Motivation can be defined as those forces within an individual that push or propel him to satisfy basic needs or wants (Yorks, 1976, p.21). The level of needs will determine what rewards will satisfy an employee. It is common that three qualities are included in most definition of motivation: (1) it is presumed internal force, (2) that energize for action, and (3) determines the direction of action (Russel, 1971, p.5).

The motivational process has been viewed as a decision-making process which takes place within employee (Aldag, 1979, p.27).Vroom (1964) defines motivation as a process governing choices made by persons among alternative forms of voluntary activities (Hamner and Organ, 1978, p.142).

In a business environment, *motivation* comprises "internal and external factors that stimulate desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal" (Business Dictionary).

In a organisational context, the concept of motivation refers to internal factors that impel action and to external factors that can act as inducements to action (Locke & Latham, 2004).

According to Deci & Ryan (2000) it can be distinguished between different types of *motivation* based on the different reasons or goals that give rise to an action. The most basic distinction is between *intrinsic motivation*, which refers to doing something because it is inherently interesting or enjoyable, and *extrinsic motivation*, which refers to doing something because it leads to a separable outcome (Ryan&Deci, 2000).

A review of the main motivational theories is useful for managers in order to incorporate from them helpful instruments in their rewarding systems. There are numerous theories of motivation. We identified the most relevant of them explaining behaviour-needs, reinforcement, cognition, job characteristics and feelings/emotions. The following motivational theories were selected: Maslow's Hierarchy of Needs Theory, Herzberg's Motivation Theory McGregor's X Y theory, McClelland's need for Achievement Theory, expectancy theory, equity theory and the goal setting theory.

Maslow states that people are motivated by unmet needs which are in a hierarchical order that prevents us from being motivated by a need area unless all lower needs have been met.

Herzberg states that satisfaction and dissatisfaction are not on the same continuum and are therefore not opposites. He discovered that motivational factors such as: achievement, recognition, responsibility, advancement and growth can cause satisfaction or no satisfaction. Conversely, hygiene factors (or dissatisfying experiences), such as: company policies, salary, co-worker relations and supervisory styles cause dissatisfaction when absent and no dissatisfaction when present. According to Mathis et al. (1997) hygiene factors provide a base which must carefully considered because "the more people receive the more they want" (Burke, 1987). According to Herzberg, for an employee to be truly motivated, the

job has to be fully enriched as he has the opportunity for achievement and recognition, stimulation, responsibility and advancement.

According to McGregor (1960), employees are divided in two categories: X and Y. The X employees are predisposed to avoid work and responsibility, and resistant to change. The X employees have to be forced to work and threatened with punishments, and carefully supervised. The Y employees consider as normal to work and take responsibilities, they must not be forced to obtain performance, they are motivated by the content of work.

McClelland's (1973) proposed a theory of motivation that is closely associated with learning concepts. When a need is strong in a person, its effect is to motivate the person to use behaviour which leads to satisfaction of the need. The needs are learning by coping the one's environment. Since needs are learned, behaviour which is rewarded tends to recur at higher frequency. This theory underlies Maslow's self actualization need. The similarities to Herzberg are that high achievers tend to interested in Herzberg's motivators while low achievers are more concerned about hygiene factors.

The expectancy theory was initially elaborated by Vroom (1964) and then developed by Porter and Lawler (1968). This theory suggests that there is a connection between the employees' motivation and their expectations and the motivation is possible when there is a clear relation between the work performance and its results.

The equity theory recognizes that individuals are concerned not only with the absolute amount of rewards they receive for their efforts, but also with the relationship of this amount to what others receive. Individuals are highly motivated when they are fairly treated and less motivated when it is no equity between employees.

The goal setting theory developed by Lotham and Locke (1979) states that the level of motivation and performance is higher when the individual has specific objectives established and when these objectives are accepted and are offered a performance feedback.

Work motivation was largely examined in relation with employees' commitment, due to the importance to have motivated employees in order to achieve organisational performance (Battistelli et al., 2013; Gagné & Deci, 2005). Self-Determination Theory (SDT) (Gagné & Deci, 2005, Ryan&Deci, 2000 and 2012) applied to organisational contexts focuses on indicating the motives, conditions, and motivations encouraging individuals to behave in certain ways in organizations. This theory asserts that the employees' need for autonomy, competence, relatedness and affiliation has to be satisfied if managers intend to stimulate the individual self-motivation processes. Thus, organizations should offer to their employees the necessary conditions to develop a self-determined work motivation, by taking into account the importance of individual and organisational factors. Such factors are capable to increase commitment and positive behaviours reducing the risk of turnover decreasing, and they are essential to work well-being. The theory assumes that, by nature, individuals are active and interested to success

because it is personally satisfying and rewarding, on the one hand. On the other hand, the theory recognizes that people may be passive and disaffected (Deci&Ryan, 2008).

The Self-determination Theory was widely used in several researches on work behaviours in organisations (i.e. Greguras &Diefendorff, 2009; Lam&Gurland, 2008; Parker et al., 2010). According to this theory, motivation is determined by a dialectic process between the individual and his environment, which can facilitate or restrain personal growth and well-being.

Meyer et al. (2004) highlighted the importance of commitment mindsets (or different psychological states) as antecedents of motivation. They developed a theoretical model integrating both concepts by affirming that commitment can be seen as a force guiding self-determined behaviour. In fact, the need for affiliation, to feel part of a system and share organisational values and goals, is an aspect underpinning the main theories of human motivation (e.g., McClelland, 1973). Thus, commitment could be an important factor associated with promoting self-determined motivation (Meyer et al., 2004).

Work motivation is seen as a science and as managerial practice.

As science, work motivation fall within a broader field of human motivation-a field of study whose aim is to understand the influence, interplay, and mechanisms by which internal and external forces affect the directions, intensity and /or persistence of behaviour. In this branch of motivational science, research is directed toward describing and understanding the mechanisms and processes that influence work-related behaviours (Kanfer, 2009a).

For managers, work motivation is important as an aspect of job, for which they have to arrange the tasks, socio-emotional and physical conditions of their subordinates in a way that encourage employees to allocate sufficient personal resources for the accomplishment of organisationally valued performance objectives (Kanfer, 2009a). Managers have to recognise, diagnose and remediate motivational problems and to enhance the motivation of their employees. In a practical perspective, the study of motivation refers to application of motivational processes to employees, in order to sustain them in resource allocation process (in the form of time, effort, cooperation, knowledge transfer and sharing).

Kanfer (2009b) conceived and proposed an heuristic framework of work motivation, called "the three C of work motivation: context, content and change", highlighting the multilevel nature of work motivation. Inputs from content (person) and context (situation) are assumed to exert independent and joint effects on motivational processes and their outcomes.

To enhance employees' motivation to work, managers have at their disposal various instruments, as follows: economic and professional, social, psychological, psycho-social instruments.

In the organisational practice, the HR managers have at their disposal several strategies to motivate their employees. According to Armstrong (2003, p.151) these strategies could be influenced by certain factors to be considered. For example, the complexity of motivation processes makes that the simple approaches based only

on instruments to have less changes to be successful. Another example is that the recognition/esteem need has to be placed in the centre of attention of HR managers' actions. Finally, a third example is referring to the need of a such work which offers to individuals the necessary means to attain their goals, a reasonable autonomy and possibilities to capitalize their aptitudes and skills.
Based on the above views, the authors proposed to investigate the efficiency of use of several motivational inputs belonging to the above categories content (persons) and context (situations).
To enhance employees' motivation to work, managers have at their disposal various instruments, as follows: economical and professional, social, psychological, psycho-social instruments.

2. Conceptual framework of the study

For the purpose of the research, the authors identified a number of 27 motivation factors in the practice of companies. These 27 motivation factors were classified in 7 groups according to their features: material motivation, negative motivation, organisational climate, professional aspects, organisational and managerial aspects, intangible aspects and social benefits (Table 1).

Table 1. Motivation factors

1. material motivation	K1 Basic wage K2 Merit wage K4 Bonuses, supplements to wage K5 Possibility to buy the company's shares K6 Opportunity of supplementary income
2. negative motivation	K7 Fear of punishment K18 Fear of job loss
3. organizational climate	K11 Communication between employees K12 A psychological beneficial environment K16 Openness to employees' social problems
4. professional aspects	K3 Work performance rewarding K8 Valuation of professional achievements K10 Professional competition K14 Using of various work competencies K19 Needs for professional achievements K20 Need for affiliation to a work group K21 Need for position keeping
5. organizational and managerial aspects	K9 Participation at decision taking K13 Partial delegation of managerial tasks K15 Optimal working conditions K 17 Permanent supervising of employees' activity
6. intangible aspects	K22 Prestige inside the organization K23 Prestige outside the organization K24 Working in a good reputation organization K25 It cannot be better in another organization
7. social benefits	K26 Other social benefits: canteen, holidays tickets, cover of transport and housing costs K27 Home distance

These motivation factors were included in the research as motivation instruments in order to be evaluated their efficiency in the view of employers and employees.

3. Methodology of the study

The study is based on data collected in two surveys. A first part of data was collected during the implementation of the project entitled "The impact of human capital quality on social and economic cohesion in the border area", HURO/0901/264/2.2.2 carried out by the "Vasile Goldis" Western University of Arad in partnership with the University of Debrecen, co-financed by the European Union trough the ERDF under the 2007-2013 Hungary-Romania Cross Border Cooperation Programme. Within this project, a research was conducted by experts from the two universities regarding the human capital in the border area and its impact on economic and social development. The field component of this research included an inquiry based on a questionnaire applied to a number of 114 organisations from the counties of Satu Mare and Bihor. The questionnaire had 61 items regarding various aspects of human resources and their human capital in these organisations and was applied to ***employers*** from the target area. As follow-up of the project, another field research was conducted in 2013-2014 with the same instrument but addressed this time to the ***employees*** of Satu Mare County. They were coming from the same 75 companies interviewed in the first survey. The second part of the used data in the present paper is coming from this late survey.

The 75 surveyed companies located in Satu Mare are active in the following activity sectors (NACE 2): Agriculture, forestry and fishery(4,5%), Manufacturing (8%), Electricity (4%), Constructions (4%), Trade and car repair(3,5%), Transport and storage (5,5%), Hotels and hospitality services (3,5%), Informational and communicational technologies (ICT) (4%), Financial activities/insurances (3,5%) scientific/technical activities(3,5%), Public administration, defence and social insurances(12%), Education (12%), Health and social assistance (6,5%), Arts and leisure(4%), Mining and quarrying (1%), Production/services for own consumption (8,5%), Other services (12%). 32% of the surveyed companies were small enterprises (5-9 employees) and 68% were small and medium.

For the purpose of this study it was selected the item related to employees motivation. The employers and employees were asked to evaluate the efficiency of the listed motivation instruments through a scale, from *1-ineffective* to *5-fully effective* and the question was: *How do you appreciate the efficiency of the following motivation instruments*? The instruments and their perceived efficiency are listed in the Table 2.

The data were processed by SPSS and the results displayed in Annexes 1a, 1b 2a, and 2b.

4. Main findings

4.1. Differences in employers' and employees' perception

As we can notice from the Table 2 the most efficient motivation instrument in the view of employers is K11 -*a good communication between employees* (the efficiency mean score is 4,35 from a maximum of 5) followed by the K1-*basic wage* (4,22), K12-*partial delegation of managerial tasks* (4,14) and *optimal working conditions* (4,10).

Employees are valuing generally lower the efficiency of all motivational instruments, except three of them: K5-*possibility to buy company's shares*, K7-*fear of punishment* and K23-*Prestige outside of organisation*. We think that the respondents have had positive experiences in their organisations that could generate such differences.

Table 2. Mean scores of the efficiency of using various motivation instruments

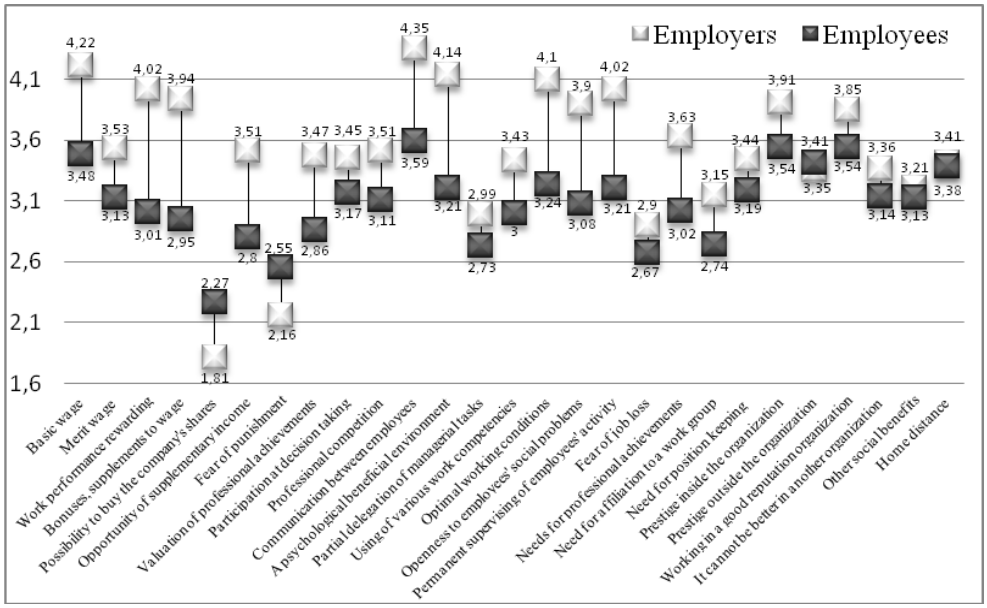
Efficiency of using:	***Mean score employers***	***Mean score employees***	***Gap*** *between employers and employees*
K1 Basic wage	4,22	3,48	0,74
K2 Merit wage	3,53	3,13	0,40
K3 Work performance rewarding	4,02	3,01	1,01
K4 Bonuses, supplements to wage	3,94	2,95	0,99
K5 Possibility to buy the company's shares	1,81	2,27	-0,46
K6 Opportunity of supplementary income	3,51	2,80	0,71
K7 Fear of punishment	2,16	2,55	-0,39
K8 Valuation of professional achievements	3,47	2,86	0,61
K9 Participation at decision taking	3,45	3,17	0,28
K10 Professional competition	3,51	3,11	0,40
K11 Communication between employees	4,35	3,59	0,76
K12 A psychological beneficial environment	4,14	3,21	0,93
K13 Partial delegation of managerial tasks	2,99	2,73	0,26
K14 Using of various work competencies	3,43	3,00	0,43
K15 Optimal working conditions	4,10	3,24	0,86
K16 Openness to employees' social problems	3,90	3,08	0,82
K17 Permanent supervising of employees' activity	4,02	3,21	0,81
K18 Fear of job loss	2,90	2,67	0,23
K19 Needs for professional achievements	3,63	3,02	0,61
K20 Need for affiliation to a work group	3,15	2,74	0,41
K21 Need for position keeping	3,44	3,19	0,25
K22 Prestige inside the organization	3,91	3,54	0,37
K23 Prestige outside the organization	3,35	3,41	-0,06
K24 Working in a good reputation organization	3,85	3,54	0,31
K25 It cannot be better in another organization	3,36	3,14	0,22
K26 Other social benefits: canteen, holidays tickets, cover of transport and housing costs, etc	3,21	3,13	0,08
K27 Home distance	3,41	3,38	0,03

Source: authors' computation from SPSS report

The general employees' opinion of a reduced efficiency of motivational instruments could be generated by the general situation of jobs in the region and in Romania: a poor job offer, with reduce perspective for career advancing or personal development.

The most efficient motivational instruments for employees are: K11-*communication between employees*, K 22- *prestige inside the organisation*, K 24-*working in good reputation organisation*. In spite of the lack of jobs and the low income of the population in the county of Satu Mare, the orientation of employees is clearly not to gain money, but to acquire prestige, to have a better communication with work colleagues, to work in a good reputation company.

Figure 1 Synoptic of employers' and employees' perception on the efficiency of motivational instruments' use



Source: authors' computation based on collected data

As we can notice from the Figure 1, employers and employees expressed as first preference *a good communication between workers*, and as last preference *the possibility to buy company's shares*. This suggests is a matching point, only at extreme evaluations between the two adverse positions (managers and subordinates).

The highest gap is recorded for K3-*work performance rewarding*, K4-*bonuses, supplement to wages* and K12- *a psychological beneficial work environment.* These divergent views of employers and employees are explained by the opposite position of managers as payers of wages costs and subordinates (employees) as beneficiaries of wages.

The views of employers and employees are much closed for K27 -*Home distance*, K26-*Other social benefits.*

Further we use the chi-square independence test in order to find out whether there is an association between respondents' answers regarding the motivational factors and the status which they have on the labour market. The null hypothesis is that the variables are not associated: in other words, they are independent.

We note that, in the case of the chi-square test of independence, the number of degrees of freedom (df) is equal to the number of columns in the table minus one multiplied by the number of rows in the table minus one. We select $\alpha = 0{,}05$ and we find the critical value of $\chi^2_{0,05;4} = 9{,}49$, with df=(2-1)(5-1)=4.

According to the results displayed in the Table 3, perception of employers and employees are significantly associated regarding material motivation, organisational climate, professional aspects, organisational and managerial aspects, and intangible aspects of work motivation. Perceptions are independent regarding negative motivation and social benefits.

Table 3. Results of chi-square test for the association between employers and employees' perception

Material motivation	1	2	3	4	5	Total	Association significance between employers' and employees' perception
Employers	138	26	65	120	201	**550**	$\chi^2_{statistic} = 90,06 > \chi^2_{0,05;4} = 9,49$
Employees	274	126	252	181	209	**1042**	
Total	**412**	**152**	**317**	**301**	**410**	**1592**	

Negative motivation	1	2	3	4	5	Total	Association significance between employers' and employees' perception
Employers	81	28	51	33	27	**220**	$\chi^2_{statistic} = 1,43 < \chi^2_{0,05;4} = 9,49$
Employees	152	58	104	50	47	**411**	
Total	**233**	**86**	**155**	**83**	**74**	**631**	

Organisational climate	1	2	3	4	5	Total	Association significance between employers' and employees' perception
Employers	5	20	48	111	146	**330**	$\chi^2_{statistic} = 99,58 > \chi^2_{0,05;4} = 9,49$
Employees	87	82	170	129	156	**624**	
Total	**92**	**102**	**218**	**240**	**302**	**954**	

Professional aspects	1	2	3	4	5	Total	Association significance between employers' and employees' perception
Employers	78	82	183	215	212	**770**	$\chi^2_{statistic} = 80,66 > \chi^2_{0,05;4} = 9,49$
Employees	281	218	400	316	226	**1441**	
Total	**359**	**300**	**583**	**531**	**438**	**2211**	

Organisational and managerial aspects	1	2	3	4	5	Total	Association significance between employers' and employees' perception
Employers	37	40	98	134	131	**440**	$\chi^2_{statistic} = 56,49 > \chi^2_{0,05;4} = 9,49$
Employees	127	133	238	181	139	**818**	
Total	**164**	**173**	**336**	**315**	**270**	**1258**	

Intangible aspects	1	2	3	4	5	Total	Association significance between employers' and employees' perception
Employers	44	40	94	124	138	**440**	$\chi^2_{statistic} = 10,39 > \chi^2_{0,05;4} = 9,49$
Employees	106	90	190	173	225	**784**	
Total	**150**	**130**	**284**	**297**	**363**	**1224**	

Social benefits	1	2	3	4	5	Total	Association significance between employers' and employees' perception
Employers	43	13	56	49	59	**220**	$\chi^2_{statistic} = 3,18 < \chi^2_{0,05;4} = 9,49$
Employees	65	32	109	72	92	**370**	
Total	**108**	**45**	**165**	**121**	**151**	**590**	

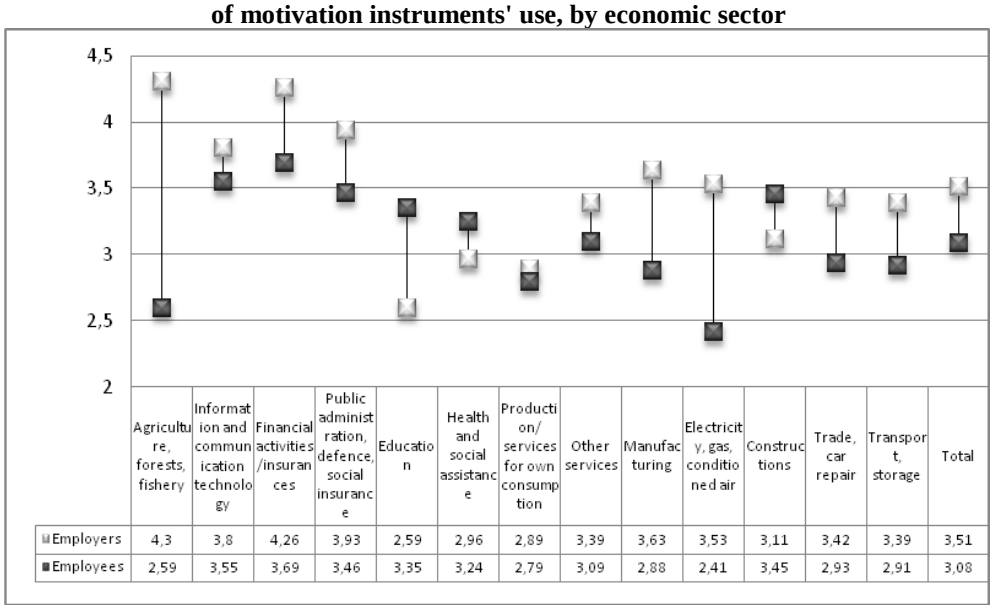
Source: authors' computation based on collected data

4.2. Differences of employers' and employees' perception, by economic sector

As we can notice from the Figure 2, employers from all economy sectors are seeing as more efficient their motivational practices as their employees, except those from

education, health and social assistance and construction, where employees are valuing more the efficiency of applied motivational instruments.

Figure 2 Synoptic of employers' and employees' perception on the efficiency of motivation instruments' use, by economic sector



	Agriculture, forests, fishery	Information and communication technology	Financial activities /insurances	Public administration, defence, social insurance	Education	Health and social assistance	Production/ services for own consumption	Other services	Manufacturing	Electricity, gas, conditioned air	Constructions	Trade, car repair	Transport, storage	Total
Employers	4,3	3,8	4,26	3,93	2,59	2,96	2,89	3,39	3,63	3,53	3,11	3,42	3,39	3,51
Employees	2,59	3,55	3,69	3,46	3,35	3,24	2,79	3,09	2,88	2,41	3,45	2,93	2,91	3,08

Source: authors' computation based on collected data

In the employers' view, the best efficiency is recorded agriculture and financial activities and insurance, while employees assess a low efficiency in agriculture and electricity and gas and production/services for own consumption.

The less efficiency is registered in the education sector, followed by the scientific/technical sector and mining and quarrying sectors, in the employees' opinion while employees opine that electricity, agriculture and production/services for own consumption motivational practice are less efficient.

As it is displayed in Annex 1a, for employers the most efficient instruments in the agriculture, forests and fishery sector are: *participation at decision taking, a good communication between employees, working competencies, openness to employees' social problems, personal achievements, other social benefits (canteen, holiday tickets, cover of transport and housing costs), home distance* and the less efficient is *the possibility to buy the company's shares*. In financial activities and insurances, the most valued are instruments are related to the company's image (*company's prestige, awareness of being employee in a good reputation company*), as well as *employees' supervising, wages, performance rewarding, a psychological beneficial environment* and *partial delegation of managerial tasks*.

For employees (Annex 1b), in financial activities and insurances, the most efficient motivational instruments are: *fear of punishment, need for position keeping, prestige outside organisation* and *home distance*, different from those mentioned

by employers and the less efficient are: *opportunity of supplementary gain* and *need for group affiliation*. In agriculture, the economic sector the most valued for employers and lower valued by employees, the most efficient motivational instruments in the employees' view are: *wages, participation at decision taking* and *prestige inside organisation.*

The propensity of employers to motivate their employees through the 27 instruments is very different from the employees' perception. Some cases are illustrated below.

The propensity of employers to motivate their employees through the *basic wage (K1)* is the highest in ICT, production/services for consumption and hospitality industry while employees perceive intensively this propensity in agriculture, construction and financial activities.

The *merit wage (K2)* is used predominantly in public administration, defence and social insurance sector in the employers view differently as employers which believe that this instrument is efficient in constructions and support activities.

Performance rewarding (K3) is an incentive specific for ICT, public administration, defence and social insurance while *bonuses (K4)* are specific for hospitality industry. The *possibility to buy company's share (K5)* is seen as less efficient in all activity sectors. Employees think that K3, K4 and K5 are specific for financial activities and insurances.

The *opportunity of supplementary income (K6)* is seen by employers as most efficient in ICT and hospitality industry sectors and by employees, in constructions and health and social assistance. The *fear of punishment (K7)* is the most efficient in agriculture, forests and fishery sector in the employers' view while employees see this instrument as efficient in financial activities.

The *valuation of professional achievements(K8)* in ICT, public administration, defence and social insurance and electricity, gas and air conditioned sector is the highest in the employers perception while for employees K8 is efficient only in the ICT sector.

Participation at decision taking (K9), *a good communication (K11)*, a *beneficial psychological environment* (K12) and the *home distance (K 27)* have maximum values in agriculture, forests and fishery and education sectors in the employers' view. In the employees' perception these instruments are more efficient in constructions and ICT sector.

Professional competition (K10) registers the highest values in agriculture, forests and fishery and arts and leisure sectors, in the employers' opinion. Employers see this instrument as efficient in financial activities sector.

Employers are seeing *delegating the managerial tasks (K13)* as the most efficient in financial and insurances and *working competencies (K14)* in agriculture, forests and fishery and public administration sectors. Employees opine that these instruments are efficient in financial activities.

Employers think that: *Optimal working conditions (K 15)* is efficient in public administration, health and social assistance and production/services for own consumption; *openness to the employees' social problems (K16)* -in agriculture and

hospitality industry; *permanent supervising of employees' activity (K17)* - in public administration and financial activities; *the fear of job loss (K18)* -in public administration and electricity, gas and air conditioned; t*he need for professional achievements (K19)* -in agriculture and public administration; *the need for affiliation to a workgroup (K20)*- in arts and leisure sector, *the need for position keeping (K21), the prestige inside the organization (K22*) *awareness of the existing job (K25)*-in financial services, ICT and scientific/technical sectors; *other social benefits (K26)*- in agriculture. Employees are thinking that these instruments are efficient in the ICT sector and financial activities.

The prestige outside the organization (K23) are efficient in agriculture and arts and leisure sectors and a *good reputation organizations (K24)* is the highest valuated in education, in the employers' vision. Employees opine that these instruments are specific for financial activities.

We will test if the efficiency of using various motivation instruments differs significantly across activity sectors by using the Anova test. As we can notice from Annex 2 a, in the case of employers' view, the association between the efficiency and the activity sector mean scores is moderate to strong (the correlation coefficient is 0,35-0,65). We notice that for K1, K3, K4, K13, K14, K18, K20, K23, K 24, K26, K27 the value of Sig. is under 0,05 (the level of significance) (Annex 2b). In the case of these instruments, the variation of their efficiency in the view of employers is significant in relation to activity sector where the company is active.

In the case of employees' view (Annex 2 a) the association between the efficiency and the activity sector mean scores is weak to moderate (the correlation coefficient is 0,20 to 0,25). For all variables (K1-K27), except K3 (performance rewarding) the association with the activity sector is not significant, for a significance threshold of 0,05. The employees' perception regarding the efficiency of use of several motivation instruments is not depending on the activity sector where the company where they work is active.

5. Conclusions

The paper aimed to highlight the difference between the views of employers and employees from Satu Mare County regarding the efficiency of motivation instruments. We found that employees are, generally, lower valuing the efficiency of all motivational instruments as their employers.

The orientation of employees is clearly focused on non-monetary motivation instruments, namely, *a good communication between employees, prestige inside the organisation and working in a good reputation organisation* what is similar to the employers' beliefs.

Perception of employers and employees are significantly associated regarding material motivation, organisational climate, professional aspects, organisational and managerial aspects, and intangible aspects of work motivation. Perceptions are independent regarding negative motivation and social benefits. These divergent views of employers and employees are explained by the opposite position of

managers as payers of wages costs and subordinates (employees) as beneficiaries of wages. Employers from all economy sectors are seeing as more efficient their motivational practices as their employees, except those from education, health and social assistance and construction, where employees are valuing more the efficiency of applied motivational instruments. In the case of employers, the association between the efficiency of motivation instruments and the activity sector mean scores is moderate to strong while for employees the association between the efficiency and the activity sector mean scores is weak to moderate.

We can conclude from the above lines, that a mixture of intangible instruments related professional development and achievement, organisational climate and the company's reputation could motivate employees to deliver performance and to contribute to the company's business goals.

In our survey, we tested a combination of motivation instruments: material motivation, negative motivation, organisational climate, professional aspects, organisational and managerial aspects, intangible aspects and social benefits. Both, employers and employees are seeing as efficient the following motivation instruments: material motivation, organisational climate, professional aspects, organisational and managerial aspects, and intangible aspects of work motivation. In line with Armstrong's (2003) view, our findings suggest that a simplistic vision on the motivation process has a little chance of success and a wise combination of instruments (monetary and non-monetary) included in rewarding systems taking into account the individual differences, necessary means to attain their goals, a reasonable autonomy and possibilities to capitalize their aptitudes and skills is necessary to be adopted in the HR strategies.

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Annex 1 a . Data display- efficiency mean scores of motivation instruments by sector activity *-employers-*

part 1

Activity sector	K1	K2	K3	K4	K5	K6	K7	K8	K9	K10	K11	K12	K13	K14
Agriculture, forests, fishery	3,80	3,40	4,00	4,20	2,00	4,20	3,60	3,60	5,00	4,60	5,00	4,60	3,40	5,00
Information and communication technology	5,00	4,50	5,00	4,50	3,00	4,50	1,50	4,00	4,00	4,00	4,00	4,00	3,50	2,50
Financial activities/insurances	4,50	4,50	4,50	4,33	3,17	3,50	3,33	4,33	4,33	4,33	4,33	4,50	4,50	4,00
Scientific/technical activities	1,00	1,00	1,00	1,00	1,00	2,00	1,00	3,00	4,00	2,00	4,00	3,00	1,00	4,00
Public administration, defence, social insurance	5,00	5,00	5,00	5,00	1,00	5,00	3,00	4,00	3,00	3,00	4,00	3,00	4,00	5,00
Education	1,00	1,00	1,00	4,00	1,00	1,00	1,00	1,00	5,00	3,00	5,00	5,00	4,00	2,00
Health and social assistance	4,00	4,00	3,00	4,00	1,00	4,00	1,00	3,00	3,00	3,00	4,00	4,00	3,00	3,00
Arts and leisure	4,50	3,00	5,00	3,00	2,50	4,00	2,00	4,00	4,50	4,50	4,50	4,50	3,00	4,00
Mining and quarrying	3,00	2,00	2,00	3,00	1,00	3,00	3,00	1,00	3,00	3,00	3,00	3,00	3,00	3,00
Production/ services for own consumption	5,00	2,00	1,00	4,00	1,00	3,00	1,00	3,00	2,00	3,00	4,00	4,00	2,00	4,00
Other services	4,50	3,25	3,75	3,75	1,33	3,33	2,00	3,08	3,58	2,58	4,58	4,08	3,25	2,92
Manufacturing	4,55	4,14	4,55	4,36	1,73	3,68	1,68	3,82	3,77	3,95	4,59	4,27	3,18	3,64
Electricity, gas, conditioned air	4,33	3,33	3,67	4,33	2,33	3,33	2,00	4,00	3,33	3,00	4,67	4,33	3,00	3,67
Constructions	3,11	3,22	3,44	2,89	1,78	2,33	2,33	2,67	3,11	3,11	3,89	3,22	2,44	3,78
Trade, car repair	4,15	3,74	4,41	4,11	1,93	3,67	2,11	3,44	2,74	3,37	4,07	4,07	2,74	3,30
Transport, storage	4,82	2,91	3,36	3,27	1,36	3,45	2,55	3,64	3,18	3,64	4,45	4,36	2,09	3,00
Hotels and hospitality services	5,00	2,33	5,00	5,00	2,33	5,00	2,67	4,33	3,67	3,67	4,67	4,67	3,67	2,33
General mean	**4,22**	**3,53**	**4,02**	**3,94**	**1,81**	**3,51**	**2,16**	**3,47**	**3,45**	**3,51**	**4,35**	**4,14**	**2,99**	**3,43**

part 2

Activity sector	K15	K16	K17	K18	K19	K20	K21	K22	K23	K24	K25	K26	K27	Sector mean
Agriculture, forests, fishery	4,60	5,00	4,40	3,60	5,00	4,60	4,60	5,00	4,80	4,40	3,80	5,00	5,00	**4,3**
Information and communication technology	3,50	4,00	4,00	3,00	3,50	3,50	3,50	4,00	3,50	4,00	4,00	4,50	3,50	**3,8**
Financial activities/insurances	4,00	4,00	4,50	4,17	4,50	4,50	4,17	4,50	4,50	4,50	4,33	4,83	4,33	**4,26**
Scientific/technical activities	4,00	4,00	4,00	2,00	3,00	3,00	4,00	4,00	3,00	4,00	4,00	4,00	2,00	**2,74**
Public administration, defence, social insurance	5,00	4,00	5,00	4,00	5,00	2,00	4,00	3,00	4,00	4,00	3,00	4,00	4,00	**3,93**
Education	3,00	4,00	3,00	1,00	4,00	2,00	1,00	4,00	1,00	5,00	1,00	1,00	5,00	**2,59**
Health and social assistance	5,00	4,00	2,00	2,00	3,00	2,00	3,00	3,00	2,00	1,00	1,00	4,00	4,00	**2,96**
Arts and leisure	4,50	5,00	3,50	3,50	4,50	4,50	4,50	4,50	4,50	4,50	3,50	3,50	2,50	**3,93**
Mining and quarrying	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	3,00	4,00	3,00	**2,81**
Production/ services for own consumption	5,00	3,00	4,00	2,00	2,00	4,00	3,00	3,00	3,00	3,00	3,00	1,00	3,00	**2,89**
Other services	4,50	3,75	3,92	2,58	3,67	2,25	3,33	4,08	3,92	4,00	3,17	2,92	3,50	**3,39**
Manufacturing	4,36	3,77	4,32	2,09	3,73	3,41	3,41	3,77	2,73	4,14	3,36	3,41	3,50	**3,63**
Electricity, gas, conditioned air	4,00	4,00	4,00	4,00	3,00	2,67	3,00	3,67	3,67	4,33	2,00	4,00	3,67	**3,53**
Constructions	3,33	4,00	3,78	3,11	3,33	2,44	2,89	3,78	2,67	3,00	3,44	3,22	3,56	**3,11**
Trade, car repair	4,11	3,67	3,81	2,89	3,33	3,04	3,63	3,89	3,67	3,59	3,41	2,63	2,78	**3,42**
Transport, storage	3,73	3,82	4,36	3,73	3,45	3,27	3,00	3,73	2,91	4,27	3,82	2,18	3,09	**3,39**
Hotels and hospitality services	3,67	5,00	4,33	3,33	3,67	3,67	3,67	3,67	3,00	3,00	3,33	4,67	3,67	**3,81**
Total	**4,10**	**3,90**	**4,02**	**2,90**	**3,63**	**3,15**	**3,44**	**3,91**	**3,35**	**3,85**	**3,36**	**3,21**	**3,41**	**3,51**

Annex 1 b. Data display- efficiency mean scores of motivation instruments by sector activity -*employees*-

part 1

Activity sector	K1	K2	K3	K4	K5	K6	K7	K8	K9	K10	K11	K12	K13	K14
Agriculture, forests, fishery	4,00	3,50	3,75	3,50	1,33	2,67	2,00	2,00	4,00	3,00	3,33	2,00	1,67	2,33
Manufacturing	3,06	2,94	2,28	3,17	2,33	3,17	3,11	2,35	2,94	2,83	3,47	2,78	2,38	2,78
Electricity, gas, conditioned air	3,00	2,00	2,00	2,00	3,00	3,00	3,00	2,00	2,00	2,00	2,00	3,00	3,00	3,00
Constructions	4,00	4,00	4,00	4,00	2,50	3,50	2,25	3,25	3,50	3,50	4,25	4,50	3,75	3,00
Trade, car repair	3,73	3,48	3,38	2,73	2,33	2,83	2,52	2,96	3,05	3,05	3,41	3,23	2,57	2,91
Transport, storage	3,88	3,00	2,25	2,33	3,00	3,29	2,88	3,00	3,71	2,63	3,00	2,75	1,43	2,13
Information and communication technology	3,25	3,00	3,75	3,50	1,75	3,50	2,50	4,00	3,25	3,00	3,75	4,25	3,25	3,75
Financial activities/insurances	4,00	3,50	3,50	4,00	4,00	2,50	4,50	3,00	4,00	4,00	4,00	3,50	4,00	4,00
Support activities	4,00	4,00	1,50	1,50	1,00	2,00	2,00	3,50	4,00	4,00	4,50	4,50	3,00	4,00
Public administration, defence, social insurance	3,79	3,00	3,21	3,14	2,29	2,50	2,50	3,36	3,93	4,00	4,00	3,64	3,50	3,64
Education	2,67	2,00	3,33	1,91	2,18	2,45	2,25	3,20	3,58	3,45	4,00	3,42	2,92	3,25
Health and social assistance	3,91	3,10	3,27	2,82	3,45	2,91	2,73	3,50	3,09	3,18	3,82	3,27	2,64	2,55
Household	5,00	1,00	5,00	1,00	5,00	1,00	5,00	2,00	4,00	2,00	2,00	1,00	3,00	5,00
Production/ services for own consumption	3,36	2,52	2,24	2,62	2,04	2,35	2,88	2,28	3,00	3,00	3,04	3,04	2,48	2,88
Organisation outside the territory	3,00	3,00	3,00	3,00	2,00	4,00	4,00	5,00	5,00	5,00	5,00	3,00	3,00	3,00
Other services	3,44	3,40	3,15	3,19	2,11	2,85	2,27	2,83	2,93	3,01	3,70	3,22	2,81	3,04
General mean	**3,48**	**3,13**	**3,01**	**2,95**	**2,27**	**2,80**	**2,55**	**2,86**	**3,17**	**3,11**	**3,59**	**3,21**	**2,73**	**3,00**

part 2

Activity sector	K15	K16	K17	K18	K19	K20	K21	K22	K23	K24	K25	K26	K27	Sector mean
Agriculture, forests, fishery	2,33	3,00	3,00	1,50	2,50	2,00	2,50	4,00	2,00	2,00	2,00	1,50	2,50	**2,59**
Manufacturing	2,88	2,82	3,00	2,88	2,76	2,63	3,06	2,73	2,47	3,53	2,81	3,38	3,13	**2,88**
Electricity, gas, conditioned air	3,00	3,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	2,00	3,00	3,00	2,00	**2,41**
Constructions	3,75	4,25	3,75	2,25	2,67	2,50	3,75	4,00	3,75	3,50	2,50	3,00	3,50	**3,45**
Trade, car repair	3,00	3,23	2,82	2,59	2,73	2,24	2,64	3,18	2,95	3,00	2,85	2,79	3,06	**2,93**
Transport, storage	2,88	2,00	2,00	2,14	2,86	2,43	3,14	4,29	3,50	4,33	2,63	3,20	3,88	**2,91**
Information and communication technology	4,00	4,00	3,50	1,75	3,25	4,75	4,25	4,00	3,75	3,25	4,00	3,75	5,00	**3,55**
Financial activities/insurances	3,00	3,00	4,00	3,50	3,50	2,00	5,00	4,00	5,00	4,00	3,50	3,00	5,00	**3,69**
Support activities	4,00	4,50	4,00	5,00	2,00	3,00	3,00	3,50	3,50	3,50	3,00	2,50	4,00	**3,30**
Public administration, defence, social insurance	3,79	3,86	3,79	2,85	3,46	3,21	3,92	4,00	3,62	3,67	4,08	3,54	3,17	**3,46**
Education	4,09	4,00	3,67	2,58	3,83	3,83	3,83	4,75	4,58	4,17	3,33	3,17	3,92	**3,35**
Health and social assistance	3,00	2,91	3,80	2,82	3,09	3,11	3,00	3,67	3,56	3,78	3,67	3,14	3,78	**3,24**
Household activities	2,00	1,00	3,00		2,00	2,00	4,00	5,00	4,00	5,00	5,00	3,00	4,00	**3,15**
Production/ services for own consumption	2,84	2,64	3,44	2,84	2,88	2,63	2,92	3,17	3,00	3,28	2,58	3,04	2,45	**2,79**
Organisation outside the territory	3,00	3,00	3,00	4,00	4,00	5,00	5,00	5,00	5,00	5,00	4,00	4,00	4,00	**3,89**
Other services	3,35	2,98	3,12	2,62	3,05	2,60	3,15	3,49	3,57	3,59	3,25	3,14	3,56	**3,09**
General mean	**3,24**	**3,08**	**3,21**	**2,67**	**3,02**	**2,74**	**3,19**	**3,54**	**3,41**	**3,54**	**3,14**	**3,13**	**3,38**	**3,08**

Annex 2a Measures of association between efficiency mean scores (K1-K27) and sector scores (KS)

Employers

	Eta	Eta Squared
K1*KS	,655	,429
K2*KS	,444	,197
K3*KS	,657	,432
K4*KS	,485	,235
K5*KS	,337	,113
K6*KS	,451	,204
K7*KS	,418	,175
K8*KS	,448	,201
K9*KS	,476	,227
K10*KS	,429	,184
K11*KS	,441	,195
K12*KS	,390	,152
K13*KS	,491	,241
K14*KS	,484	,235
K15*KS	,432	,186
K16*KS	,358	,128
K17*KS	,441	,195
K18*KS	,509	,259
K19*KS	,469	,220
K20*KS	,487	,237
K21*KS	,431	,186
K22*KS	,359	,129
K23*KS	,511	,261
K24*KS	,492	,242
K25*KS	,456	,208
K26*KS	,551	,304
K27*KS	,488	,238

Employees

	Eta	Eta Squared
K1*KS	,256	,065
K2*KS	,327	,107
K3*KS	,350	,123
K4*KS	,300	,090
K5*KS	,336	,113
K6*KS	,228	,052
K7*KS	,294	,086
K8*KS	,314	,098
K9*KS	,315	,099
K10*KS	,283	,080
K11*KS	,282	,080
K12*KS	,285	,081
K13*KS	,338	,114
K14*KS	,297	,088
K15*KS	,291	,085
K16*KS	,389	,151
K17*KS	,313	,098
K18*KS	,258	,067
K19*KS	,246	,061
K20*KS	,378	,143
K21*KS	,336	,113
K22*KS	,367	,135
K23*KS	,393	,155
K24*KS	,302	,091
K25*KS	,320	,102
K26*KS	,200	,040
K27*KS	,356	,127

Source: SPSS report

Annex 2 b Anova test- for the correlation between activity sector and cohesion instruments used by employers

Employers

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
K1*KS	Between Groups	(Combined)	56,910	16	3,557	4,361	,000
	Within Groups		75,854	93	,816		
	Total		132,764	109			
K2*KS	Between Groups	(Combined)	54,394	16	3,400	1,430	,145
	Within Groups		221,024	93	2,377		
	Total		275,418	109			
K3*KS	Between Groups	(Combined)	70,806	16	4,425	4,418	,000
	Within Groups		93,157	93	1,002		
	Total		163,964	109			
K4*KS	Between Groups	(Combined)	38,176	16	2,386	1,784	,045
	Within Groups		124,378	93	1,337		
	Total		162,555	109			
K5*KS	Between Groups	(Combined)	27,341	16	1,709	,744	,743
	Within Groups		213,650	93	2,297		
	Total		240,991	109			
K6*KS	Between Groups	(Combined)	43,858	16	2,741	1,485	,122
	Within Groups		171,633	93	1,846		
	Total		215,491	109			
K7*KS	Between Groups	(Combined)	37,188	16	2,324	1,229	,261
	Within Groups		175,867	93	1,891		
	Total		213,055	109			
K8*KS	Between Groups	(Combined)	38,817	16	2,426	1,459	,132
	Within Groups		154,602	93	1,662		
	Total		193,418	109			
K9*KS	Between Groups	(Combined)	45,615	16	2,851	1,703	,059
	Within Groups		155,657	93	1,674		
	Total		201,273	109			
K10*KS	Between Groups	(Combined)	34,189	16	2,137	1,313	,206
	Within Groups		151,302	93	1,627		
	Total		185,491	109			
K11*KS	Between Groups	(Combined)	12,303	16	,769	1,406	,156
	Within Groups		50,870	93	,547		
	Total		63,173	109			
K12*KS	Between Groups	(Combined)	17,188	16	1,074	1,043	,420
	Within Groups		95,766	93	1,030		
	Total		112,955	109			
K13*KS	Between Groups	(Combined)	39,285	16	2,455	1,846	,036
	Within Groups		123,706	93	1,330		
	Total		162,991	109			
K14*KS	Between Groups	(Combined)	35,892	16	2,243	1,783	,045
	Within Groups		117,026	93	1,258		
	Total		152,918	109			
K15*KS	Between Groups	(Combined)	20,094	16	1,256	1,330	,196
	Within Groups		87,806	93	,944		
	Total		107,900	109			
K16*KS	Between Groups	(Combined)	16,150	16	1,009	,855	,621
	Within Groups		109,750	93	1,180		
	Total		125,900	109			

K17*KS	Between Groups	(Combined)	20,232	16	1,265	1,405	,157
	Within Groups		83,731	93	,900		
	Total		103,964	109			
K18*KS	Between Groups	(Combined)	52,228	16	3,264	2,028	,019
	Within Groups		149,672	93	1,609		
	Total		201,900	109			
K19*KS	Between Groups	(Combined)	26,794	16	1,675	1,641	,073
	Within Groups		94,924	93	1,021		
	Total		121,718	109			
K20*KS	Between Groups	(Combined)	50,404	16	3,150	1,809	,041
	Within Groups		161,969	93	1,742		
	Total		212,373	109			
K21*KS	Between Groups	(Combined)	32,185	16	2,012	1,328	,197
	Within Groups		140,870	93	1,515		
	Total		173,055	109			
K22*KS	Between Groups	(Combined)	14,573	16	,911	,860	,616
	Within Groups		98,518	93	1,059		
	Total		113,091	109			
K23*KS	Between Groups	(Combined)	58,717	16	3,670	2,054	,017
	Within Groups		166,156	93	1,787		
	Total		224,873	109			
K24*KS	Between Groups	(Combined)	40,515	16	2,532	1,852	,035
	Within Groups		127,158	93	1,367		
	Total		167,673	109			
K25*KS	Between Groups	(Combined)	39,020	16	2,439	1,528	,106
	Within Groups		148,435	93	1,596		
	Total		187,455	109			
K26*KS	Between Groups	(Combined)	83,968	16	5,248	2,539	,003
	Within Groups		192,223	93	2,067		
	Total		276,191	109			
K27*KS	Between Groups	(Combined)	40,626	16	2,539	1,817	,040
	Within Groups		129,965	93	1,397		
	Total		170,591	109			

Source: SPSS report (ANOVA test using SPPS and based on data from Annex 1
Note: K1-K27 are vectors of the efficiency mean scores of the motivation instruments by activity sectors and KS is the vector of sector efficiency scores.

Employees

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
K1*KS	Between Groups	(Combined)	23,599	15	1,573	,914	,549
	Within Groups		337,325	196	1,721		
	Total		360,925	211			
K2*KS	Between Groups	(Combined)	44,455	15	2,964	1,541	,094
	Within Groups		371,057	193	1,923		
	Total		415,512	208			
K3*KS	Between Groups	(Combined)	54,664	15	3,644	1,825	,033
	Within Groups		391,317	196	1,997		
	Total		445,981	211			
K4*KS	Between Groups	(Combined)	42,321	15	2,821	1,236	,248
	Within Groups		429,188	188	2,283		
	Total		471,510	203			
K5*KS	Between Groups	(Combined)	43,572	15	2,905	1,616	,072
	Within Groups		343,278	191	1,797		
	Total		386,850	206			

K6*KS	Between Groups	(Combined)	22,531	15	1,502	,711	,771
	Within Groups		409,664	194	2,112		
	Total		432,195	209			
K7*KS	Between Groups	(Combined)	35,200	15	2,347	1,221	,258
	Within Groups		372,824	194	1,922		
	Total		408,024	209			
K8*KS	Between Groups	(Combined)	36,866	15	2,458	1,403	,149
	Within Groups		338,110	193	1,752		
	Total		374,976	208			
K9*KS	Between Groups	(Combined)	29,035	15	1,936	1,339	,183
	Within Groups		264,493	183	1,445		
	Total		293,528	198			
K10*KS	Between Groups	(Combined)	26,776	15	1,785	1,114	,346
	Within Groups		307,681	192	1,603		
	Total		334,457	207			
K11*KS	Between Groups	(Combined)	28,208	15	1,881	1,103	,356
	Within Groups		325,705	191	1,705		
	Total		353,913	206			
K12*KS	Between Groups	(Combined)	32,809	15	2,187	1,151	,314
	Within Groups		370,594	195	1,900		
	Total		403,403	210			
K13*KS	Between Groups	(Combined)	37,679	15	2,512	1,639	,067
	Within Groups		292,707	191	1,532		
	Total		330,386	206			
K14*KS	Between Groups	(Combined)	28,057	15	1,870	1,228	,254
	Within Groups		290,939	191	1,523		
	Total		318,995	206			
K15*KS	Between Groups	(Combined)	30,981	15	2,065	1,172	,297
	Within Groups		334,883	190	1,763		
	Total		365,864	205			
K16*KS	Between Groups	(Combined)	51,679	15	3,445	2,258	,006
	Within Groups		289,918	190	1,526		
	Total		341,597	205			
K17*KS	Between Groups	(Combined)	34,015	15	2,268	1,378	,161
	Within Groups		312,587	190	1,645		
	Total		346,602	205			
K18*KS	Between Groups	(Combined)	25,684	14	1,835	,965	,491
	Within Groups		359,311	189	1,901		
	Total		384,995	203			
K19*KS	Between Groups	(Combined)	20,978	15	1,399	,805	,671
	Within Groups		324,943	187	1,738		
	Total		345,921	202			
K20*KS	Between Groups	(Combined)	51,628	15	3,442	2,061	,014
	Within Groups		308,920	185	1,670		
	Total		360,547	200			
K21*KS	Between Groups	(Combined)	39,940	15	2,663	1,571	,085
	Within Groups		313,493	185	1,695		
	Total		353,433	200			
K22*KS	Between Groups	(Combined)	49,422	15	3,295	1,896	,026
	Within Groups		317,965	183	1,738		
	Total		367,387	198			
K23*KS	Between Groups	(Combined)	55,953	15	3,730	2,197	,008
	Within Groups		305,573	180	1,698		
	Total		361,526	195			
K24*KS	Between Groups	(Combined)	29,344	15	1,956	1,195	,279
	Within Groups		293,117	179	1,638		
	Total		322,462	194			

K25*KS	Between Groups	(Combined)	39,213	15	2,614	1,353	,176
	Within Groups		344,029	178	1,933		
	Total		383,242	193			
K26*KS	Between Groups	(Combined)	14,089	15	,939	,469	,953
	Within Groups		336,780	168	2,005		
	Total		350,870	183			
K27*KS	Between Groups	(Combined)	44,513	14	3,180	1,770	,047
	Within Groups		307,143	171	1,796		
	Total		351,656	185			

Source: SPSS report (ANOVA test using SPPS and based on data from Annex 1
Note: K1-K27 are vectors of the efficiency mean scores of the motivation instruments by activity sectors and KS is the vector of sector efficiency scores.