

Latent Motivation as a Factor of Performance in Employees of the Ruashi Mining Company in Lubumbashi, DRC

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Abstract: *This article proposes to examine the factors underlying the latent motivation and their influence on the performance of Ruashi employees in Lubumbashi, DRC, during the period 2016-2018. is based on the data collected by the indirect administration questionnaire and interviews with agents. The processing of these data was done through the chi-square test. We found that the factors of the latent motivation are: the type of contract (the contract of indefinite duration), the positive judgment of the work by the employees, and the blooming of the employees by the work. Added to this are other factors such as: job appreciation, training, job promotion, working conditions, good work climate, company vision, and mutual respect. These factors positively influence the employees of the Ruashi Mining Company in Lubumbashi, DRC.*

Keywords: latent motivation, performance management

1. Introduction

Implicit motivation remains a major asset in the workflow in organization. Thus, for the performance at work, it is necessary to scrutinize it thoroughly.

The mistake some organizations would make is to think that when an employee makes a mistake in doing his job, it shows that he is incompetent. While this form would find its explanation in the intrinsic or latent motivation of the latter.

It is in this perspective that we realize this article on the latent motivation as a factor of the performance among the employees of Ruashi Mining in Lubumbashi, DRC.

Individual motivation is one of the key variables for business success, as shown by the observations made by Peters and Waterman cited by Citeau Jean Pierre, (2002) (the award for excellence) in the United States (the Third type enterprise in France). Motivating can not be satisfied with universal recipes. Each individual has his own life, his personal goals, which no magic spontaneously puts in harmony with the productive aim of the company. Motivating is a search more than a result.

Robert White (2003) assumes that everyone is intrinsically seeking to interact effectively with their environment. Mastering the relationship with the environment provides a pleasure that leads each individual to acquire the necessary skills. According to WHITE (like MASLOW), a set of basic needs must first be met (hunger, heat, ...) Susan HARTER completes this approach by integrating:

- Chess
- Reinforcements external to the individual
- Internalization of failures and successes.

A success perceived by an individual and whose origins can be attributed to his or her skills and control over the situation provides pleasure. This feeling leads him to

become more competent in new confrontations with his environment. Of course, in case of failure there is perception of incompetence and decrease of involvement. This loss of motivation can be challenged by encouraging new attempts to control the environment.

According to E.M. Morin (1996, pp. 122-123), "motivation is the forces that lead to goal-oriented behaviors, forces that maintain these behaviors until the goal is reached. Motivation gives three characteristics to any conduct: strength, direction and persistence.

Most motivational theories promote the assets of recognition to motivate people to adopt attitudes and behaviors.

There are three components in motivation:

- The trigger component of the behavior: it is the existence of a need or a desire; an attraction for an object or state or a gap to be filled in relation to unrealized expectations, all of which triggers a behavior or an action;
- The directional component of behavior: setting goals to guide actions.
- The intensity component of the behavior: it is the effect of the importance of a need on the individual behavior. Thus, motivation is the key to success for both companies and individuals.

A motivated individual is promised a great success, just as an organization that knows how to manage the motivation of its employees is likely to perform better than its competitors. This conception assumes that there is a causal link between motivation and success. (Alexandre-Bailly Frédérique, 2013). For Robbins and Judge, (2006: 196), motivation is an essential element for the success of companies and their projects: together with competence, it enables individuals to achieve goals. In fact, motivation is the engine, the energy that makes you move. More specifically, "motivation is the result of the interaction

between the individual and a given situation" It is obvious that the motivational factors are not the same for everyone depending on the situation. This is the situation that induces here the change of motivation. Therefore, it should be kept in mind that the degree of motivation varies from one individual to another and from one individual to another (Robbins and Judge, 2006).

Motivation is defined as the process by which an individual acts in order to achieve a given goal (Mitchell, 1997). It is a variable that accounts for fluctuations in the level of activation, that is to say the degree of alertness or alertness of a person (Morin and Aubé, 2007). From the point of view of psychology, "motivation corresponds to the forces that lead to goal-oriented behaviors, forces that maintain these behaviors until the goal is reached" Morin and Aubé, (2007, p. 106). Thus, motivation provides the energy necessary for a person to act in his environment.

By the way Alexandre-Bailly, F. et al (2013) distinguish intrinsic motivation from extrinsic motivation. Intrinsic motivation (latent motivation) is linked to the person's personal motor, to what pushes him from the inside to turn to this or that activity. It reveals the individual, his story, his personality and his functioning. Extrinsic motivation reveals external incentives that can lead the individual to motivate himself to obtain an element outside the work itself: a bonus, a promotion, a mark of individual or social recognition.

Related concepts of work motivation

"Motivation is a psychophysiological process that can hardly be observed directly; on the other hand, one can study its effects on the attitudes and behaviors of the person at work" (Morin and Aubé, 2007: 122). To do this requires mobilization and commitment of employees.

Mobilization

Mobilization is defined as "a critical mass of employees who perform actions beneficial to the well-being of others, their organization and the accomplishment of a collective work" Tremblay and Wils, (2005, 38). More specifically, Tremblay and Wils (2005) define three categories of mobilization behaviors: compliance with the work contract, individual motivation behaviors and collective motivation behaviors. We therefore note that individual motivation is one of the components of mobilization. It is essential to mobilization, but insufficient in itself, Tremblay and Wils, (2005).

b) The commitment

Employee engagement is an important approach that enables an organization to perform well. Commitment is a force that drives an individual to take actions that are relevant to one or more targets (Meyer and Herscovitch, 2001).

Kahn (1990) defines engagement as the involvement of the "self" of employees in their role at work and their expression during performance.

Schaufeli et al. (2002) define it as vigor, dedication and concentration at work. It is generally believed that the commitment is related to increased productivity and a lower turnover rate. The concept of commitment to work is relatively new in the academic field (Macey and Schneider, 2008).

In the literature, commitment can represent as much a psychological state, an aspect of the performance, the attachment of the individual to his organization as an individual trait. Many concepts used in organizational behavior are similar to engagement, including motivation, engagement, and engagement, commitment to organization, initiative, and loyalty. We cannot talk about motivation without addressing performance. Thus, defining the performance is complex because it includes several dimensions.

The performance

French and Seward (1983) define performance as the degree to which the objectives of an action plan are met by employees.

In general, research in organizational behavior reveals that performance is a global behavior that combines three aspects: effectiveness, efficiency, and productivity (Mac Bryde and Mendibil, 2003). Efficiency is the measure of customer satisfaction with the team's results. Efficiency refers to the team process (communication, coordination, leadership, collaboration, decision making) supporting achievement of results, team development and member satisfaction. Productivity is defined as the ratio between the production of a good or a service and all the inputs needed to produce it.

Bourguignon (1995) proposes a definition of performance based on three general meanings: performance, performance, and performance.

The result performance is measured by comparing the result obtained to the set objective. This approach is the one used until now in management control;

The financial performance of the organization is measured using criteria such as profitability, profitability, productivity, asset performance and efficiency. If the result performance "is only the result of the action", the action performance is apprehended from the means, processes, skills, and qualities implemented to achieve these results;

Finally, the success performance is a function of the representations of the success and varies according to the representations made by the actors, and more generally the entire organization.

For several years, the performance tends to be approached in a more global logic than the only appreciation of the profitability for the company or for the shareholder. The company's performance is also the result of its integration into an environment whose importance it is important to understand and master the rules of the game.

Summarizing the points of view of Borman and Motowidlo (1993), Coleman and Borman (2000) and Katz and Kahn (1978), conceptually there are some differences between the notion of contextual performance and the performance of tasks. (1) the performance of the tasks directly targets the technical level of the organization and the contextual performance is closely related to the organizational environment, the social environment and the psychological environment; (2) contextual performance is voluntary and closely linked to persistence, help traits, cooperation, motivation or personality; (3) the performance of the tasks corresponds to behaviors related to the formal roles and responsibilities, whereas the contextual performance refers to behaviors that go beyond the formal role, usually not specified in the official job functions.

Thus, the performance of the tasks is based on the qualifications of the worker and his motivation to carry out his tasks. Contextual performance relies instead on the worker's interpersonal skills, motivation to maintain good working relationships, and helping others to effectively complete the work (Xie jinshan, 2001).

The link between motivation and performance

Lu da, (1994) in Ping Wang (2011), finds that the use of appropriate motivational strategies can improve performance. The specific reasons are as follows: (1) high and low levels of motivation may negatively affect work performance, only moderate and realistic motivation can mobilize staff enthusiasm at work to improve performance; (2) Motivation is one of many important factors influencing performance (that is, work performance is a result of many objective and subjective factors, including motivation); (3) motivation affects work performance, and in turn, work performance also affects motivation, under certain conditions, motivation and performance reinforce each other.

at. The performance of an organization

Haclanan (1987) and Sundstrom et al. (1990) cited by Ping Wang (2011), indicated that team performance corresponds to the actual results to be achieved, ie the Target targeted by the team, including mainly the following three aspects: (1) the production of team (quantity, quality, speed, degree of customer satisfaction); (2) the results of the team have some impact for each member; (3) elevate the team's ability to work to work more effectively in the future.

Nadler (1990) in Ping Wang (2011) found that the team's performance mainly comprises three aspects: (1) achievement of set goals; (2) the satisfaction of the team members; (3) the ability of team members to continue collaborating.

b. Identify factors that impact team performance

Moreland (2000) cited by Ping Wang (2011), noted that the performance of an organization depends on the abilities of members, their personality, cohesion, organizational task, technology and systems. Reward as well as the

quality of the communication of the members and the behavior of the team leader. Simpson (1994) presents three main factors that influence the team's performance: the elements of the team itself, the support of the team by managers and other sectors of the organization, the internal process of building the team.

Chinese researcher Wang Chong Ming (2001) indicates that the main factors that affect work performance are the structure of the organization and its process. Factors in the team structure include the diversity of the organization's composition, its size and the combination of roles within the organization. Factors in the team process include team environment, team learning and self-management, team motivation, and team performance evaluation.

In terms of the organizational environment, Guzzo and Dickson (1996) have pointed out that past research on team performance typically neglects the relationship between the organizational system and team performance. Relationships between the team and the organization imply that major changes in the organizational system can result in team changes based on this system. People do not need to intervene directly in the team to change their performance. Organizational system interference can affect team performance. In this regard, Doolen et al. (2003) reported that the organizational environment influences team performance, the organizational environment can be divided into the following: the management process (strategic planning and other activities), organizational culture (values and standards of action), the organizational system (ie the management of human resources and configuration in the organization, such as feedback, training, reward systems, etc.).

Amraoui Djamel and Hafsi Nadia (2016), find in their study that to ensure the performance and smooth functioning of companies, managers must master the management of human resources and give more importance to the human factor knowing that there is an element important enough to mobilize and energize the latter, so we must look at the different factors that motivate people. They conclude in their research within the company Cevital, that the salary factor occupies a primordial place in the motivation of the employees because it is the employees who consider it the most important.

To carry out this study, we started from the observation that in the management of human resources the interpretation of any act of failure in the performance of tasks in a workstation or of a simple insufficiency of production, is qualified act of incompetence within the Ruashi Mining enterprise, this would sometimes cause employees to be subjected to professional trainings which bring little change, or even change, by the fact that employees may be in a state of demotivation at work without human resource management being aware.

This observation allowed us to raise the following question: what are the factors underlying the latent motivation and their influence on the performance of Ruashi employees in Lubumbashi?

Following Alexandre-Bailly, F. et al (2013), who say that intrinsic motivation (latent motivation) is linked to the person's personal motor, to what drives him from within to turn to this or that activity. We posit that the factors of the latent motivation underlying the work performance of Ruashi Mining's employees are: consideration at work, safety at work, good working conditions, good relations within the company. group and in the work environment and encouragement.

2. Methodology

2.1 Field of investigation

This study was conducted at Ruashi Mining in Lubumbashi, DRC. It was based on the data collected by the indirect administration questionnaire, which we sent to the agents and foremen, our own prolonged observation on the site. The processing of these data was done through the chi-square test.

Method and technique

The survey method accompanied by the interview and questionnaire technique allowed us to have information on the situation that is the subject of this study in Ruashi Mining.

The processing of this information was done using Pearson's Chi-square statistical test whose mathematical expression is $\chi^2 = \frac{(fo-fe)^2}{fe}$ with $dl = K-1$.

3. Search Results

The results of this article revolve around the following themes: the types of contract under which the employees evolve, the judgment on the work done, the development of the employees by the work, other factors of the latent motivation and the influence of the factors latent motivation on performance.

3.1 Types of employment contract

We wanted to find out whether employees working under the permanent contract and those working under the fixed-term contract can have the same level of motivation at work. The table below gives us the detail.

Table N ° 1 relating to the types of contract

Type of contract	Frequency
Permanent contract	45
Fixed term contract	10
Atypical employment	-
Total	55

According to the data in this table above, 45 out of 55 participants have open-ended contracts, and this makes them motivated to work, because basically they are reassured of the stability of the job. On the other hand 10 others who have the fixed-term contract are demotivated at work, because intrinsically they are characterized by a feeling of instability of the employment.

By using the Chi-square statistical test, we find that the observed value χ^2 is 60.91 greater than the critical value of the table which is 5.99 at $dl = 2$, at the significance level 0.5. We conclude that there is a significant difference between employees with permanent contracts and those with fixed-term contracts in their motivation to work.

3.2 The judgment on the work done as

Table n ° 2 Relative to the judgment on the work done

Replies	Frequency
Yes	50
No	5
Total	55

According to the results in the table above, 50 participants say that making a judgment about one's job has an influence on work performance, because the more positive the judgment, the better the performance. However, five others believe that it does not affect performance, because one may or may not have a judgment on one's work, but arrive at a good or bad performance at work.

Using the chi-square statistical test, the result shows that the value of χ^2 observed, of 36.82 is greater than that of the critical value which is 3.84, with $dl = 1$ and significance threshold. of 0.5. Thus, we reject the null hypothesis and conclude that the difference is significant between the employees who judge the work positively and those who judge them negatively on their performance at work.

3.3 Employee fulfillment through work

Table N ° 3 Relating to the development of employees through work

Replies	Frequency
Yes	35
No	20
Total	55

The result of this table is that 35 participants agree that the work fulfills the employees and makes them motivated to work, but the other 20 admit that the work does not contribute to their fulfillment, and their motivation no longer depends on it.

The use of the Chi-square statistical test gives us the results according to which the value of χ^2 observed of 4.1 and higher than the critical value of the table of 3.84. At $dl = 1$ and significance level of 0.5.

We reject the null hypothesis and conclude that the development of employees through work is a motivating factor for them at work.

3.4 Other factors of latent motivation

Table n ° 4 on other factors of the latent motivation

Categories	Frequency
To be appreciated	2
Training	16
promotion	4
Condition of work	15
Good climate between confrere, superior and subordinate	8
Vision of the company	2
Mutual respect	8
Total	55

The data in the table above indicates that among the other motivators at work, employees recognize that:

- Two employees cited the appreciation at work;
- 16 employees support the training;
- 4 employees talk about professional promotion;
- 15 employees support the improvement of working conditions;
- 8 employees support the good climate at work;
- 2 talk about the vision of the company;
- And in the end 8 employees quote mutual respect.

With reference to the statistical test of Chi-Carré, the computation gives us the results according to which, the value of χ^2 observed is 25,73 higher than that of critical χ^2 of the table of the threshold of significance 0.5 and $dl = 6$.

We reject the null hypothesis and conclude that all the factors listed above are part of the latent motivation factors in Ruashi Mining.

Table 5 on the influence of latent motivators on employee performance at work

Replies	Frequency
Yes	55
No	-
Total	55

In this table, we find that the participants unanimously agree that the factors of latent motivation presented above have a positive influence on the performance of employees at work.

4. Research Discussions

The results of this study show that the factors of the latent motivation are: the type of contract (the contract of indefinite duration), the positive judgment of the work by the employees, and the blooming of the employees by the work. Added to this are other factors such as: appreciation at work, training, professional promotion, working conditions, good work climate, company vision, and mutual respect. These factors have a positive influence intrinsically. Employees of the Ruashi MinIng Company in Lubumbashi, DRC.

As attested by Alexandre-Bailly, F. et al (2013), who say that intrinsic motivation (latent motivation) is linked to the person's personal motor, to what drives him from within to

turn to this or that activity. Thus, the performance of the tasks is based on the qualifications of the worker and his motivation to carry out his tasks. Contextual performance relies instead on the worker's interpersonal skills, motivation to maintain good working relationships, and helping others to effectively complete the work (Xie jinshan, 2001).

Parallel to Lu da, (1994) in Ping Wang (2011), who finds that the use of appropriate motivation strategies can improve performance. The specific reasons are as follows: (1) high and low levels of motivation may negatively affect work performance, only moderate and realistic motivation can mobilize staff enthusiasm at work to improve performance; (2) Motivation is one of many important factors influencing performance (that is, work performance is a result of many objective and subjective factors, including motivation); (3) motivation affects work performance, and in turn, work performance also affects motivation, under certain conditions, motivation and performance reinforce each other.

Like Robert WHITE (2003) who assumes that everyone seeks intrinsically to interact effectively with their environment. Mastering the relationship with the environment provides a pleasure that leads each individual to acquire the necessary skills. According to WHITE (like MASLOW), a set of basic needs must first be met (hunger, heat, ...) Susan HARTER completes this approach by integrating:

- Chess
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A success perceived by an individual and whose origins can be attributed to his or her skills and control over the situation provides pleasure. This feeling leads him to become more competent in new confrontations with his environment. Of course, in case of failure there is perception of incompetence and decrease of involvement. This loss of motivation can be challenged by encouraging new attempts to control the environment.

This is why it is necessary to analyze the influence of all these factors on the employees of Ruashi, before concluding the good or bad performance at work.

5. Conclusion

This article aims to show how the factors of latent motivation influence the performance of Ruashi Mining employees in Lubumbashi, DRC. The results show that the factors of the latent motivation are: the type of contract (the contract of indefinite duration), the positive judgment of the work by the employees, and the blooming of the employees by the work. Added to this are other factors such as: appreciation at work, training, professional promotion, working conditions, good work climate, company vision, and mutual respect. These factors have a positive influence on the employees of the Ruashi MinIng Company in Lubumbashi, DRC. Which confirmed our prediction.

This is why it is appropriate to analyze all these factors to realize the incompetence of an employee.

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