MOTIVATION OF EMPLOYEES AS A PART OF HUMAN RESOURCES MANAGEMENT

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Abstract: Empirical research will show which elements have the biggest impact on employees and also it will take into account the significance of training as one of the key factors in employees’ satisfaction and general companies’ achievements. In this paper we will examine the importance of human resources within an organization, and also the impact of employee’s satisfaction in the office. Every organization consists of people, and if motivated enough, those people are going to complete their tasks orderly and contribute to overall growth in every business aspect.

Key words: human resource, motivation, employee training, motivator.

1. Introduction

When it comes to the business world and business operations in organizations, today emphasis is placed on the employees, their motivation, improvement, improvement of business processes, which all together influence the quality of the business of an organization (Martinović & Tanasijević, 2014:16). The most productive organizations were created by raising the awareness of the employees, making them actively engaged in the development process of the organization and making their work a pleasure.

The role of management in the entire business process is very important, because managers represent the link between employees and the organization and they perform an important task in the HRM and production processes in order to achieve employees’ satisfaction and the organization goals (Bahtijarević & Šiber, 1999:708). Besides the basic knowledge, managers must have theoretical knowledge in the field of psychology, motivational theories and knowledge of the organization as a whole (Martinović, Tanasijević, 2014:46). It is very important to impartially estimate the successful performance of employees and the possibility of their further development and promotion (Pantić, 2010:85). The policy of good interpersonal relations is very important, as well as involvement of workers in the decision-making process itself, their greater responsibility and the assessment of the burden of the employees themselves in order to gain full confidence in the system itself. These facts represent the basis for building a quality and long-term motivation system. It is necessary to make a division between the role of managers and human resources experts, although the greatest responsibility for the conditions of human resources in an organization is borne by its management. The factor
that manages all organizational resources, and therefore human resources, is very important. Because of certain specificity and complexity of human behavior, planning, development and employees’ rewarding, motivation and protection of employees, human resources management must be dealt with by special experts. New challenges are emerging in front of the organization and its management and human resources experts, because of constant changes, accelerated technological development and increasingly intensified competition. Based on a wide range of knowledge, abilities and capabilities of its manager and experts, one of the main characteristics of the modern service or human resources sector is its development function. The process of allocating roles and the division of tasks and activities between the organization’s management and the human resources department takes place in order to avoid possible misunderstandings and conflicts between them, all as a part of the work processes and changes (Milić, 2011:13).

2. Defining motivation
Motivation is a set of factors that stimulate and directly guide people to increase their efforts in order to achieve their goals. The word motivation comes from the Latin word *movere*, which means moving. As a general term, it contains: the wishes, needs and aspirations of the individual to realize them in a certain way in the business or out of work, (Dukić & Milivojević, 2011:34). Every motivated behavior is basically the need that a person becomes aware of and whose satisfaction he is trying to achieve.

In recent years, a lot of attention has been paid to the motivation of employees, because it presents a very important factor for each company’s business. Companies employ people with different ambitions, desires and needs that are not easy to satisfy. Prizes for good work can be material and moral, and when we talk about employees’ motivation, moral motivation turns into material (Robbins & Coutler, 2005:98)

For this reason, the usual assumption is that the major motivation is salary and other monetary benefits, such as monetary rewards, bonuses. However, many people are driven by the chance to advance in the workplace.

Not a single company finds it easy to motivate its employees, because different people have different motivators. Hard work is needed in order to fulfill the wishes of all employees and motivate them to join the company, give their maximum in the work and the company itself. If the company is well-versed with the employees and motivated by listening to their wishes and needs, they will create loyalty.

Motivators do not cause any activity, they are situations, which mean that they activate or stop certain activities. Also, the distinction between motives and motivators is very important because motives are necessary and motivators are the means to satisfy needs. Sometimes there is a need and without a motivator,
but their actions reinforce this need. There are different motivators, but their effect on employees is not the same and it depends on many internal and external factors. The task of the manager is to motivate employees, because they are forced to keep track of motivators that influence the motivation of employees, in order to timely take actions that will lead to a change in the situation and result in meeting the needs of employees.

According to Stoner et al. (1997), an experiment was performed from 1924 to 1933, whose the starting hypothesis was to change the illumination and monitor the performance of employees. It was done with a group of associates who were, like Stoner, certain that managers can motivate employees, if they give attention to them and take care of their needs, introduce pauses in the work process (Stoner et al., 1997:75).

In addition to the material factors, in the workplace are very important feelings. The worker must feel comfortable at the workplace, have a sense of belonging, because if it is the opposite, then there is dissatisfaction. The manager has the task of creating an environment in which all employees can give their maximum and feel comfortable at the workplace.

From the aspect of organizational theory and practice, the human factor is viewed through two related and complementary concepts: Human Resources Management (HRM) and Human Resources Development (HRD). Although these are related and compatible concepts, the fact is that the category of human resource management is to a certain extent different from the human resource development strategy. Human Resource Management, as a science and teaching discipline, study all major issues in the domain of human resources management in the work process or in the organization (Milić: 2011:9).

What is mostly expected of a manager is shown in the following figure.
The central point in the subject of interest and studies of human resources management are:

1) Management activities, which include planning of human resources, recruitment of potential candidates for workplaces, selection of registered candidates, development of employees (socialization of new employees, evaluation of employees’ performance, training and improvement, career management of employees), rewarding of employees, protection of employees, care for the implementation of labor regulations etc.

2) Human resources management factors, which include internal factors (characteristics of the organization, characteristics of employees and characteristics of the tasks that the organization deals with) and external factors of human resources management (characteristics of labor
legislation, labor market trends, market competition, consumer demands, cultural and other specificities and the like);

3) Organizational prerequisites for achieving HR function, which include, among other things, the division of roles between managers and experts, the organizational positioning of the service or the human resources sector, the structuring of professional tasks, etc. (Milić, 2011:12).

3. Levels of educational needs

We can distinguish four categories of educational needs. In this case, each category corresponds to different methods and levels of education.

- first level (focused on training employees for successful running of current affairs and elimination of gap between expected and actual success)
- second level (it is related to the expansion of individual knowledge and continually training for performing more responsible tasks within a particular job)
- third level (it is related to the development of individual careers and preparation of employees for performing appropriate jobs)
- the fourth level (it means programs of education and improvement based on assumptions about knowledge and skills in the future), (Mitrović & Kirin, 2008:73).

Also, when it comes to the education levels, there are four types of educational needs:

- basic knowledge and skills (required for each member of the organization because modern jobs require a higher level of specific knowledge and skills)
- technical, i.e. professional skills (include necessary knowledge, techniques, methods, procedures for successful performance of specific jobs)
- interpersonal skills (include the necessary knowledge and skills for successful communication and successful performance in all areas, especially for managerial assignments)
- strategic skills (they are most often part of the educational needs of middle and upper level managers, although they are increasingly necessary for other managers, as well as employees in general), (Drucker, 1995:135)

Factors that influence the success of education and training of employees are the motivation for learning and improvement, the application of basic principles of learning, the support of the organization’s management in the education of employees, as well as adequate determining educational needs. The motivation for learning is the desire of the employees to learn the content of the educational program. It provides an enthusiasm for education and
learning, as well as the determination not to forget what has been learned, but to apply it despite possible obstacles. The greatest responsibility for providing motivation for learning lies with the management of the organization. The roles and tasks of managers in raising motivation are to make the learning need permanent and immediate. Developing the organizational culture of learning is a responsibility and task of the organization’s management. It has to shape, nurture and develop a culture focused on learning, knowledge and to provide a climate in which people constantly learn something new.

The system of education of employees is the process of learning, which is based on specific principles:

1) General principles of learning
   - educated employees must be able and motivated to learn
   - educational programs are easier to implement, and educational content is remembered for a long time if they have meaning for the one who teaches
   - it should be known that there are significant individual differences in learning curves (some students learn faster and some slower)
   - it is best learnt and remembered fact learnt through active exercise and repetition
   - students should be constantly informed about the results that they receive during their training and improvement
   - a positive transfer of the learned should be ensured (a system of rewarding is one of the most important factors for learning and transferring of what has been learned).

2) Setting clear goals for learning and improving. Previous experiences indicate that employees are best trained if they are well acquainted with the objectives of training and improvement. It is very important for students to know what is expected of them, which they can hope for after training.

3) Good organization and coordination: co-ordination of the educational program implies activities that take place before, during and after its realization. It allows program participants to devote themselves to learning without undue delay, major difficulties and serious obstacles (Martinović & Tanasijević, 2014:72)

The need for transferring knowledge to other stations is increasing. However, this does not mean that every training and each training maximizes results. The basic assumptions for good results are:

- Effective in-service education focused on skills in which the organization wants to be different and unique.
- All employees should be treated as people with careers.
- The basic rule is continuous learning, education and training.
- Education at work is becoming more and more important.
Education is an important segment of the realization of the projected strategy. The need for education should be especially emphasized during the crisis.

The education system of employees implies a very active role of the line manager.

Education is used to convey the vision and values (control and management of the future will proceed through the enhancement of the vision of common values), (Bogičević, 2004:52).

Successful businessmen or good managers must have a very good formal education, which means that they have successfully completed the relevant faculties, specializations and doctorates. This acquired knowledge loses its power over time, as management practices take place in an agitated environment, so it is necessary to permanently innovate managerial knowledge.

It is obvious that a lot of new technology was introduced over relatively long periods of time, so there was plenty of time for production managers to slowly adapt to them and discover their capabilities, but now they must continuously learn. The first schools for directors had a fairly uniform universal program.

Modern organizations are forced to invest more and more in the process of education and training of employees. The most important features of the learning organization are:

- continuous learning and raising the level of knowledge
- transfer of scientific and acquired knowledge to others
- loyalty to learning
- creating new thinking models
- reliance on knowledge, skills, abilities
- strengthening competitiveness and strategic advantages through increasing knowledge

4. Research Methodology And Results
The research was carried out on the territory of Belgrade, in the period from September 15th, 2017 until October 30th, 2017. In the research participated 250 people employed in the social sector. As a research tool we have used a questionnaire, which, apart from general demographic questions, consists of questions related to the motivation of employees. Data processing was used by IBM SPSS Statistics, and the results are presented below in textual and graphic formats.

Based on the research results, it can be determined that out of the total number of respondents, 65% were women, 35% were men. Of the total number of respondents, the largest number (60%) is between the ages of 20 and 30, while the smallest number of respondents (3.3%) are between 51 and 60 years old. The largest number of respondents (56.7%) is working up to 5 years, while the smallest number of respondents (3.3%) has over 30 years of service. The
highest number of respondents is executives 70%, while the smallest number (3.3%) are middle level management. The respondents were asked to rank from 1 to 5 (1 lowest rating, 5 highest marks) on the Likert scale the current and desired status of the organization in which they are employed.

Chart 1: Desired state of possession of knowledge and skills of employees in companies (grades 1-5)
Chart 2: Current state of possession of knowledge and skills of employees in companies (grades 1-5)

In the observed sample of respondents for the required, current and desired condition in their organization (Charts 1 and 2) we can see the relationship of the current and desired state. It can be noted that the largest percentage (86.7%) estimated that in all aspects employees are trying to improve their knowledge and skills. While the smallest number of respondents (3%) rated desired and the current state with the grade 1 and consider it to be the least important.

Chart 3: Desired state of knowledge of working on a computer employed in companies (grades 1-5)
Chart 4: Current state of knowledge of working on a computer employed in companies (grades 1-5)

In the observed sample of respondents for the required current and desired condition of computer skills (graphs 3 and 4), we can see the relationship between the current and the desired state. It can be seen that the highest percentage, 73.3%, estimated that in all attitudes employees strive to improve their work on computers. While the smallest number of respondents, 6.7%, current knowledge of computers rated with the smallest grade 1 and consider it the least important.
In the observed sample of respondents for the requested current and desired situation in their organization for demonstrating the initiative in a workplace (Charts 5 and 6) it can be concluded that the desired condition was estimated by the highest number of respondents in the workplace, 86.7% rated with the highest score of 5. The smallest percentage, 3%, rated with the smallest grade 1 current situation of showing initiative. We can conclude that there is a present initiative in the organization.

In the observed sample of respondents for the required current and desired situation in their organization for expressing the possibilities for deciding on the way of doing the job (Charts 7 and 8) it can be concluded that when deciding on the method of work in an organization, the desired condition estimated the largest number of the respondents (86.7%) with the highest grade 4, while the current situation rated the lowest percentage (7%) with the lowest grade 2, from which we can conclude that there is a great possibility of deciding on the way of doing business.
In the observed sample of respondents for the required current and desired condition in their organization for evaluation of knowledge and skills in the organization, in the Charts 9 and 10, it can be concluded that when evaluating the knowledge and skills of employees, the desired condition was estimated by the largest number of respondents (83.3%) with the highest grade 5, while the current skills assessment assessed are rated with the lowest grade 1 by the smallest percentage (3.3%), from which we can conclude that the knowledge and skills of employees are present.

5. Conclusion

When it comes to business process and the functioning of an organization, we have to mention that human resources are the most important component of any organization and have the most responsible role. Motivation is a general term that includes: needs, desires, aspirations, drives, wishes, ambition, and so on. Achieving the effectiveness and efficiency of a business by proper human resources strategy is becoming an important strategic activity. This is done by performing multi-activity management of human resources management, which is a very responsible task in an organization. In this paper, we have found that many factors and their interactions have enabled proper management of employees in the organization. The employees in the organization influence the economic efficiency of the organization. They create and produce goods and services, control quality, place products, manage financial assets, determine the mission and vision of the company. Without effective people, the company would never achieve its goals. It is very important to be motivated and to take care of their improvement.

Based on the presented results, we can conclude that the employees’ attitudes are very important in an organization. Their initiatives should be evaluated and considered for promotion and improvement. It is also greatly significant if there
is a younger person in an organization who wants to continuously contribute to its progress. Also, from this research we can conclude that the motivation of employees can be achieved through giving them opportunities to make decisions and paying attention to their initiative for business changes. All this together affects the very training of employees, because they have to work on their own in a continuous manner and to maximally contribute to the organization in order to achieve better results in the market itself.

6. Literature


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