

THE INFLUENCE OF MOTIVATION ON EMPLOYEES IN ENTERPRISES IN THE REPUBLIC OF SRPSKA

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***Abstract:** One of the key problems of modern business is the inability of management to effectively motivate their employees. The most important attitudes towards work that directly affect the motivation of workers are job satisfaction and loyalty to the company. If this is achieved, the better results and business success of each company are achieved as well.*

Some of the modern methods of increasing employee motivation, the results of which can be directly measured in the company's results, are based on the active involvement of employees in setting business goals. To understand the behavior of each individual, it is necessary to be familiar with his attitudes and motives.

Motivating employees today is a strategic resource that gives each organization a competitive advantage.

***Keywords:** motivation, employees, methods, management*

INTRODUCTION

Employee motives are one of the key factors that determine their organizational behavior and fulfilment of organizational goals. It is difficult to define what it is that influences and motivates people to the necessary effort and what it would be that would move them to certain activities. Employees within a work organization differ from each other in their (needs, aspirations, expectations, values and preferences). The behavior of employed people changes in different situations and at different periods of their lives. Motivation is subject to the action of a large number of external and internal factors and is responsible for variations in the intensity of work behavior, enthusiasm, commitment and overall success. (Macura 2012: 282)

The quality of life in the working place of each employee is considered a key motivating factor. In companies in the Republic of Srpska (RS) there is no

continuous measurement of employee motivation and satisfaction, it is related to financial incentives.

Motivation is a complex phenomenon (force) that cannot be unambiguously determined, it initiates and keeps people at work in the organization, that is, it starts the activity and maintains it in the set direction. (Ćerović 2012: 209). Some people are motivated by money, some by job security, and human resource management needs to recognize which motives motivate employees in the organization, that is, it needs to recognize individual characteristics of employees to encourage employees to contribute to achieving the organization's goals. Motivation formulates the success of the organization because it provokes employees to constantly seek to improve the practice of doing the job, so it is essential for organizations to motivate employees (Kallimullah et al., 2010: 165).

Motivation is a set of factors that move and guide people and encourage them to persevere in their efforts to achieve a certain goal (Williams 2011: 232).

Motivation and motivation system should be established in every company and aimed at increasing the satisfaction of all employees, all for the sake of better work and achieving goals (individual or common).

ANALYTICAL MODEL OF EXPECTATIONS AND REALIZATION OF MOTIVATION

Measuring employee satisfaction is also of great importance for any good positioning of the company. An efficient management process implies an efficient and effective system for measuring employee satisfaction.

Measuring employee satisfaction becomes more reliable when answers are sought on the side of the real interests and needs of employees, which means that measuring employee satisfaction must always be accompanied by measuring employee motivation. In practice, the survey questionnaire is most often used as a technique for measuring employee satisfaction and motivation.

Many theoretical analyses the results of empirical research indicate that the demographic structure of employees is a very important factor in both employee satisfaction and motivation.

Determining the importance of certain motivational factors on the business functioning of each employee, and thus the organization as a whole, is the primary part of the research as a key aspect of employee motivation in production and service companies in Republic of Srpska. Economic indicators and a low standard of living, as well as the low purchasing power of the inhabitants of Republic of Srpska, show how higher salaries and other material

compensations motivate employees in areas of lower economic and social development.

Unemployment in Republic of Srpska is a big problem that is present every year and which is deepening. Based on the data available to the Employment Bureau of the Republic of Srpska, the number of registered unemployed persons has varied significantly from 2012 until today (Table 1).

Since 2012, there has been a trend of active labor supply, which indicates a decrease in unemployment, which continues until 2021. Most workers are employed in the manufacturing sector, followed by the wholesale and retail trade sector, the average salary in both sectors exceeds 70% of the average net salary paid (UUPRS 2019: 11).

The data from the table confirm the assumption that the standard of living in the Republic of Srpska is at an extremely low level. The focus of interest is also placed on the importance that capital owners give to motivating managers and other employees in the work organization. It is also necessary to determine what are the dominant incentives for employees in companies, to determine which socio - demographic factors affect the key motives of employees and how designed and represented the systematic motivation of employees in overall management activities in companies in Republic of Srpska.

Table 1. Number of employed and unemployed in Republika Srpska (2004 -2021)

	number of unemployed	number of employees	Unemployment rate (%)
2004.	139.989	236.239	37,4
2005.	151.599	242.624	38,7
2006.	143.219	248.139	36,2
2007.	139.825	258.236	34,0
2008.	135.102	259.205	34,2
2009.	139.536	258.634	35,5
2010.	145.343	244.453	37,3
2011.	150.344	238.956	38,7
2012.	153.458	238.178	39,1
2013.	149.284	238.640	38,7
2014.	142.675	241.544	37,7
2015.	135.585	245.975	36,2
2016.	128.464	257.001	33,3
2017.	125.275	255.034	30,5
2018.	119.973	258.363	17,2
2019.	114.670	261.693	11,7
2020.	109.368	265.022	8,4
2021.	104.066	268.351	Expected decrease 3,3

Source: Republic institute for statistics RS and mathematical model by author (Radosavac i Berjan 2019:90)

Also to enrich the existing theoretical knowledge about the problem of employee motivation and its share in the overall achievement of the company. Analyzing the business results of labor organizations in the Republic of Srpska, a small number of successful organizations is noticed, as well as a very small number of competitive labor organizations. The survey shows how much workers (from the lowest to the highest level of employees) are motivated for higher results at a time when about two thirds of employees have a monthly net income below the average net salary, and how much capital owners recognize motivational activities as one of the key factors for improvement business results, but also employee satisfaction, which is one of the prerequisites for the overall high achievement of the work organization. Managers need to play a major role in motivating employees to get them to give their maximum, using the motivational resources provided by the organization (Armstrong, 2001).

TECHNIQUES AND MECHANISMS OF MOTIVATION FOR WORK

Regarding the techniques and mechanisms of motivation for work, we can point out that there is no ideal choice of instruments. Motivation for work is a psycho-sociological category that arises from the attitude of individuals towards work and its willingness to engage in achieving the goals of work (Dobre, 2013: 53). The task of every manager is to get to know his associates well and harmonize the concept of motivation with the characteristics of their personality and their needs. For such an assessment, he needs a lot of knowledge and experience, especially in the field of management psychology (various knowledge where people are valued and valued more). Work motivation techniques are based on material compensations and intangible motivation mechanisms. Material (financial compensation) is a different form of motivation aimed at ensuring and improving the material position of employees and financial compensation for work.

These motivational forms include direct financial gains, which an individual receives in money, and indirect material gains, which contribute to raising the material standard of employees, and which they do not receive in salary or in the form of money at all (Čerović 2013: 212).

Material compensations are necessary to develop a broad motivational basis for different behaviors within the organization. When setting up a motivational system, each manager must adhere to certain rules: team execution and rewarding, to simply distribute the bonus, to take care

that the manager's salaries are high, and also to be small if business results are not achieved ... To attract new workers, each employer must check whether his salary is better than those offered by competitors. A "healthy policy" is to pay an employee based on its merit, linking his payments with his performance. In developed economic systems and countries, non-material compensations are becoming increasingly important, while in our country, salary is one of the most important motivating factors. Non-material motivating factors include: planned and time-limited change of employee's job and rotation from one job to another in accordance with his abilities and expertise, expanding and assigning jobs to employees, which increases employee responsibility and interest in the job, employee involvement in processes decision making, empowerment - the authorized employee has a sense of responsibility, that he is aware of the trust given to him, which further motivates him to work as efficiently as possible and flexible forms of working time - increase employee productivity, further motivate and encourage efficient work.

In practice, it often happens that the employee is highly motivated at the beginning of the work task, and that during or at the end of the work process there is a drop in motivation. The role of the manager is reflected in the recognition of changes in motivation, he must also understand the psychological structure of the individual, his needs and problems. Also, in order to achieve the maximum degree of motivation of employees, managers must know the needs and motives of the people they manage and know how to ensure their satisfaction (Vesić, 2010: 1). Certain guidelines have been set which managers should adhere to when building a quality motivational system, and they refer to connecting employees with jobs, using goals as specific tasks for employees, linking rewards with work performance and not neglecting the impact of salaries on employee motivation.

The greatest success of a quality managers is considered their ability to solve complex issues of employee motivation, which affect the improvement of efficiency, effectiveness and creativity. The system of rewarding managers consists of four parts: basic salary, annual cash rewards, long-term incentives and special benefits and privileges (Kulić and Vasić 2007: 351). These motivational measures are aimed at creating strong material motives for tying managers and their interests to the organization and its business interests.

Motivation is a directed activity - and the intensity of motivation is the amount of effort that is allocated to the goal, while persistence is the continuity of effort to achieve a certain goal (Abbah, 2014: 1).

CONCLUSION

In order to encourage full employment of employees, it is necessary determine the right ways for their motivation, i.e. their interest in the most successful work and business. More efficient work of employees during their daily activities leads to more efficient business companies. After the research, several factors were defined as motivational: opportunities for improvement and the possibility of career advancement, fairer rewarding system, regular payment of personal income, amount of personal income, good interpersonal relations, job security and stability of companies and salaries. In accordance with the results, possible suggestions for improvement employee satisfaction is: to recognize individual differences, individualization of awards, linking rewards with work results, training of employees, harmonization of material compensations with what has been achieved by employee performance.

Different business conditions, different business strategies, different goals require each organization to create its own system of measuring employee satisfaction, and to find ways to constantly maintain the satisfaction of its employees by applying motivational methods.

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