MOTIVATION FACTORS AS A FREE PRESSURE OF PERSONNEL

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Abstract: In the modern world, the huge role of the leader in the successful mobilization of the staff for the achievement of the organizational goals is manifested, by activating the personal participation of the employees, enhancing their creativity, attachment to the organization, understanding the need to achieve identity and identification with the organization, achieving of personal satisfaction with success. The central role for the successful implementation of all processes in the organization belongs to the leader-leader and his ability to inspire and mobilize the members of the organization. To this end, the role and importance of motivated staff in the successful achievement of organizational goals must be recognized. Personnel management is a key factor in motivation and motivation. Motivation, as one of the most important processes for understanding human behavior, is a unique phenomenon because it reflects the complex nature of the individual, but also the set of mutually conditioned elements, approaches and chains of dependencies of the internal and external environment in the realization of organizational goals. . In this environment, fast and skillful managers with leadership behaviors succeed, which motivate employees to rationally define strategies and identify the essence of the organization, striving for successful implementation of the organizational strategy. Employee animation takes place in all organizations and in all periods of their work. In the conditions of high competitiveness and fierce competition for the market to survive and secure conditions of development, the organization must create different goals that they contain high level of labor productivity and product quality, continuity of innovation process, constant communication with consumers and professional development of employees. The task of the management of the organization is to constantly encourage the employees to better cooperation, greater commitment and dedication in the work. For successful leadership, in addition to organizational skills, the leader must have the skills that need continuous improvement.
Keywords: motivation, management, factors, staff, collaboration.

1. INTRODUCTION

Today, it is believed that a 21st century leader will need to have four basic characteristics: to be a global strategist, a master of technology, a politician "par exellence" and a motivator leader. Only the manager who manages to "reorganize" his associates quickly and creatively, as well as his company, will be able to survive and fight the competition. A motivational leader transforms people and assures them of shared values; he is more of a coach than an instructor, with determination and charisma.[97]

The word "motivation" is often used in management and still causes unusual emotional reactions among so many people around the world. It is among the six most commonly used words in corporate terminology. However, its frequent use does not mean that it is understood correctly. On the contrary, many managers associate motivation solely with material incentives in the team, with remuneration. They do not understand the role of those mechanisms of influence on human motivation, which are unique only to the leaders in the labor collective. Something more, not only do they not understand this leadership role, they do not appreciate its power of influence. Leadership characteristics can be explored and applied to groups, teams, communities in a particular region, at a particular time, within a particular community. They are dynamic, highly variable, but at some point in time they can be successfully implemented. Therefore, research and conclusions in the dissertation can successfully find effective application in the music organizations of the two neighboring countries, but for a relatively long period, of course. Basic approaches are naturally based on the enduring conclusions of classical theories in personality behavior.

2. MOTIVATIONAL FACTORS

Motivation factors are factors that lead to satisfaction and motivate employees to work harder. Examples are the enjoyment of work, the sense of recognition of collective and career advancement.
In the process of motivation, on the one hand, the organization is involved, and on the other, the contractor. In order to successfully motivate, the manager must be familiar with the basic motivation process (need-goal-expectations),

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[97] Vuich, 1999, p.1.

the factors that influence it, with the real evaluation of the performers. In business, managers need to know all the motivational factors that are available to them. They also need to know the right application, or combine it, because each individual can satisfy the same need in different ways.

The driving force behind behavior is usually considered to be the energy forces of people that drive them to a certain behavior. In many cases, the environment has an impact on these forces. The second factor relates to the target organization - behavior that drives and seeks something. The third factor is the forces specific to each person and those of the external environment, which re-activate their driving forces and direct their energy.

The reason that provokes the motivation of human resources in the organization is the emergence of unmet needs. They push the individual to take certain actions. He ranks them in order of importance and chooses his course of action. His choice is influenced by many factors, such as value understanding, life circumstances, characteristics and more.

In practice, this process does not always proceed smoothly because the individual may have difficulty choosing between two needs that seem equally important and urgent. Even when making choices about the importance of needs, it can be difficult to choose the right course of action. The individual takes action after having understood what is essential to him. A limiting condition is also its ability. Even so, he may fail to achieve his goals because he has overestimated himself. If an individual is deemed to have satisfied their needs, they will no longer be determinative of their behavior. But if the need is not completely met, the person again faces the choice of whether to continue to consider it essential or to refuse to act on the problem.

The processes of motivation provoke cooperation, empathy, commitment to the common goals of managers and contractors. Managers need to skillfully apply different motivational techniques to suit both situations and contractors in order to make this process not a one-off action, but a continuous solution to the human resources of the organization.

In order for managers to make the most of the potential of staff and each of their members, they must offer them opportunities to meet their needs. A major problem in this area is the integration of the goals of the organization with the personal goals of its members.

There are two types of motivation - internal and external.

Internal motivation is understood to mean all the inherent drivers of activity.

The individual is willing to perform a particular task because his or her tasks are consistent with his or her belief system. Among other things, there is a need for self-actualization, for challenges, emotions, as one of the most important motors, personal goals that one wants to achieve and others. In the case of intrinsic motivation, the activity itself is rewarding, so no stimulants and penalties are needed.

External motivation focuses on external causes, rewards, punishments, social environment, which means that the behavior is motivated by someone external a factor that drives an individual into an activity in the hope of winning a prize.

Motivational factors are things that encourage individuals to act. These are also the means by which conflicting needs can be combined or the need to be emphasized so as to give priority to other needs.[98]

The motivational factors are those effects of the social subject of the general economic and social environment, as well as of the environment in the enterprise or organization on the employees, which determine their motivation in the work process, their desire to achieve a goal.

Motivational factors can be divided into two main groups:

- general motivational factors, effects of the general economic and social environment on the individual;
- immediate motivational factors, direct employer effects on employees.

Motivation factors are motivators that are able to generate increased enthusiasm and commitment of employees. These factors influence the need for personal development, greater achievement and recognition. Therefore, challenging, engaging and relevant work that enables the expression of all the capabilities of employees, along with the appropriate motivational approach and management style, is a powerful tool in the hands of leaders.

There are two groups of stimulation factors: tangible factors for work motivation and intangible factors for work motivation.

The material factors of motivation for work include: salary, pension, opportunity to solve the housing issue, profit sharing, share ownership, etc.

The group of intangible factors of motivation for work include: pleasure in performing a certain job, career development, partici pation in management, harmonization of relationships, etc.

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[98] Weichrich / Konz, 1998, p. 64

3. MATERIAL FACTORS OF MOTIVATION

The material factors of work motivation depend on many family, educational and social circumstances.

Salary is a significant form of direct material motivation for work. According to Bogicevic, it cannot be observed separately because there is no automatic motivational effect in the sense: higher pay - higher motivation - higher labor efficiency. Employees see earnings as income within the framework of exchanges with employers, where earnings can be either a reward for membership of the organization or compensation for a job well done. Employees can also see earnings as a gain from investing in their own education and development.[99] On the other hand, business owners believe that earnings should be directly related to the financial performance of the enterprise and, in comparison with other costs, treat it as the enterprise's highest expense.[100]

According to Bogicevic, the main role of the remuneration system in the organization is to align the individual interests of employees with the strategic goals of the enterprise by attracting and retaining capable people, encouraging and assisting employees to develop their own abilities and knowledge, motivating employees and fostering a culture , in which employees are concerned about the success of the enterprise in which they work.

The importance of the amount of pay as a motivating factor changes depending on the characteristics of social development. In times of crisis, this importance increases. People are especially sensitive when they have something and lose it, any restriction is perceived as a threat to existence, and this leads to a situation where higher motivation factors give way to lower motivational factors.

Pension is a flat-rate cash benefit that is given to a person with a defined length of service and years of service and is usually paid monthly. Depending on the conditions under which it is received, the pension may be for a length of service, invalid or inherited.

The pension may be considered a form of deferred payment. It is the most widespread beneficiary, affecting more than half of the working population. In addition to monetary compensation, retirees may have other benefits, such as the right to enjoy reduced fares on urban transport.

The characteristics of the pension, as a motivating factor, are:
- attracting and retaining quality workers;
- improving interpersonal relationships within the organization;
- better working conditions, etc.

In order for the salary, as an important motivating factor, to be effective in practice, the pay system must meet the following requirements:
- uniform assessment of jobs and working conditions;
- harmonization of criteria and standards for determining wages;
- flexible salary adjustments depending on individual performance.

Opportunity to solve the housing problem. The apartment has a specific stimulating effect on employees at all hierarchical levels, and especially on employees who are married and have children but have not resolved their housing issue.

Profit sharing implies incentives in the form of part of the organization's annual profits and is most often paid in cash at regular intervals.

Ownership of shares. The classic way of buying shares involves the ability of employees and managers to buy a certain percentage of their organization's shares at some point. There is also a second opportunity to receive shares and this is done through the so-called. share-based acquisition plans, on the basis of which the company contributes a portion of its shares - or cash to purchase those shares - to a strategic fund set up to purchase shares from that company for employees.

4. INTANGIBLE FACTORS OF MOTIVATION

In addition to material compensation, employees' motivation is influenced by intangible incentives to work. Not infrequently, employees are completely unaware of these incentives, and yet they successfully channel them to a particular form of behavior. Developmental motivation factors have subtle impact mechanisms, their relationship with the goals of motivated behavior is weaker, and goals are more difficult to define. According to Jovanovic-Bozhinov, the group belongs to the appropriate design work, pleasure in the performance of certain work, career development, partici- pation in management, harmonization of relations, flexible forms of working time, etc.[101]

The pleasure of doing a particular job. The pleasure of doing a certain type of work is a very important internal motivator, it stems from the positive connection between the employee and his task in the organization, as well as

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[99] Bogichevich, 2003, p.267
[100] Hal, 2000, p. 121-129
[101] Jovanovic-Bozhinov & al., 2004, p. 255

from the high harmonization and adaptation of the employee to the work and vice versa. The more diverse the knowledge that the employee uses in his work, the more he perceives it as meaningful and meaningful. The greater his autonomy in work, the greater his responsibility for success and failure, which leads to greater commitment to work.

Proper goal setting is also very important for motivational programs. Goal setting theory says that goals are related to increasing labor efficiency because they mobilize for effort and development. Goals should be understandable and acceptable, and employees will find it easier to accept if they feel they are involved in the goal setting process. Goals must be specific, consistent and stimulating enough. Well-justified goals are a strong motivating factor, because with the goal that is accomplished and with each successive goal, confidence grows.

Feedback is a very important motivational factor that involves giving people information about their work. Feedback can be positive and negative. Positive enhances motivation, promotes self-confidence, enables professional development, raises organizational expectations and performance standards, strengthens desirable behaviors, leads to open relationships and mutual trust, learns how to work and shows that work is monitored and appreciates. In order to have a positive motivational effect, the feedback should be accurate, objective, specific, sincere, credible, consistent and behavioral oriented, not the employee's. The negative feedback is intended to indicate the negative and undesirable things in the employee's behavior in order to be punished in a timely manner.

Prizes are usually awarded after certain work successes or years of service. Most often they are given in the form of cash, gifts, oral or written acknowledgments. They can be standard rewards (salary supplements) and situational rewards (day off, paid leave, luxury business car, nicer office).

The remuneration must be fair and timely.

Praise is always a powerful incentive to work because it satisfies the human need to assert one's self before one another and others.

Punishments are often associated with the person who imposed them, not the action that triggered them, and instead of acting as a regulator of behavior, punishments can disrupt interpersonal relationships. Reprimands are a disincentive to be avoided.

Partisanship in decision-making is a process of employee involvement in management decision-making in the enterprise. The primary goal of partitioning is to keep employees motivated to work and to achieve better results. Most often there is no predefined right of employees to participate in the decision, it all depends on the situation, the will and the decision of the competent in the organization.

Career development opportunities are a very important motivator as it contributes to greater satisfaction and, at the same time, is an acknowledgment of the employee for his work and is a reflection of the managers' confidence in the employee's ability to do their work with greater responsibility. Career advancement involves different vertical movements of staff towards better paid jobs, places with better working conditions, greater freedom and responsibility.

Interpersonal relationships are an indicator of the overall socio-economic climate. The forms of interpersonal relationships with the most motivating / demotivating effect are: competitions, cooperation and conflict situations. Social development is the only timeless and ubiquitous ideology. Conflicts and disagreements, on an individual and collective level, are immanent in the human species.Conflicts of interests and valuesare universal and in constant process of development.[102]

Harmonization of relationships within the organization is a process of eliminating the status differences between employees with different functions in the organization, with the ultimate goal of eliminating all differences arising from the status of employees. There are also known barriers that can impede the path of harmonization of relations within the organization, and the biggest barrier is the costs that result from changes in the equalization of status, rights and working conditions of all employees.

Design work. Excessive division of labor and specialization in work have negative aspects, which are reflected in the uniformity, boredom and apathy of employees. The most well-known strategies applied in this case are: job rotation, job enlargement and job enrichment.

Empowerment involves sharing power with others. The empowered employee feels more responsible, aware of the trust they have been given, and this further motivates him / her to work best.

Flexible working hours not only increase employee productivity, but also further motivate them to work effectively.

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[102] Radovic, V. & Cvetanovic, I., 2018, p. 2405

5. CHARACTERISTICS OF LEADERSHIP SKILLS

For successful leadership, in addition to organizational skills, a leader must possess skills that need to be constantly refined. Seven key skills are mentioned in the professional literature: communication, motivation, strategic thinking, talent discovery and development, analytical skills, creative thinking and adaptability.

Communication skills. The leader is above all an effective communicator. The position of manager implies the emergence of many roles that require a special type of communication. For example, for subordinates, the manager is the person who has to make the decision or solve the problem, and for those above him the person is the one who has to achieve results and contribute to the business development. The success of a manager depends to a large extent on his ability to communicate effectively with others. He must both understand and be understood. Open and direct communication, whether direct or through new information and communication technology, is crucial in every respect, so it is very important to understand the ways in which we manipulate with others. There are different ways to choose our attitudes and desires, manipulation should not be the only one.[103]

Motivational skills. "A leader is one that you would follow in a place you would not go alone" (Joel Barker). A true leader is one who has the ability to unite people, motivate them to work without coercion to achieve their goal. People follow a leader because they trust him and can count on him. A true leader has the ability to help people become better at what they do. It creates an environment that attracts and motivates people based on mutual cooperation, not fear. The company's managers are expected to achieve high productivity, contribute to improving the company's performance and maximizing profits. To meet these expectations, managers must be able to motivate their subordinates.

Strategic thinking. What distinguishes leaders from ordinary managers is their ability to look ahead, to the future, to set a goal and to move toward it, adhering to principles rather than rules. In short, this is strategic thinking - vision, purpose, principles. Only in this way are competitive advantages achieved and results achieved.

Finding and developing talents. The leader has a sense of talent. He is able to recognize those special qualities, knowledge and skills that make an employee exceptional. The presenter does not feel threatened by the talented people of his team. On the contrary, he encourages the development and improvement of the special skills of his employees, because he knows that only in this way can he achieve better results for the benefit of the company. The ability to detect and develop talent largely depends on the manager's communication skills. With the help of them, he can motivate his people to find the best in themselves and use it in their business. Many successful leaders are challenged to bridge the gap between work, management and business skills. Very often these skills are present, but not used in the best way, because managers are too busy with day-to-day business and succeeding in global business. When these skills are perfected but not used, they can be broken and lost.

Analytic skills. The manager makes decisions and solves problems. The first usually involves the second - often making a decision to solve a problem, and a good decision is usually made once, while solving several problems. In order to effectively cope with his leadership responsibilities, the manager must improve his analytical skills. This is achieved through the study and application of analytical approaches and techniques that enhance the effectiveness of the decision-making process.

Creative thinking. The leader always has new ideas and easily exceeds the standard limits. Creative thinking is reflected in the ability to generate original ideas. Contrary to popular belief that creative thinking is a given, experts in personality development prove that it, like any other skill, can be acquired through learning. A number of approaches and techniques have been developed through which each individual can develop the ability to think outside the box and creatively. All it takes is desire, perseverance and consistency.

Adaptability. In business, only change is constant! Thanks to it, new technologies, communications and all the processes that result from them are rapidly evolving. It is essential that the manager is able to anticipate the change and make the most of the opportunities it offers. Only adaptive ones succeed.[104]

Prof. Boykov believes that for the modern leader there is no impossible task, there is only a task for which there is currently no solution, but it is being sought hard.[105]

6. CONCLUSION

Motive and motivation are very important psychological factors in management. In order to succeed in an area, an individual must have adequate abilities, resources, working conditions, but also motivation. Managers need to take into account the motivation of their employees, because it is a means of regulating relationships within the organization, but in order to maintain it, it must be constantly cared for and renewed from time to time. Motivational

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[103] Boykov, V. & Goceva, M., 2019, p.1233
[104] http://leader.vuzf.bg/p=475
[105] Boykov, 2016, p. 125

management is accomplished by selecting and implementing appropriate incentives from managers. It is necessary to create adequate working conditions that are acceptable to the employee, inspire him and satisfy some of his needs, and the incentives are able to meet the specific needs, needs and interests of the particular employee.

Managers need to create conditions that will encourage employee engagement and channel their behavior to higher goals.

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