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**THE CONCEPT OF MOTIVATION AND MANAGER'S APPROACH TOWARDS IT**

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**Abstract:** In the current state of play concerning economic development towards the success of the enterprise, decisive factors are the employers with high potential and dedication to the enterprise. To achieve this goal, to a large extent affects the compilation of a motivational platform that will serve as a stimulating structure of human resources at the enterprise. The motivation concept besides achieving the goals of the employer, should also be combined with a balance between work and life (work-life-balance). Motivation can include one or more goals, such as preserving and increasing the commitment of actual workers, their strengthening links with the existing enterprise and higher commitment to new workers. The motivation plan should have a timetable and a planned cost. The purpose of a motivation system that should be part of the management concept, that will increase job satisfaction and which would result in motivation of workers and all this should encompass assessment system with the aim of developing the systematic motivation.

The paper contains a brief summary of the motivational issues and will focus on the applicable aspects of employees' motivation at targeted enterprises. Moreover, the main purpose of the paper is to analyse the current state of the managers motivational concept and their assessment on the impact of motivational instruments on human resources management. To prepare this paper, human resource management literature was studied, with special emphasis on motivation. Empirical research was conducted through surveys during last year's period involving enterprises that have more than eight employees in the surroundings Municipality of Gostivar.

**Keywords:** motivation, human resources, managers, enterprises

## 1. INTRODUCTION

Just like any other word, there are variations of definitions to describe a concept. Motivation too has many different definitions, but it is important to focus on those that are related to the workplace. Understanding exactly what motivation is, will help managers decide what actions to take to encourage their employees. The definition of motivation starts with the root word "motive". Webster's Dictionary defines motive as, something that causes a person to act. Therefore, motivation can be defined as, the act of providing motive that causes someone to act (Shanks, 24). In other words, according to Nancy Shanks, motivation causes someone to act and someone else cannot make someone motivated. It is the discretion of the person to decide if they are going to be motivated or not. Motivated and unmotivated are not opposites, but instead, there are determining factors that could cause someone to be unmotivated, such as life events and attitudes towards a specific job. Employees make up an organization and if they do not have organizational commitment, then there is no incentive to excel at their jobs. In a study done by the Society for Human Resource Management, they found that eighty-six percent of the people they surveyed were satisfied with their jobs (SHRM). This number could increase if the soon to be discussed techniques are implemented in the specific work sites. In a different study by Career Vision, they found that thirty-three percent of employees feel as though they have reached a dead end in their career ("Job Satisfaction Statistics"). The research presented will discuss the research and theories of motivation, then prove there is a need for motivation in all workplaces and explain the most effective ways of motivating employees with financial and non-financial means. The final question is: how and in what ways can managers motivate their employees to make them more productive to the organization?

## 2. LITERATURE REVIEW

The motivation terminology is varied among many research fields like psychology, biology, philosophy, behavioural studies, business studies and many others. It is pointed out by Steers, Mowday and Shapiro (2014) that the term motivation has its root originally from a Latin word for movement (Latham, 2012:3). The term is generally used by both researchers and practitioners to indicate people's intention, direction and consistency toward their work (Gallstedt, 2003). Many researchers in psychology field stated that motivation is the force that begins, guides and maintains the oriented behaviours which consist of both sets of internal and external factors. While other researchers and scientists believed that motivation is a process of placing an effective guideline and direction for activities according to condition of a person which decides how enthusiastic and how goals oriented that person behaves. In

work context, motivation is a process that comes from the interaction between an employee and the work environment in which it is identified by a certain level of willingness. Employees are willing to invest more effort in their work in order to gain a specific need or desire that they hold (Beardwell & Claydon, 2007:491).

Although there are plenty of definitions of motivation that are different in wording, however there are certain elements and underlying ideas that are prevalent. The five common underlying ideas that pointed out by Vera (1995) are:

- Motivation has an impact on productivity.
- Motivation is an intrinsic and within oneself phenomenon or process.
- Motivation stimulates people to gain their objectives.
- Motivation connects to psychological, social status and relations and economic satisfaction.
- Motivation refers to creating a working environment that helps employees to achieve work-related goals and gain the maximum personal satisfaction at the same time.

### 3. METHODOLOGY

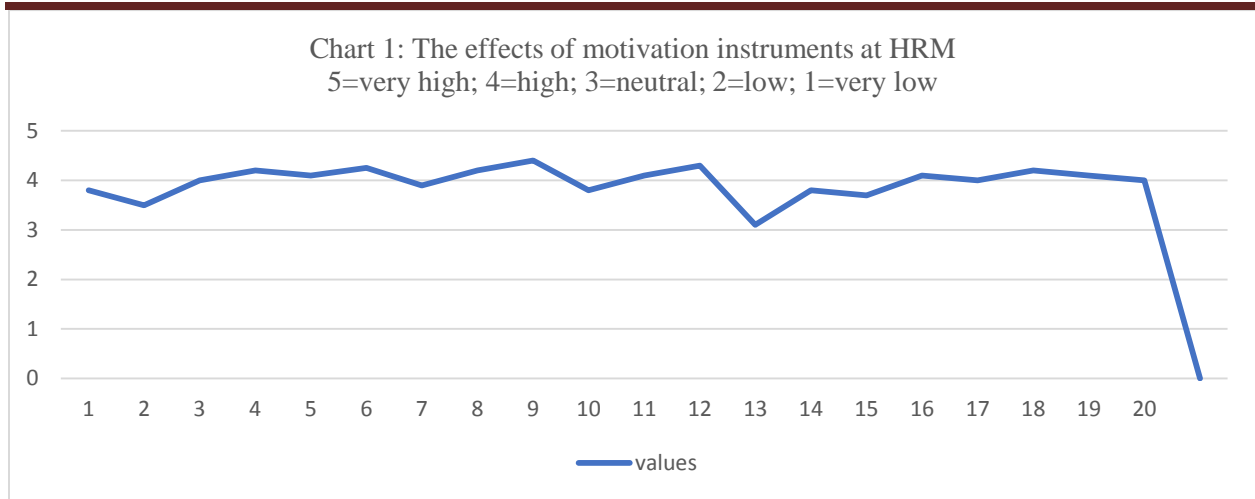
The quantitative and qualitative research methods are being used in conducting this research. The initial questions in the survey are designed to learn about the important motivational factors, evaluation of employees' satisfaction in term of the job itself, working environment and management. The second part of the research is qualitative research which aims to perceive the knowledge and insights of why those factors contribute to improving motivation. With this method, it will allow data collection process to be all encompassing and the view of individual to be exposed. The employees who are being interviewed have the opportunity to answer all the questions and explain them. The survey was conducted in Macedonian and Albanian languages.

### 4. RESULTS AND DISCUSSION

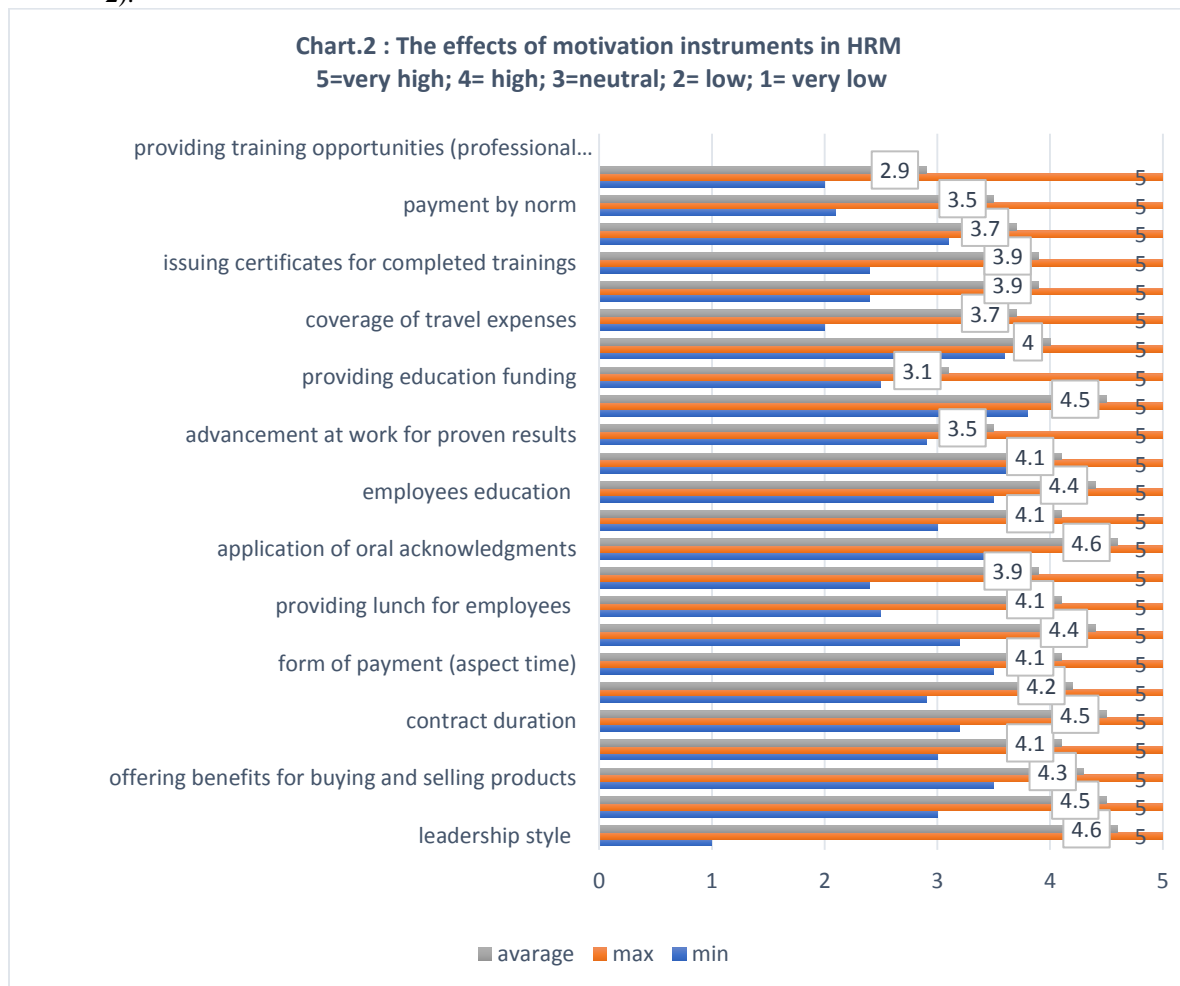
The findings reflect the impact of the used motivational instruments in the management of human resources under observation as a factor that causes and fosters an energetic job attitude.

Out of the 25 registered production enterprises that are using agrarian products as raw/first materials, based on the criteria set out, 15 of them met the criteria. From the targeted enterprises were surveyed 15 managers. The research shows that:

- The manager structure from that were surveyed is as follows:
  - Surveyed by gender: 25% female and 75% male
  - According to age group: 20% were 18-25 year old, 30% were 26 to 35 year old, 20% were 36-45 year old, 18% were 44-55 year old and 12% were 56-65 years old.
  - Respondents by education: 45% had secondary education, 45% had completed university studies while others had only primary education.
  - Of the respondents, only 40% had been trained in the field of Human Resource Management, out of which only 30% had a motivation plan.
- From the surveyed enterprises only 32% have the Human Resource Management sector. According the survey, even those companies that have the HRM sector and those that have not, again the way of thinking and decision-making depends from the owner of the enterprise, respectively from the senior manager.
- From the enterprises included in the survey, respectively 25% were working with flour products (breads, pastries and fresh sweets), 10% of milk processing activity, 20% of them were dealing with the mushroom cultivation, 25% were from wheat flour production and 20% of surveyed enterprises were from fruit and vegetable juice production.
- The biggest (highest) effect of the HRM motivation instruments is noted in the respondent manager with linear number 9, with a value of 4.43 units out of 5 possible (graph 1), where we are dealing with an enterprise with 23 employees from which 6 employees were with university level, out of them two are continuing Master studies. The lowest level of impact of HRM motivational instruments is noted at respondent number 13 with a value of 3.15 units out of 5 possible (here we are dealing with managers of age 56-65 years old that are having employees 9 persons out of which 6 with primary education and 3 with secondary education).



- The summary of results from the opinion of surveyed managers on the effect of HRM motivation instruments results in the assessment that the effect of HRM motivation instruments, expressed in average value is 4.02 units out of 5, respectively, the motivation instruments have a major impact in HRM (graph 2).



## CONCLUSION

Motivation is a complex concept and can help or harm an enterprise/organization depending on how it is used within an organization. If a manager takes the time to understand the needs of his/her employees, then the recognition can be extremely useful. Managers are not the only ones who can recognize others in the workplace. Employees can recognize each other as well. It has been proven to that one cannot directly motivate someone else, but they can give them the tools they need to motivate themselves. From the conducted research in the production enterprises that have more than 8 employees in the Municipality of Gostivar, it may be concluded that:

- Motivation is hard issue since it is:
  - A broad range of managerial engagement
  - Motivation instruments/Motivators are many in number and this makes it difficult to choose them
  - The same motivator affects differently at different individuals at the same time and at the same individual in different periods of time. This makes harsh to establish a correlation between the instrument of motivation and performance.
- There are still no applications for many motivational instruments such are: award based performance, participation in material distribution, participation in success, co-operative style of leadership, paid vacations during the education, motivation through the HR Office according to actual needs, staff assessment supervision, appraisal of the supervisor, etc. The causes fall at the approach of the business owners to this problem, manager's skills and to their views influenced by the level of economic and educational development.
- Providing professional development services to managers for the possession of other motivational instruments is a need that in order to be implemented, it is conditioned by governing the instruments and the ability to implement them.
- In order that the implementation of the motivation instruments to have a positive impact on HRM and thus to the success of the enterprise, we suggest that managers to:
  - To be aware the ones what they decide for motivation in the enterprise.
  - Should always think that they are an example to others and therefore are at the central point to the co-workers.
  - Must aim to feel for what they are planning to seek.
  - They must strictly adhere to the rules, principles and values that they require from others, so that their associates are also respecting.
  - To be able to control their behaviors, and to allow their assessment by others (collaborators)
  - Must behave just as their associates expect to behave. Start with good examples.
  - Must act on ethical and moral principles what they represent.
  - Must act on the clearly defined business principles of the enterprise.
  - Have to treat their associates seriously and respect each of them individually based on their training/education.
  - Communicate openly, and to be open and critical on their behavior as well
  - Need to create an atmosphere of mutual trust through clear and transparent decisions
  - Need to rely on taking responsibility and to demonstrate how to delegate authority to accountability.

Motivation of human resources should be based on a plan drawn up inside the enterprise that would be in accordance with the strategic plan of the enterprise, build up on the needs and individual requirements of the employees. Managers are the resources for employees and they should make sure that their work environment is pleasant and desirable. This will help the productivity and improvement of their employees. If the above suggestions are implemented properly, managers will have a fully motivated team.

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