

MOTIVATIVE FACTORS IN THE MANAGEMENT OF ORGANIZATIONS

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Abstract: In the 21st century, effective governance of organizations is a key economic priority, an important part of implementing reforms and ensuring sustainable development. Management must be based on the understanding that people are a key factor in the organization. Building relationships that are based on values such as honesty, fairness and trust, ethical behavior, proper evaluation of one's own actions, proper evaluation of the actions of others and solving specific conflict management tasks is an element of the new managerial culture of the manager. To the individual, to teamwork and to the performance of tasks. 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 values and understandings, life circumstances, characteristics and more.

In practice, this process does not always go smoothly, because the individual may find it difficult to choose between two needs that seem equally important and urgent. Even when making a choice about the importance of needs, he may find it difficult to choose the right course of action. The individual takes action after he has clarified what is important to him. His abilities are also a limiting condition. And yet, he may fail to achieve his goals because he has overestimated himself. If the individual considers that he has satisfied his needs, they cease to be decisive for his behavior. But if the need is not fully met, the person is again faced with the choice of whether to continue to consider it essential or to abandon action on this issue.

Through the processes of motivation provokes cooperation, empathy, commitment to the common goals of managers and performers. Managers must skillfully apply various motivational techniques, appropriate to both situations and performers, to turn this process not into one-time actions, but into continuous decisions regarding the human resources in the organization. The priority of human resources management in the organization is to find, develop and retain the most suitable people to work for the benefit of the public interest and raising the prestige of the organization.

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

Keywords: motivation, human resources, management, results.

1. INTRODUCTION

The main driver of behavior is usually considered to be the energy forces of people, pushing them to a certain behavior. In many cases, these forces are affected by the environment. The second factor relates to the target organization - behavior that is directed and strives for something. The third factor is the forces characteristic of each person and those of the external environment, which reactivate their driving forces and direct their energy. Motivation deals with the factors that influence people to behave in a certain way, to move in the desired direction in order to achieve the desired results. Those people are well motivated who have clearly set goals and perform actions that they are confident will ensure the achievement of these goals.¹⁴⁸

The organization participates in the process of motivation on the one hand, and the contractor on the other. In order to motivate successfully, the manager must be acquainted with the main motivational process (need-goal-expectations), the factors that influence it, with the real assessment of the performers. In business, managers need to know all the motivating factors that are available to them. Also, you need to know the appropriate application, or combine it, because each individual can meet the same need in different ways. The motive is something that initiates movement; motivation is what makes people act or behave in a certain way. Motivating people means guiding them in a certain direction and taking the necessary steps to get them there.¹⁴⁹

The motivational process is very complex and consists of three factors that determine motivation: what drives the behavior; what guides this behavior; how it can be maintained. Motivation is influenced by a number of factors, but they all act through the individual and affect his perceptions, values and needs.

¹⁴⁸ Boyanov, B., Boykov, V., (2020), Success does not come alone, MFBU, Botevgrad, p. 136

¹⁴⁹ Armstrong, M., (1993), Human Resources Management, Dolphin Press, Burgas, p. 76

2. MOTIVATIONAL FACTORS

Motivational factors encourage individuals to act. These are also the means by which conflicting needs can be combined or the need to be emphasized so that priority is given to other needs.¹⁵⁰

Motivational factors are those influences of the social subject of the general economic and social environment, as well as the environment in the enterprise or organization on the employees, which determine their motivation in the labor process, their desire to achieve a goal. To be motivated means either to want to go somewhere of your own free will, or to be encouraged by all available means to go purposefully and succeed on arrival.¹⁵¹

Motivational factors can be divided into two main groups:

- a) general motivating factors, influences of the general economic and social environment on the individual;
- b) immediate motivating factors, influences of the direct employer on the employees.

Motivational factors are motivators who are able to create increased enthusiasm and commitment of employees. These factors affect the need for personal development, greater achievement and recognition. Therefore, the challenging, interesting and appropriate work, which allows for the expression of all the abilities of employees, along with the appropriate motivational approach and management style, are a powerful tool in the hands of leaders. There are two groups of stimulus factors: material factors of work motivation and intangible factors of work motivation.

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

The group of intangible factors of motivation for work includes: the pleasure of performing a certain job, career development, participation in management, harmonization of relations, etc.

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 salary - higher motivation - higher work efficiency. Employees see earnings as income within the exchange with employers, where earnings can be either a reward for membership in the organization or compensation for a job well done. Employees can also see earnings as a return on investment in their own education and development.¹⁵²

The main role of the remuneration system in the organization is to align the individual interests of employees with the strategic goals of the company by attracting and retaining capable people, encouraging and helping employees to develop their own skills and knowledge, motivating employees and educating culture. which employees care about the success of the company in which they work.

The importance of the amount of the salary as a motivating factor changes depending on the characteristics of the 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 in which the higher factors of motivation give way to the lower motivational factors.

A pension is a fixed cash benefit that is given to a person with a certain length of service and years of age and is usually paid monthly. Depending on the conditions under which it is received, the pension can be for long service, invalid or hereditary.

The pension can be considered a form of deferred payment. It is the most common benefit, affecting more than half of the working population. In addition to monetary compensation, retirees may have other benefits, such as the right to a reduced ticket price on public transport.

The characteristics of the pension as a motivating factor are:

- attracting and retaining quality workers.
- improving interpersonal relationships in the organization
- better working conditions, etc.

In order for the salary, as an important factor of motivation to be effective in practice, the payment system must meet the following requirements:

- uniform assessment of jobs and working conditions,
- unification of the criteria and standards for determining the amount of the salary
- flexible salary adjustments depending on individual work results.

¹⁵⁰ Koontz H., Weihrich H., (1990), *Essentials of Management*, New York. p. 464

¹⁵¹ Dimitriadis, N. & Psychogios, A. (2016), *Neuroscience for leaders A brain-adaptive leadership approach*. Great Britain and United States, Kogan Page Limited, p.35

¹⁵² Bogićević B. (2003), *Human Resources Management*, Faculty of Economics, Belgrade, p. 267

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

Profit sharing implies an incentive in the form of a part of the annual profit of the organization and is most often paid in cash at certain intervals.

Ownership of shares. The classic way of buying shares implies the possibility for employees and managers to buy at a certain point in time a certain percentage of the shares of their organization. There is a second opportunity to receive shares and this is done through the so-called. plans to acquire ownership of shares, on the basis of which the company contributes part of its shares - or cash for the purchase of these shares - to a strategic fund established for the purpose of buying shares from that company for employees.

In addition to material compensation, the motivation of employees is also affected by intangible incentives to work. It is not uncommon for employees to be completely unaware of these incentives, and yet they successfully channel them to a certain form of behavior. The developmental factors of motivation have mechanisms for subtle influence, their connection with the goals of motivated behavior is weaker, and the goals are more difficult to determine. According to Jovanovic-Bozhinov, the group includes appropriate design work, pleasure in performing a certain job, career development, participation in management, harmonization of relations, flexible forms of working hours, etc.¹⁵³

Pleasure in performing a certain job. The pleasure of performing a certain type of work is a very important internal motivator, stems from the positive relationship between the employee and his task in the organization, as well as from the high harmonization and adaptation of the employee to work and vice versa. The more diverse the knowledge that the employee uses in his work, the more he perceives it as meaningful and significant. The greater his independence in work, the greater his responsibility for success and failure, and this leads to a greater commitment to work. Some acquire new knowledge because they are motivated by those who surpass them, while others help those who lag behind.¹⁵⁴

Proper goal setting is also important for motivational programs. Goal-setting theory says that goals are related to increasing work efficiency because they mobilize for effort and development. Goals need to be understandable and acceptable, and employees will find it easier to accept them if they feel involved in the goal setting process. Objectives must be specific, consistent and sufficiently stimulating. Well-founded goals are a strong motivating factor, because with the first goal achieved and each subsequent goal, confidence grows. In a world of rapid, frequent and unpredictable change, we need to rely primarily on our own creativity. Creativity is designed as an ability that can be developed by any individual. Encouragement is very important, above all, that human action in itself requires creativity.¹⁵⁵

Feedback is a very important motivating factor that involves giving people information about their work. Feedback can be positive or negative. Positive increases motivation, promotes self-confidence, enables professional development, raises organizational expectations and performance standards, strengthens desired behaviors, leads to building open relationships and mutual trust, learns how to work and shows that work is monitored and evaluates. In order to have a positive motivating effect, the feedback must be accurate, objective, specific, sincere, reliable, consistent and behavior-oriented, not employee-oriented. Negative feedback aims to indicate negative and undesirable things in the employee's behavior in order to be sanctioned in a timely manner.

Prizes are usually awarded after certain work successes or years of service. They are most often given in the form of sums of money, gifts, oral or written confessions. They can be standard rewards (salary supplements) and situational rewards (day off, paid leave, luxury company car, better office).

Praise is always a powerful stimulus to work because it satisfies the human need to assert one's self in front of oneself and others.

Punishments are often associated with the person who imposed them, rather than the action that caused them, and instead of acting as a regulator of behavior, punishments can disrupt interpersonal relationships. Reprimands are a demotivating factor that should be avoided.

Participation in decision-making is a process of employee participation in management decisions in the enterprise. The primary goal of participation is for employees to be more motivated to work and to achieve better results. Most often there is no pre-defined right of employees to participate in the decision, it all depends on the situation, the will and decision of the competent in the organization.

¹⁵³ Jovanović-Božinov et al. (2004), Human Resources Management, Megatrend University of Applied Sciences, Belgrade, p. 255

¹⁵⁴ Boykov, V., Totseva, Ya., (2016), Business Communication Management, Dilok, p. 80

¹⁵⁵ Boykov, D., (2018), Factors assessing project success, KNOWLEDGE – International Journal ,Vol. 26.6, p. 1687

The opportunity for career development is a very important motivator, as it contributes to greater satisfaction, and at the same time represents recognition of the employee for his work and is a reflection of managers' confidence in the employee's ability to do his job with higher responsibility. Career advancement involves various vertical movements of staff towards better paid jobs, towards places with better working conditions, with greater freedom and responsibility.

Interpersonal relationships are an indicator of the overall socio-economic climate. The forms of interpersonal relationships with the greatest motivating / demotivating effect are: competitions, cooperation and conflict situations.

The harmonization of relations in the organization is a process of eliminating the status differences between employees with different functions in the organization, where the ultimate goal is to eliminate all differences arising from the status of employees. There are also certain barriers that can impede the harmonization of relations in the organization, and as the biggest barrier are the costs that occur as a result of changes in connection with the equalization of status, rights and working conditions of all employees.

Labor design. Excessive division of labor and specialization in work has negative aspects, reflected in the monotony, boredom and apathy of employees. The most well-known strategies that are applied in this case are: job rotation, job enlargement and job enrichment.

Empowerment means sharing power with others. The authorized employee feels a higher responsibility, realizes the trust given to him and this further motivates him to work in the best way.

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

Practical conclusions and recommendations:

- When building the motivation system in the organization, the emphasis should be placed on motivating employees for higher achievements;
- The desire for power to be satisfied by creating opportunities for participation of employees in management or in particular to develop participation in control and decision-making;
- To support the pursuit of personal power by supporting the efforts of employees to achieve personal goals that do not contradict the goals of the organization;
- To create conditions for the development of the need of the employees for inclusion / empathy / in the organization;
- To strengthen and develop cooperation, mutual information and mutual assistance;
- To motivate employees with high needs for achievement by providing work that requires increased responsibility, greater awareness;
- Employees with high needs for power and inclusion can be good leaders. Therefore, it is important to develop their opportunities to participate in the management of the organization.¹⁵⁶

The complexity of the motivation process presupposes the adoption of a complex approach that takes into account: first, both internal and external factors for motivation; secondly, the phenomenon of man - he is to some extent an economic man because he participates in economic relations, but he is, above all, a social man because he is a "man" and has reached the realization of his highest need - self-development.¹⁵⁷

Communication skills are important for the health of any society. From painting on the walls of caves to interacting on the Internet, people try to find a way to understand and exchange opinions in order to better cope with everyday life needs, tasks and aspirations.¹⁵⁸

3. CONCLUSION

Motive and motivation are very important psychological factors in management. To succeed in one area, the individual must have adequate abilities, resources, working conditions, but also motivation. Managers must take into account the motivation of their employees, because it is a means of settling relations in the organization, but in order to maintain it, it must be constantly cared for and renewed from time to time. Motivational management is carried out by selecting and applying by managers appropriate incentives. It is necessary to create adequate working conditions that are acceptable to the employee, inspire him and meet some of his needs, and incentives to be able to meet certain needs, requirements and interests of the particular employee. When choosing appropriate motivational

¹⁵⁶ Shopov, D., (2002), Handbook of Human Resources Management, Labor and Law Publishing House, Sofia, p. 580

¹⁵⁷ Spasov, K., (1999), Human Resources Management, Art Grafik, Sofia, p. 172

¹⁵⁸ Cvetanović, I., (2018), Influence of mass media on the style of public speech, Talia ed. Institute for Political Studies, Nis-Belgrade, p.153

factors, it is necessary to take into account both those related to individual personality characteristics and general and immediate factors. In addition, it should be noted that external motivating factors can have a rapid and strong effect, but it is rarely long-lasting, and internal motivating factors are usually deeper and lasting.

Managers need to create conditions that will encourage employee engagement and channel their behavior toward higher goals. Human resources will become the main prerequisite for the prosperity of any economic system. Good communication is extremely important in the manager-employee relationship, which ultimately has a significant impact on individual behavior and management effectiveness in the organization.

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