

THE ROLE AND IMPORTANCE OF MOTIVATION OF HRM

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Review article

SUMMARY

One way of managing human resources is through motivation. The theme of motivation and factors that motivate workers to increase the effectiveness and effectiveness of work is a complex topic. Motivation implies the will of the individual to make an effort in the activities he meets to meet the needs. Productivity, commitment to the organization is directly related to the motivation of human resources. Motivation is crucial for standard business, for encouraging creativity and innovation, for professional development of employees and their retention in the company. The methodology of work is to write a transparent article according to the traditional principle. By systematically searching for relevant articles related to management issues in order to achieve efficiency, it will create comprehensibility in the knowledge of the basic principles of human resources management. The aim of the paper is to point out the importance of material motivation for the successful operation of the organization. Finding the best way to successfully implement and encourage efficiency and effectiveness in a particular organization, or increasing the efficiency and productivity of its employees is leading idea of each leader. By reviewing the Google Scholar databases, DOAJ, researchgate, Scribd, 12 articles were valid for writing the topic. Additionally, 4 master's theses from the BiH region and one participant are included. The results suggest that the most qualitative form of human capital management in order to achieve work efficiency and effectiveness is to motivate material and non-material assets. Other forms suggest mainly old forms of autocratic guidance that do not have adequate efficacy and work productivity. Most leaders should manage human resources as a leader who motivates their workers.

Key words: *motivation, system of production, human resources, human resources management, non-material rewards, material rewards, system of awards and fines*

INTRODUCTION

Soft elements in an organization and the basics of technology are just human resources or "human-ware" (Sadžak and Rađo, 2015). Establishing a human resource management system for employees is a very important area of human resources management, since a fairly established system stimulates employees to work more efficiently and increase efficiency and effectiveness in work (Collins, 1999). According to most authors, motivation, either material or non-material, is the best tool for achieving work effects. Motivation is a complex psychological process of initiating, directing and regulating activities directed towards a specific goal (Trebješanin, 2008). Motivation is a topic that captures the attention of a large number of world and domestic experts, not just those in the field of human resources management, but all those who are in the interest of keeping high performance. "Motivation is an internal state for which an individual behaves so that he achieves a goal, that is, motivation explains why people behave in a way they behave" (Certo, 2008). "Motivation is a set of processes that are responsible for the intensity, direction and persistence in trying to achieve a goal" (Jambrek, 2008; Robbins, 2010). It is a process that counts on the willingness of an individual to show a high level of effort in achieving organizational goals, conditioned by the ability to meet some individual

needs. In business terms, the motivation implies the ability to increase the employees' willingness to contribute in a responsible and committed way to organizational goals. (Beck, 2003)

Three key elements of human resources management can be clearly identified: the effort, organizational goals and needs (Robbins & Coulter, 2005). Rewarding is a form of commensurate form of various forms of material and immaterial care for employees who compensate for their efforts, dedication and work outcomes. Wages, benefits, benefits and other forms of rewarding are the key functions of management in the company's human resources. The subject of this paper is to manage the motivation of human resources with a personal income tool in the way of efficient and effective realization of the goals of the organization. Awards integrate and result from a number of other HR functions in an enterprise such as: performance appraisal, human motivation, training and improvement. Rewarding affects some functions such as human motivation resources. Prize and reward is one of the main motives because money has the power to satisfy a wide range of human needs (Gutić and Rudelj 2012). There is a strategy of material and non-material rewards (Kulić, 2007). Material compensation and incentives are aimed at ensuring and improving the material position of employees and financial compensation for their work, while non-material compensation involves

diverse needs of people in the organization, for example, job design, employee participation, flexible forms of working hours, organizational culture, training, career development, etc. (Sikavica et al., 2008). The question is why motivation is important for the organization's business, it often refers to the capabilities and competencies of its employees, but apart from these two important factors and motivation, it has its own direct and non-direct effects, and thus significantly affects the performance of tasks, improvement employee performance, productivity and efficiency.

Many authors approach the definition of the concept of human resources management in management from different aspects. Define management as a skilled, scientific discipline and profession, and most often mention the ability to lead and direct the group towards the fulfillment of specific plans, goals and tasks. For example, Bahtiarević-Šiber (1999), Sikavica (2008), Gutici and Rudelj (2012) focus on the group and its synergistic effects, or systemic coordination of the limited resources of the organization in order to achieve certain goals. When it comes to human resources then management refers to the work of others and their behavior (Gutić i Rudelj, 2012). According to Gutic (2012), human resources management defines it as an applied disciplinary discipline, which gives it a certain life reality, reality and actuality.

The same authors state that employee motivation is one of the key factors that is crucial in the development of human resources and their orientation towards achieving organizational goals, increasing work efficiency and effectiveness and a higher quality of working life. Man changes his behavior, interests and needs and with him his motivational web (Gutić, Rudelj 2011)

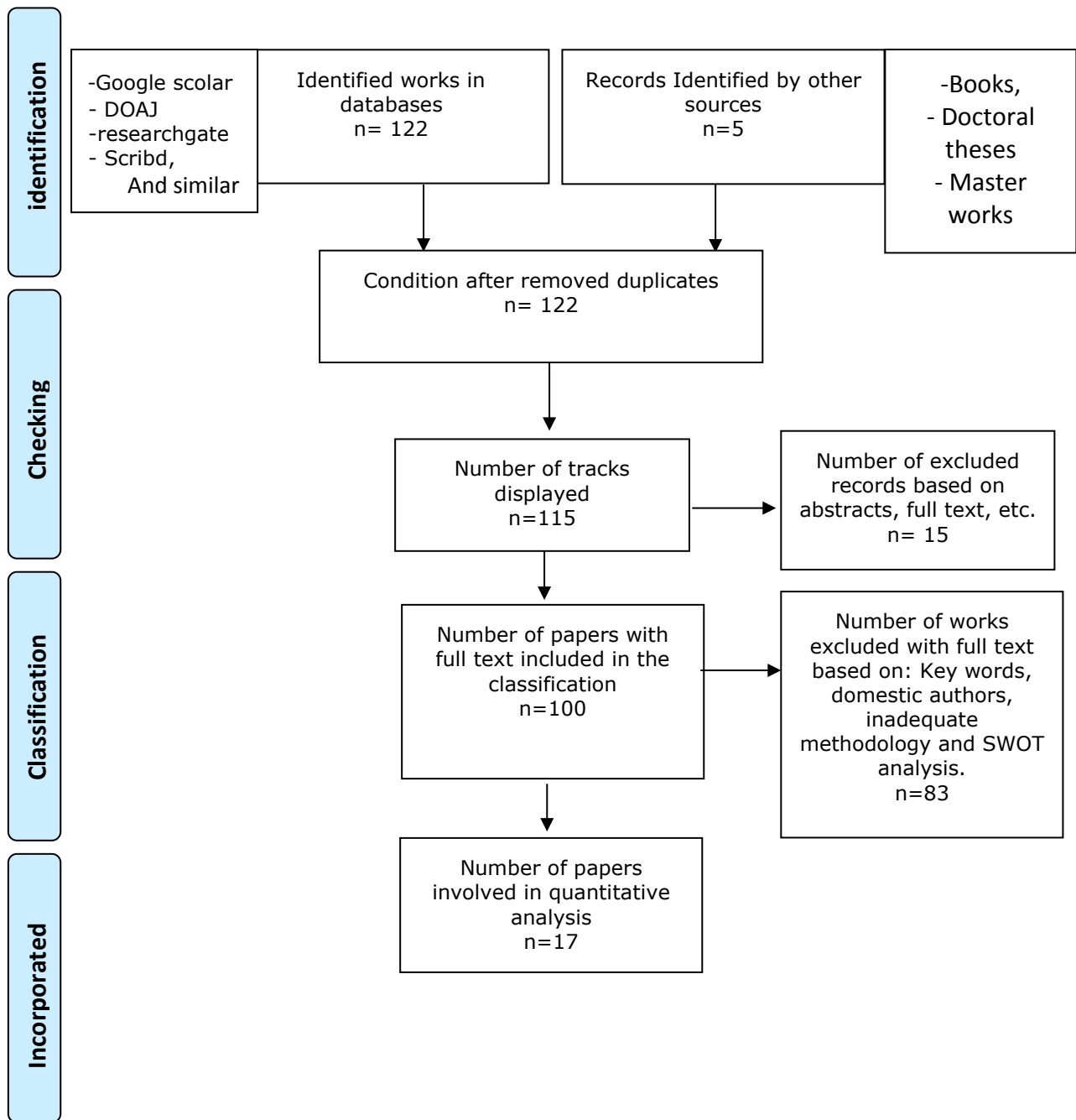
The aim of the paper is to show that the productivity of human resources represents a variable process, that it is best influenced by the motivation of human resources management, and especially the tool of personal income that affects labor efficiency and effectiveness. The method of sublimation is foreseen by creating a systematic overview of the relevant factors described in the literature with the topic of human resources management. The premise is that motivated people in the work will be: more

productive, more persistent, more creative, better quality, building better interpersonal relationships, feeling stronger connection with the organization. Considering the system of life, modernization and the need for quick conversation This shows us that employee motivation is a key prerequisite for business success. It is therefore necessary to continuously study and improve this system. Well-motivated workers know what to do and how to reach the defined goal in a quick and efficient way, which is important for the organization, but also for an individual who, as a reward for invested work and effort, benefits a certain benefit. (Lekić, Randić, 2013). Regarding the problem, the assumption is that the HRM system contributes to better efficiency and effectiveness in operation. The practical objective is to present techniques that could be developed to manage human potentials in order to effectively and meet different human needs while at the same time proposing ways of applying them.

METHODS

The paper presents a transparent article of a traditional character. The primary source of search and literature review, of course besides the internet, was mostly used on the following accesses: Google scholar, DOAJ, researchgate, Scribd by introducing keyword combinations: work efficiency, human resources management, business strategy, motivation, human resource management factors . The search for initial literature identified 122 reference units. After analyzing titles, abstracts, keywords, and non-matching full text, 110 articles are excluded. The remaining 12 who met the inclusion criteria in detail are analyzed on the basis of reading and analyzing the content. The SWOT analysis matrix isolated only the strong sides of the research that arose important parts related to the topic. Additionally, four mastered master work and one university textbook are included. The inclusion criterion was the study that addressed theories of motivation and strategy. The exclusion criteria were directly valorized data of the hypothesis of set hypotheses.

Chart 1. Diagram of selection of research studies



From: Moher D, Liberati A, Tetzlaff J, Altman DG, The PRISMA Group (2009). Preferred Reporting Items for Systematic Reviews and Meta-Analyses: The PRISMA Statement. PLoS Med 6(7): e1000097. doi:10.1371/journal.pmed1000097

RESULTS

Throughout history, numerous motivation theories have been developed, based on various assumptions and emphasizing. History has developed many theories of motivation, and they are based on different assumptions and place emphasis on different dimensions of human

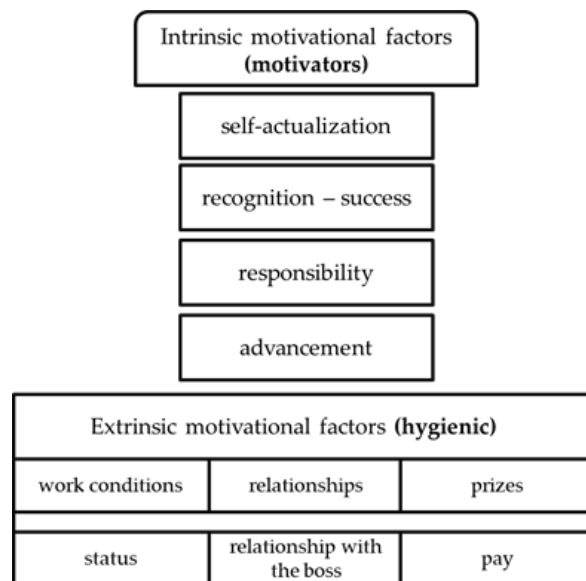
behavior. The beginner of the development of the theory of motivation is Abraham Maslow and his famous theory of hierarchy of needs on the basis of which many theorists later developed a contribution to the development of the approach to motivation, among which we can mention: Alderfer's motivation theory, Atkins theory, Miner's theory of role motivation, Vroom's

cognitive model, Porter- Lawler's model, BF Skinner's theory of empowerment, Richard Hackman's and Greg Oldham's motivation theory, etc. The following theories are explained in more detail below:

Maslow's theory of motivation, Herzberg's two-factor theory of motivation, McClelland's motivational theory, Maslow rightly points out that in understanding the motivation, individual and social differences in defining the goals they want to achieve, one should bear in mind the factor of objective possibilities as a kind of regulator (Bahtijarević-Šiber, 1999, 563). On the other hand, Herzberg, by his two-factor theory, sets certain hypotheses as a direct working situation and the classification of labor factors, unlike previous needs-focused theories. In the end, McClelland in the 1960s gives the settings of the theory of motivation, which is called McClelland's

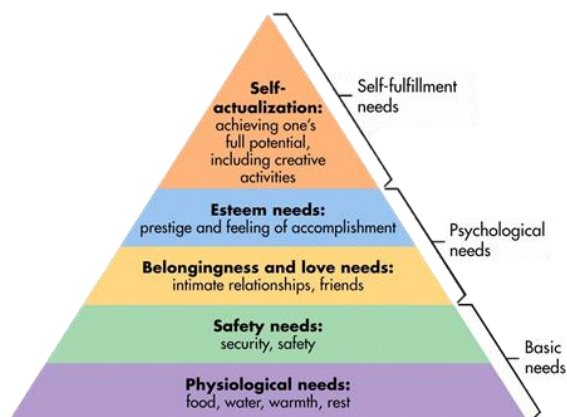
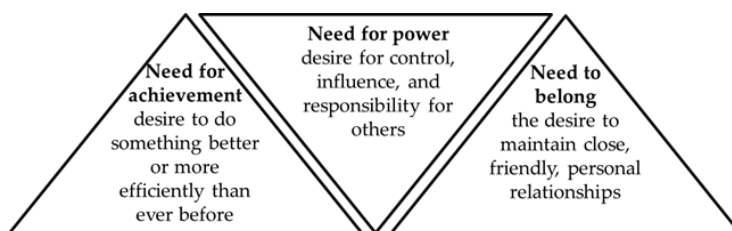
theory of acquired needs. The above theory highlights three human needs as follows:

- Need for achievement (nAch) - the desire to make something better or more effective than ever before.
- Need for power - Power - a desire for control, influence and responsibility for others.
- Need for affiliation (nAff) - the desire to maintain close, friendly, personal relationships (Certo et al., 2008, 388).



Herzberg's two-factor theory of motivation (author)

McClelland's Motivational Theory (author, according to Certo et al., 2008, 388)



Maslow's hierarchy of needs shown in the form of a pyramid with basic needs at its bottom. (Heylighen, Francis (1992).

Award system

Overview of the basic forms of material rewards and benefits that stimulate the desired behavior of employees, as well as the summed benefits of their application, with the aim, through the rewarding policy, to direct the employees' behavior in the direction of achieving individual and established goals of the company.

Apart from being considered expenditure, wages are used to influence employee behavior and improve enterprise efficiency (Thompson, 2008).

Štangel (2006) implies the construction of a payroll system consisting of:

- Basic earnings representing a minimum level of earnings, in some cases it is a standard salary, while in other cases it is complementary to other elements;
- an allowance which may be due to the working conditions or ability, qualifications or managerial position of the employee;

- compensation or extra giving due to working conditions or other circumstances;
- premiums paid to employees who work, for example, in an unusual manner such as holiday or work at night;
- bonuses for overtime;
- stimulating earnings are determined depending on the individual or group effect;
- bonuses are linked to the success of the company, not directly with the effect of the workers. Here we can list new year bonuses, profit sharing and the like.

The main problem is visible in an inadequate system of employment, which contributes to no distinction in stimulating valuable and others. It is necessary to improve the profit of the system, motivation and incentives, through various ways of stimulating employees who really deserve it in order to satisfy the organization and people in employment.

Material or financial compensation is composed of different forms of motivation aimed at ensuring and improving the material position of employees and compensation for work (Stojanović, 2015). There are two basic forms of material compensation (Randić, Lekić, 2013):

Direct compensation for direct cash rewards;

- Indirect compensation that is acquired by hiring itself into the company and does not depend on the results of work and performance.

An adequate system of material rewarding forms the basis of a system of motivation for work. On this basis it is possible to upgrade the broad structure of the motivators of a different nature. Money as a motivator is of great importance because it enables satisfying a wide range of human needs, from existential to the need for self-esteem. The significance of these motivators depends on the many characteristics of family, educational and social nature. Salary is more important for men than for women, for lower-skilled workers, for those living in crisis-related social situations, etc. Material motivation instruments are classified into three classes:

Direct material stimulation

- This group includes salaries and other similar forms of compensation for work.
- This group of motivators should: reward good work and dedication, validate values that are important for the organization (knowledge, skills, ...) and increase individual and organizational interests and goals.

Additional material stimulation

- This group of material motivators includes various programs of material incentives for employees with the aim of: determining and verifying individual differences in performance, linking material benefits with the results of work, correction of total material benefits according to the contribution in the work.

- This is a variable and flexible motivator and it is a key mechanism of direct conditioning of human behavior, linking the results of work with individual work.

Indirect material incentives (benefits)

This includes a benefit system that affects the organization's attractiveness in the labor market. Possible forms:

- benefits related to the safety and health of employees (additional health and pension insurance, paid sickness, insurance against injuries at work, etc.);

- Leisure benefits (paid holidays and public holidays, etc.);

benefits that raise the quality of life (scholarships, loans, paid transport to work and back, working clothes, etc.). Many companies today use the so-called. "Cafeteria benefit system" in which workers themselves compile a package of benefits according to their own desires and needs. (Randić, Lekić, 2013)

The question is why motivation is at all important for the company's business, it often refers to the capabilities and competencies of its employees, but apart from these two important factors and motivation, it has its own direct and indirect effects, thus significantly affecting the performance of work tasks, employee performance, productivity and efficiency. All previous research by the mentioned authors is based on the system of rewarding through material and non-material rewards and is well explained (Buntak, 2007). A number of non-material strategies have been developed such as job design, management style, participation, goal management, flexible working hours, recognition and feedback, organizational culture, career development and career development, which together with material strategies make a unique system of motivation. (Marušić, 2001, 2006).

DISCUSSION

Sikavica et al. (2008) consider that the basic rule of every reward and motivation system is also the basis: what is to be achieved. It is necessary to reward what management thinks should be more (high productivity, superior quality of products and services, lower costs, constant innovations, consumer orientation etc. (Dessler, 2007)). Therefore, it is important to encourage forms of behavior that will result in the realization of a business strategy and organizational goals.

Each employee has his own individual incentives, which are unique to him, and which at the same time characterize his behavior in the organization (Ćamilović, 2012). Therefore, the task of a successful manager is to answer the following questions: "Why is someone doing exactly this way, not the way we would like it and how we predicted it?" Or "Why are the results of his work

different from another employee with the same professional qualification, the same experience ranking in the organization? "and" Why does one type of incentive and stimulation work positively to one, and less positively to other employees? "(Gutić, Rudelj, 2011.) If the manager does not know the answer to the aforementioned and similar questions or assumes that are quite clear and famous, it is a great misconception. It is also a mistake to believe that motivation is a general feature of the entire working group and that the same incentives will work equally on all employees.

Motivation is by no means static and invariable, nor motives remain the same time, and therefore it is necessary to constantly find, monitor and examine something new that would further interest and motivate employees (Gutić, Rudelj, 2011). It is precisely the testing of motivation and motivation of employees one of the basic and indispensable functions within human resources management.

However, research shows that people are more sensitive to changes and differences than to absolute values (Domazet, 2011, Miljković 2007). Human potentials become limited if they are not treated adequately. This explains the very tough reactions that some people have and the least reduction in wages. Simply comes to demotivation. Inadequate motivation and rewarding leads to a great depression, a fall in morale, an employee's dissatisfaction, a general demotivation of work, and consequently there are negative consequences for work efficiency. Since motivation strongly affects productivity, managers need to understand what motivates them and encourages their employees to work. Because it is precisely by motivating that it is possible to improve the quality and efficiency of work, but also to get workers as desired. It's hard to manage people who are not able to say their needs. In such cases it is difficult to discover the main sources of motivation.

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CONCLUSION

Based on the insight into the side and the local literature in the field of motivation, with a special emphasis on material motivation, as a whole complex system of motivation, there have been some conclusions that can be a recommendation for further detailed research in this field.

Material motivation is the basis of the motivation system in organizations (Vidaković, 2012).

A fair system of material motivation is an imperative. Unless it is fair, no other type of motivation will replace this deficiency. The just material material system of motivation is that only objective factors determine the earnings of an employee, and that at the same workplace, equal pay is guaranteed regardless of sex, ethnicity, age of the employee.

The destimulation certainly has the consequence and the reduction of performance, even if the other factors are motivated by the motivators, that good working conditions, good interpersonal relations, recognition of Islam, especially in our society today. It can be said that the greater the consequences and impact on the outcome of the work and the working efficiency will have a pay cut as a disincentive factor than would be achieved by increasing salaries.

A smart strategy in the work is constant raising motivational factors. The personal income tool is certainly an important source of job satisfaction. Pays as a stimulating factor can never be regarded as the only factor of motivation, but in relationships and combinations with other motivators. Each manager has a wide range of resources for motivation, the decision remains to be used, it depends, of course, primarily on the nature of the work that the organization is doing, as well as the organization's capabilities. Of course, these all methods should not be exhausted constantly.

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