

# Motivation Factors - Assumption of Working Success

ISSN 1857-9973

UDC 005.32:331.101.3]:303.62-057.16

*Elenica Sofianova<sup>1</sup>, Manuela Trajkovikj<sup>2</sup>*

<sup>1</sup> *University Goce Delcev Stip, Faculty of Economics, [elenica.sofijanova@ugd.edu.mk](mailto:elenica.sofijanova@ugd.edu.mk)*

<sup>2</sup> *University Goce Delcev Stip, Faculty of Economics, [manuela.208666@student.ugd.edu.mk](mailto:manuela.208666@student.ugd.edu.mk)*

## Abstract

This paper is dedicated to the analysis of one of the current topics in the modern economy and human resources management. It explores the meaning and role of motivation as well as the importance of motivational factors in this process. The paper shows how managers motivate workers. Motivating is the most important thing managers face. Managers must direct and control the behavior of employees, and they will achieve this when they discover the factors that motivate workers. Looking throughout history, numerous theorists and psychologists have been engaged in researching the concept of motivation which can be related to the idea of a driving force that leads a person to a particular activity. In terms of historical facts, today's motivation can be defined as one of the most important components affecting work results, but at the same time one of the most difficult components to measure. Numerous theories of motivation have been developed throughout history, that is, theories that are based on different assumptions and emphasize different dimensions of human behavior. Managers' responsibility is to find the right combination between rewards that meet employee needs and motivation techniques while encouraging them to achieve higher performance. If managers want to become more effective, they need to control and understand the psychological factors in the work environment. They need to find out what factor motivates each individual to perform their job successfully. Only a satisfied employee can ensure success for his employer. If we want such an employee, we need to know his true needs. And if we want a satisfied team, we need to know the needs of each individual team member.

**Keywords:** motivation, motivational factors, performance in work, techniques, workers

## 1.Introduction

This paper deals with the topic of employee motivation in the company and the ways in which it affects the success of the company's operations. Nowadays, it is a current topic, which affects the strategy of successful operation of the enterprise, regardless of the activity in which the enterprise operates. Although there are extensive studies and analyses on the process and system of motivation, nowadays there is still no unified concept for its implementation, application and development in practice. Motivation encourages, directs the behavior of workers. That's why many theorists and scientists nowadays deal with the concept of

motivation. The final outcome and motivational effects are also influenced by the employees themselves. That is why it stands out as a multidimensional and complex process, so the growing interest of theorists and scientists is not surprising. Existing motivational systems are largely determined by theories of motivation that have developed over the course of the evolution of economic thought and practice. Modern times have influenced the same, in a way to impose the need to respond to the challenges and changes of the modern era, so even today it is possible to talk about modern motivation systems that integrate two or more traditional theories. This combines differentiated motivation factors, and we mean tangible and intangible. It is believed that an optimal combination of these factors greatly influences the success of the motivational process.

The purpose of this research is to analyze the basic factors in terms of meaning, characteristics, theory and specifics of employee modification. The purpose of the work is to confirm its significance in the context of the business performance of the enterprise, as well as the strategic determination of the modern market. Intrinsic motivation is evident when people do something driven by their own desire without any external support. There is no single and generally accepted theory that clarifies the origin of intrinsic motivation. [1] While extrinsic motivation is associated with motivating workers.

## **2.Motivation Factors**

When researching the process of employee motivation, motivational factors play a central role. It is believed that they are particularly important for the workers who cooperate with the process itself, given that they represent a concrete benefit for them. Although motivational factors can be classified in different ways, they are most simply divided into tangible and intangible factors.

### **2.1.Direct and Indirect tangible and intangible strategies of motivation**

Direct motivation factors are applied in direct strategies to motivate workers. They include the following motivators:

- Basic salary
- Salary incentives
- Salary allowances
- Benefits
- Bonuses and other incentives

In practice, it is difficult to point out which of these motivators or factors have the most significant role in motivating workers, or give the best results. It is believed that they directly affect factors such as characteristics of workers, their preferences, economic status, social or demographic status, etc.

Indirect motivation strategies are applied with a combination of indirect motivation factors. It means: [2]

- Scholarships and tuition
- Official trips
- Specializations
- Paid leave and days off
- Company car
- Managerial benefits

The overall direct and indirect motivational factors that are shown are considered in the group of material or financial factors. Financial and non-financial motivation strategies are combined with the company's capabilities, managers' decisions and workers' needs. A qualification of these factors can be shown as follows

**Table 1. Classification and specification of material factors of motivation**

<b>LEVEL</b>	<b>Direct material factors</b>	<b>Indirect material factors</b>
<b>INDIVIDUAL</b>	Salary Bonuses and rewards Compensation for innovation Compensation for knowledge dissemination and flexibility	Scholarships and tuition Business trips Specializations Paid leave and days off Company car
<b>ENTERPRISE</b>	Bonuses related to the result and profit of the business unit or enterprise Profit share Share in ownership (distribution of shares)	Pension insurance Health protection Life and non-life insurance Education Vacation Holiday wages

Bahtijarevic-Siber, F.(1999.) Management of human resources.Zagreb:Golden marketing. Page.614  
**[3]**

Financial or material strategies, as pointed out, are based on several forms of motivating workers. In practice, and especially from the point of view of the workers, great importance is given to them. Their basic function is to strengthen the material ability of the workers, and this includes financial or monetary rewards. Prize money is significant because of the very meaning of money and its purpose. They strengthen the material capabilities of workers who need them to meet their daily needs and beyond. They are usually exhausting for the company because they carry a large cost in the short term. But it is considered that they are justified in the long run, because they maximize the performance and quality of work. According to the law in the Republic of Macedonia, salary supplements such as holiday work, night work, overtime work, past work, vacation pay are mandatory and therefore cannot be said to be motivating factors. While bonuses, incentives, profit shares can be motivational factors. In addition to monetary rewards, workers can be afforded other rewards such as business trips, training or courses, job advancement, etc. They are significant in that they develop the intellectual capital, experience and skills of workers, which in the future can help them to maximize their earnings, that is, to get employed in lower-level jobs. Workers can also be motivated by other factors such as: days off, the allocation of a company car or telephone, material gifts, etc. In practice, it is considered significant to study the needs, wishes, habits and financial capabilities of workers, so that in the end to motivate themselves for better business engagement by integrating these motivational factors that are considered optimal for each employee separately, and of course in accordance with the possibilities of the company and the justification of the investment of this nature.

### **2.1.1.Salary**

Due to the importance, popularity and positive effects it causes, it is considered that the role of the salary, which is the dominant financial factor of the workers, should be elaborated in more detail. It is also known as the oldest instrument for motivating workers. When one thinks of salary as a financial factor of motivation, one primarily thinks of an increase in the daily wage, that is, the salary of the workers. For that, the manager makes a decision based on the

achieved work engagement, better business result and more. When deciding to increase the salary of the workers, the manager should be objective, fair and moral. All forms of discrimination in this process should be strictly prohibited and condemned and sanctioned as such. When deciding to increase the salary, the manager should determine the same amount of salary for the workers in the same workplace, with exposure to equal conditions, requirements and responsibilities. It should be taken into account that all workers are equally dedicated and successful in their work. It is also important that the salary is divided into several parts, in order to establish a clear connection between the salary and the performance of work tasks and processes. There are three basic parts of salary. One part that is related to the basic work and is equal for all workers, another part is related to the years of work, and the third part expresses the compensation for the performance of each worker in the enterprise.

### **2.1.2. Authorization of workers**

Empowerment of workers is considered to be one of the most important factors of motivation. It can be considered in several ways, but mainly it represents the improvement of the organizational and social status of the employee, which also implies a higher level of his satisfaction. In particular, we mean the sharing of power and authority in the enterprise, which goes in the direction of the managers towards the successful workers. Delegation of authority can be permanent or temporary. When it comes to permanent authorization, it means, for example, choosing the best employee and placing him in the position of head of the department. In addition to this permanent position, a temporary position can also be created, and one of the examples can be a team leader or a sales promotion process leader in the next one-year period or similar. The importance of empowerment is counted as one of the positive effects. A better workplace requires greater responsibilities and more challenges, but at the same time it affects the salary of the authorized worker. This status gives him respect at the level of the organization as well as outside it. His social status thus grows, which also implies greater satisfaction of the worker. Five dimensions of empowerment are defined in the literature. It means:

- Self-efficacy - awareness of the existence of trust in workers
- Trust of the manager - expressing the feeling of trust by the management
- Self-determination - the ability to choose when starting one's own actions and expressing decisions
- Personal control that workers have over the results achieved - based on that they have a better influence on the results of the work
- Trust in superiors

Empowerment comes as a result of workers' knowledge and skills, skills and responsibilities, as well as success in achieving business results. In order to implement the same in practice, the company must control the work results of the employees, as well as monitor the course of their development. It is additionally important to inform the workers about their success and mistakes, in order to optimally put them into practice. During the authorization the workers must receive all the information from the management. After the decision is made, it is often the case to conduct additional training, improvement or training for more demanding tasks. A common obstacle to this process is worker resistance due to fear, risk aversion, disinterest and other factors.

### **2.1.3. Designing work for motivation**

Projecting (designing) the work is actually a process of scheduling the work, i.e. rotation of the workers in order to improve their motivation. Projecting or reshaping work is one of the modern factors of motivation. Through this process, a work analysis is carried out, the necessary knowledge and skills are defined for their performance, and parts that are important for replacement or addition are determined. Through this process, workers are indicated to those

tasks or elements of work that are essential to the enterprise, as well as those that can be changed, modified, or even eliminated.

Redesigning work, promotion, variety of work, creates an interesting work environment and encourages changes in individual or group work. When performing this work, there is a merger or synthesis of previously separated jobs, analysis or breakdown of them, and it is possible to remove parts of the work or the whole work. Depending on the activities that are carried out, in this way there may be an increase or decrease in the need for the number of workers.[4]

To redesign work it is important to implement job rotation. In practice, it is understood that every worker is given the opportunity to work in all workplaces. In addition to rotation, it is also possible to expand the work, thereby increasing the tasks and responsibilities of the employee. Finally, the last way is to enrich the work or increase its depth. When redesigning group work, according to a logical schedule, a team is formed, which is led by one of the workers and has the status of superior. In the area of job design, the theory or model of workplace characteristics and their requirements is significant. This model defines the characteristics and dimensions of the work, and refers to:

- A variety of skills
- Task identity
- Autonomy
- Performance feedback

It can be seen to as a cyclical process that requires the specification of jobs, tasks, responsibilities and authorities, relationships and performance feedback. The success in creating the designed work, as well as the motivation of the employees depends on the quality of execution of these activities. Finally, work scheduling options are implemented, which involves determining the work and job requirements for each employee. It means specifically:[5]

- Beginning and end of working hours
- Time for a work break
- Remaining free time and the rest

It can be said that it is about specifying all the elements, rights and obligations related to work and working hours. In modern times, this factor is the subject of research, due to the increasing popularity of these forms of motivation. Today, on the international labor market, and therefore on the labor market of the Republic of Macedonia, there are such forms and types of work that by themselves represent the motivation of the workers. It means part-time working hours, flexible working hours, working from home or home office and similar forms.

It should be pointed out how each of them has advantages and disadvantages, which come to the fore from the employee himself. For example, responsible and self-controlled workers will do their jobs well, regardless of whether they work from home or from the office. Among the main disadvantages should be highlighted the relatively and consequently lower income for performing these tasks, in relation to performing them from the office, the cost of the workers (for example, the overhead costs when working from home.), overlapping of work and private obligations, stress caused from poor control and organization on the part of the employee, and it is conditioned by non-performance of work or poor performance, etc.

## **2.2.Theory of job satisfaction**

The theory of job satisfaction is especially significant for the problem in question. It best confirms the fact that one of the primary goals of motivation is maximizing employee satisfaction, which implies higher quality of work, better achievement of goals and maximizing the business performance of the work. Theory of job satisfaction includes: [6]

- Theory of instrumentality - money, reputation, security, flexible working hours, autonomy and so on.
- Fairness theory - perception of fair remuneration of the employee

- A model of work characteristics is based on six key characteristics, namely variety of work activities, autonomy, identity of tasks, feedback, relationships with others, opportunity to acquire friendships at work

According to the stated theories, employee satisfaction is the result of the action of motivation factors. In that context, it is possible to connect the motivation and satisfaction of workers in some enterprises, and more and more we can talk about the components of the enterprise's satisfaction. Satisfaction factors are divided into organizational and personal. Organizational factors have a special significance on employee satisfaction and motivation. In modern times, there are frequent cases when workers spend most of their time inside the organization itself, which exposes them to the organizational environment, the more favorable it is for the employee, the greater his satisfaction, motivation and work engagement.

Organizational factors refer to:[7]

- The characteristics of the work - the content and nature of the tasks, the opportunity for advancement offered to them, the development of knowledge and skills
- Salary - often defined as the leading factor of satisfaction and motivation, refers to the amount of salary, the perception of fairness as well as the adequacy of the methods used for salary preparation. Salary also affects the status and importance of the worker.
- Characteristics and number of superiors - primarily refers to the availability and provision of professional help and support to employees. In addition, it also refers to the number of superiors, i.e. clearly defined powers and responsibilities in delegating the responsibilities of workers, as well as communication and interpersonal relations.
- Colleagues - social and business connections, pleasant working atmosphere and friendly relations
- Advancement - opportunity for advancement, fairness in granting advancement opportunity
- Awards and recognitions - various benefits, gifts, recognitions from superiors and the company
- Security in employment - an extremely important factor, and primarily refers to the conclusion of an employment contract for an indefinite period of time
- Working conditions - conditions in which the employee works, the quality of the working environment and the means for the work, motivating environment, workplace safety.
- As it has already been pointed out, the satisfaction of the employee, and thus the success of the motivation, are also affected by other factors. Since they arise from the environment outside the work environment, they are classified as personal factors. This group includes:
  - Personal dispositions, mood and emotions - employee's tendency to dissatisfaction, critical thinking about himself and others, concentration on negative aspects
  - Emotional intelligence - control of emotions
  - Compatibility of personal interests and work - refers to compatibility of qualifications and workplace
  - Age and length of service of the employee - older workers or workers with longer working experience are more satisfied, given that they have established positions and knowledge of the job. Mistakes in their work are minimal and stress is less prevalent
  - Status - changes in proportion to satisfaction. More precisely, higher status means higher satisfaction and better motivation of the workers. It is considered that higher priority is given to the organizational factors of workers' satisfaction because they have a greater influence on the motivational process. It does not reduce the meaning and role of personal factors but determines their relationship and need for integration. It is clear that the company cannot satisfy all the criteria, that is, change

all the factors that would motivate the workers and develop their level of satisfaction, but it is important to think about integrating factors of a financial and non-financial nature at the level of the organization, which will be aligned with those personal factors of which they have knowledge.

### 3. Research

The research was conducted by the author of this paper, during August 2022. In the research, 42 employees of private accounting offices at the local level were surveyed. A closed-ended questionnaire survey was used to conduct the research. The workers were asked 15 questions, to which they gave answers according to the ones offered. In that way, the clarity of the questions and answers were ensured.

The first part of the research refers to the socio-demographic characteristics of the respondents. Of the total number of respondents, only 20% are men, and 80% are women. This is to be expected, considering that more women are engaged in this profession. According to age, 5% are aged 20 to 30, 24% are aged 30 to 40, aged 40 to 50 are mostly workers, 48%, and aged 50 to 60 19%, and only 4% aged 60 to 64. At the level of the entire Republic, the average age of accountants is 53 years, and only 25% are under 35 years of age. According to education, workers with a high professional level dominate, namely 74%, 19% with a medium professional level, and 7% with a master's degree. There are no low-skilled workers, considering the activity performed by the surveyed workers. Of the surveyed workers with work experience in which they work in the current company, workers with work experience from 10 to 15 years dominate, namely 36%, then with work experience from 5 to 10 years - 24%, work experience from 15 to years - 14%, and also with experience from 1 to 5 years - 14%, then with experience from 20 to 25 years - 7%, and at least 5% with experience. This shows that companies retain their employees and ensure a stable employment relationship. There are also employees with physical disabilities, 7% or 3 employees out of a total of 42 respondents. This means that physical disability is not an obstacle for successful work in this activity.

The second part of the research refers to the direct motivational factors affecting the motivation of employees.

**Table 2. Direct material factors**

	I don't agree	I partially disagree	Neutral	I partially agree	I agree	No answer
My salary motivates me to work in this company	9%	8%	8.5%	8.5%	62%	2%
I always get paid on time	14%	/	/	/	86%	9%
I am satisfied with the benefits I receive	12%	7%	17%	26%	38%	/

<b>A salary increase motivates me to work harder</b>	7%	7%	9.5%	9.5%	67%	/
--	----	----	------	------	-----	---

The third part of the research refers to the indirect motivational factors that influence the motivation of employees.

**Table 3. Indirect material factors**

	<b>I don't agree</b>	<b>I partially disagree</b>	<b>Neutral</b>	<b>I partially agree</b>	<b>I agree</b>	<b>No answer</b>
<b>I am satisfied with the paid leave policy</b>	7%	9.5%	9.5%	16%	59%	/
<b>The company provides training for employees</b>	5%	9.5%	16.5%	14%	52%	3%
<b>Using a work phone motivates me</b>	16.5%	21.5%	24%	19%	12%	7%
<b>Employees can make suggestions regarding operations</b>	7%	7%	9.5%	16.5%	60%	/

## 4. Conclusion

From the survey we can conclude that the largest number of respondents are women aged 40 to 50, with higher education and longer experience in the surveyed companies. According to the results obtained from the research, most of the workers surveyed agree that the salary they receive motivates them to work. Most of them, even 86%, are also motivated by a timely salary, while only 38% agreed on benefits as a motivating factor. This is because the benefits are not so represented in the accounting business. A salary increase is also a strong motivational factor, which was declared by 67%. Respondents are satisfied with the policy of paid leave, as well as with the training provided by the companies. Using a business phone does not motivate the respondents much, while giving suggestions regarding work by the workers is a strong motivational factor.

From all this, we can conclude that both direct and indirect motivational factors are important for motivating workers, and they are also represented in the surveyed enterprises. With this, we can see that companies work on the motivation of employees and quite successfully.

## 5. References

- [1] <https://mk.wikipedia.org/wiki/%D0%9C%D0%BE%D1%82%D0%B8%D0%B2%D0%B0%D1%86%D0%B8%D1%98%D0%B0>
- [2] Ibidem, page 132
- [3] Bahtijarevic-Siber, F.(1999.) Management of human resources.Zagreb:Golden marketing.614p.
- [4] Ibidem, page 134
- [5] Sikavica, P., Hernaus, T.(2011.) Designing an organization.Zagreb:Novi informator.497p.
- [6] Beck, R.C.(2003.) Motivation theories and principles.Jastrebarsko:Naklada Slap.398-399 p.
- [7] Djokic, T.,Pepur,M.i Arneric, J.(2015) The impact of employee satisfaction on customer satisfaction in the financial services market. Ekonomska misao I praksa, (1), 49-79p.