THE MOTIVATION OF EMPLOYEES AT THE WORKPLACE

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Abstract:
In the article we discuss the motivation at the workplace, focusing on the following elements of employee motivation: organisational climate and employee satisfaction, rewarding employees and work assignments and creativity at work. In the survey, we find that the most important element of employees motivation at work is a good organisational climate and employee satisfaction. The next motivation element is, of course, the rewarding of employees, and we should be aware that employees evaluate their efforts in terms of the received payment and that they wish different types of rewards. The work tasks and creativity at work do not act as a motivating factor, which is derived primarily from the attitude of the management, as they want from employees to carry out the activities that are ordered and do not change the modes of work. Successful companies can create an appropriate organisational climate, reward employees and motivate them in a way that means taking on more demanding tasks where employees have to be resourceful and creative.

Keywords: motivation, organisational climate, rewarding employees

1. INTRODUCTION

In the article, we discuss the motivation in the workplace. Employees in the company must be motivated to work and achievement of the set objectives, which allows the company and the employees to have long-term progress and successful performance (Schuster 2012, 11). As the forms of employment are various (undefined time, fixed time, work through the Student Service), we want to check how employee motivation affects the employment form.

Employee motivation reflects in the increased activity of individual employees, persistence, orientation towards the objective and effective search for problem solutions (Lamovec 1986, 1). Companies have different levers that can help to influence on the motivation of employees (Uhan 2000, 11-43; Zupan 2001, 208-215; Černetič 2007, 221-269). For this purpose can use various and general known motivational theory of Maslow, Herzberg and McGregor.

By examining the human needs and their impact on the motives, has been working on Maslow. In terms of relevance, we can divide needs into five levels. The transition between levels is possible, already at minimal completion of the needs at the previous level, thus reducing the motivational strength of each level (Uhan 2000, 23). The factors of motivation have been divided into hygienists and motivators by Herzberg, saying that the absence of dissatisfaction (the presence of hygienists) does not mean the satisfaction of employees and that it is necessary to include motivators if we want to achieve satisfaction (Uhan 2000, 25). A different approach to motivation theory was chosen by McGregor, who identified two extreme poles of the individual's behaviour, where in theory X are employees who are not motivated to work and need to be constantly monitored to carry out the agreed activities, and in theory Y those employees, who are self-motivated to work and achieve goals (Černetič 2007, 233).

Employees act differently when they meet their needs, so it is not enough for companies to know different motivation theories. They must be able to use different approaches and understand the motivational factors of an individual employee (life-goals, social environment, self-esteem, gained knowledge and skills) to successfully combine its motives and objectives with companies goals, taking into account the social aspects of such approaches (Lipičnik 1997, 169).

We have set the following hypothesis H1: Employees are the most motivated by organisational climate and satisfaction, followed by employees rewarding, while the tasks and creativity at work are the last motivated factors.

2. MOTIVATING AND MOTIVATING METHODS

2.1 Motive and motivation

Ivanko and Stare (2007, 69) define the motive as a desire of which the primary objective is to fulfil the deficit. The motive may occur in various forms as a necessity, tilt, inclination or interest. Each person has different motives, so from the already realised motives depends on the activity of the individual, the degree of his development and the environment (Plut & Plut 1995, 63).

Motivation can be defined as a directed action of the individual, which includes various factors and activities (orientations, intentions, objectives) (Kobal Grum & Musek 2009, 2). Anyway, the motivation can explain the reasons for the individual activities and encourage them (Pavšek 2010, 11). Ivanko & Stare (2007, 70) find out motivation as a psychological state of the individual, directed at fulfilling/satisfying certain needs.

We can also present the motivation as a closed process. It starts with a tease/need that some particular activity can satisfy. After the implementation of the activity, the need is satisfied, and that means, that it doesn't exist any more. However, among the activities of meeting individual needs may occur and arises new needs (Černetič 2007, 222).

It follows from the written that the motivation attracts the desire and needs inside of each person or in the environment based on individual needs. The perceived and identified needs of an individual directing his activities to reach the target (meet needs) in a way to change the different options into the real situation. We can write that the need is essentially the difference between the actual and the desired state (Uhan 2000, 11).

Employees motivation is an important element of a successful company operation. With the proper motivation, the company can achieve with employees, better results by gaining the best knowledge and skills in this way (Ivanuša B. 2006, 89).

People are different from each other, so the needs and motivational leads are different. We also need to be aware of the fact that individuals' needs are changing over time. That means that companies must provide the conditions for the high motivation of employees while maintaining high motivation to achieve a high goal. A high level of motivation can be achieved and ensured by the appropriate flow of information in the company, creating a pleasant working environment, and controlling these influences. On a written basis, the motivation process encourages employees to perform the tasks assigned efficiently and in line with the company's objectives (Ivanko and Stare 2007, 70-71).

2.2   Definition of motive types

We divide the motives on (Lipičnik 1997, 154-156):
*   Primary – involves basic motives related to the survival of the individual and includes biological (food, sleep) and social needs (socialising, respect) and
*   Secondary – this is motives for individual satisfaction, which do not have a negative impact, even if they are not satisfied (interests, habits, attitudes).

We can divide motives on inherited (primary motives related to survival) and acquired, which the individual can get with its development (status, affiliation) (Lipičnik 1997, 156).

There is also a division on universal motives (inherited motives – sleeping, food), regional, which are connected to the environment in which the individual lives, and individual motives that vary among people (Lipičnik 1997, 156).

Not all motives are positive. Among the negative motives, we can find frustration and conflict. If the cause of the barrier arises from the individual, then we talk about conflicts, while in the case if the barrier is external and the individual has not full impact on it, we are talking about frustrations. With these forms of negative motivation meets each individual. What matters is the fact of how individuals try to resolve the situation. He can adapt its activities to the barrier and reduce its dissatisfaction, or he does not adjust to the situation, which often disables the final solution.

In spite of this, it is noted that we can divide motivation into external and internal. External motivation comes from the life-environment of the individual and the social regime (security, exercise, money acquisition,...) (Plut & Plut 1995, 63), while internal motivation arises from the individual (exploration, rescue, ability to solve the problem and compliance with the group) (Ivanko & Stare 2007, 72).

2.3   Approaches to motivating

Companies should establish a model to motivate all employees which can allow the reciprocity of relationships (benefits and input). Because individuals do not always have the opinion that it is reciprocity and that they have to invest in the company more than they acquire, comes to deviations from the expected behaviour. In order to balance the situation, individuals begin to work less or less intensively, require higher and better payment, are sick absent from work, intentionally make mistakes on work, and often try to include their colleagues in a way to support them in their fight for reciprocity of relations (Lipičnik 1997, 171).

However, even though many companies have adequate balance ratios, and individuals gain adequate equivalent benefits, comes to a tendency to additional or more benefits. We can see the results in the change of employee behaviour because if an employee wishes to develop his skills, can be based on a larger personal contribution, which also requires a greater benefit. Most often are the main inhibitors leaders who feel personally threatened when individuals have such tendencies. Usually, employees in most cases tend higher benefits, and they are therefore not willing to invest more of their activities. On the other hand, if the benefits are higher than expected, the employees have a feeling they are entitled to them, as they have fulfilled their obligations. In such cases, they are fighting for benefits, even if they are not eligible (Lipičnik 1997, 171-172).

Inequality among employees in the company has a strong impact on the attitude towards the work and motivation of individuals in the company, so the company should influence to reduce the inequalities. They can mainly do so with pre-known reward criteria, the involvement of employees in company activities and decision-making, with the same prizes and opportunities for all employees and various rewarding possibilities (Lipičnik 1997, 173).

In addition to equality, individuals or employees want equity in evaluating and rewarding. Very often, they compare the prizes won and assess how much one of them had to submit for the award. Also, it is also important to compare with other employees who, possibly, have the same qualifications, seniority, personal income and, of course, a comparable job. If prizes are fair and proportionate to the invested, then they are motivated to follow up. Where there is a sense of inequity in the reward, it may be the reason for the untimely information or lack of any relevant data to carry out the comparison. Often, the individual starts to distort reality and adapt it to its interests, seeking comparisons in incomparable collaborates. Of course, you can also increase your input to improve rewarding, or a reduction in its activity replaces the deficit. In extreme cases, such an individual situation can also lead to a decision to replace the employer (Ivanko and Stare 2007, 82).

In addition to equality, employees want equity in evaluating and rewarding. Very often, they compare the prizes and assess how much one of them had to submit for the award. Also, they also compare themselves with other employees who, possibly, have the same qualifications, seniority, personal income and, of course, a comparable job. If prizes are fair and proportionate to the invested, then they are motivated for further work. If they have a feeling of inequity in the reward, the reason can be the untimely information or lack of any relevant data to carry out the comparison. Often, the individual starts to distort reality and adapt it to his interests, seeking comparisons in incomparable employees. Of course, he can also increase his input to improve rewarding or replace the deficit by a reduction of his activity. In extreme cases, such a situation can also lead an individual to a decision to replace the employer (Ivanko & Stare 2007, 82).

The expectations of employees are one of the most important elements of motivation and based on the agreed behaviour of the individual, followed by an agreed activity (prize), which must be sufficiently attractive to the individual (Treven 2001, 135).

For the implementation of most of the mentioned approaches to motivation, we must use a variety of incentive activities related to the promise of a prize for the appropriate activities and behaviour of the individual. Individuals who perform diverse work do not need these external incentives, because their incentive represents the diversity of works and tasks they have to do (they are internally motivated). Such external incentives and additional rewards help those individuals who do not have enough interesting work. Unmotivated individuals are not satisfied with the situation and the work environment, so they express their dissatisfaction through various forms of resistance at work and tasks. They often provide negative opinions, with try to improve their position. If the leader does not perceive this, there may become for absence and reduction in the individual activity (Ivanko & Stare 2007, 82).

3. MOTIVATION FACTORS FOR EMPLOYEES

3.1 Organisational climate and employee satisfaction

The most important factor in employee motivation is the organisational climate of the company and employee satisfaction. The behaviour of individuals, its motives, the role in the company, its social status, and the work of the team are factors of interaction in defining organisational climates. At the same time, they also include views, expectations, values and personal feelings of individuals employed in the company (Možina et al. 1998, 148-149). Employee satisfaction came from the personality of employees and their connection to work and co-workers, while the organisational climate represents the working environment and their understanding of the working environment in which such individuals work (Možina et al. 1998, 172).

Changes of employees interests and the social environment affect the organisational climate, so the companies must also adapt to a different way of communicating and supporting the changes. It is important to note that the company, in particular, the administration, monitors the events associated with the organisational climate and the satisfaction of the employees if they want to achieve the pursued

objectives. For these reasons it is good to take into account some activities to check the company's work climate (Lipičnik 1997, 235 – 237):

- Monitoring and gathering information on the status of employee satisfaction and identifying technical aspects of the study of the organisational climate (company's financial capabilities, approaches to data acquisition, the interest of employees to integrate into activities),
- Prepare an appropriate questionnaire and identify the necessary areas and information that we want to obtain with the questionnaire for examining the organisational climate,
- Implementation of questionnaires and data acquisition from employees, with care to ensuring the anonymity of employees,
- Analysing the acquired data with appropriate analyses, to seek causal consequential links and differences from previous periods,
- A demonstration of the findings of the carried out the research, focusing on the information obtained and the appropriate ways of interpreting them so that all employees can understand them
- Preparation of plans for activities to improve organisational climate and mutual relations between employees.

3.2 Working tasks and creativity at work

The motivation of employees has a considerable impact on the work mission. Employees are usually motivated by the diversity of tasks, autonomy at work, participation in teams, the importance of work order, the objectives pursued and the relevant feedback on activities, which we can see as a higher engagement to perform tasks and improve the productivity of employees (Pavšek 2010, 49).

In addition to that, can in a company with various parts and activities stimulate the development of employee skills, increase interactions with others, facilitate greater autonomy in the performance of tasks, and thus influence the employee's contribution and performance assessment (Pavšek 2010, 51).

When a company contributes more creative approaches and ways to perform tasks, this leads to the creation of innovation and new ideas. Methods that stimulate creative approaches are different and may be related to individual employees or groups. In an individual approach, they encourage an employee to expose their visions, thinking, approaches and ways of solving a particular problem encountered in the company, while using different forms of "brainstorm" in the group approach, Delfi or SIL methods, with what they promote the interaction between employees (Pavšek 2010, 52).

3.3 Rewarding employees

An enterprise can have a strong impact on the motivation of employees at work, in particular on their effectiveness and productivity, by appropriate means of rewarding employees, thus indirectly developing their skills (Treven 2001, 145).

We can divide the rewarding of employees into financial and non-financial. Many companies believe that financial reward fully motivates employees, but this is wrong thinking. For employees, it is more important to know how often and what is rewarding. The basic financial reward for employees is the salary that should be proportionate to the required effort and to meet the essential needs. Only when employees at minimum level fulfil basic needs, they are interested in the possibilities of non-financial reward (Mihalič 2006, 27). We also know the aspect of internal and external rewarding of employees. Among the ways of internal reward, which is, of course, less noticeable, include responsibility for tasks, autonomy, the involvement of employees in determining the company's objectives, and opportunities for personal development of the employee. In the context of external reward, there are additional discounts, public praise on ceremonies, cash prizes, and referral to training that are visible in the company and thus more expose the skills and merit of an employee (Pavšek 2010, 54).

An important aspect of employee rewarding is the development of knowledge and skills, and personal development, whereby the enterprise helps employees to learn related work and tasks to improve the efficiency of work and their competences. With the development of employees, businesses also want to improve employee qualifications structures, and to train them for such ways of working, which will enable them to achieve the objectives set. By that the company's management needs to make a decision, when, who, why, and in which fields the employee will develop, which, consequently, also means his/her placement on the relevant post (Možina et al. 1998, 45).

For the development of an individual employee, the company can decide based on different criteria, most often based on the necessary skills and skills to perform certain works and tasks. For this purpose in companies uses approaches such as learning, training and education. Learning is a longer-term process and expresses itself based on the learned practical skills and improves the adaptability of the employee in a given environment. The development of the necessary skills to perform certain works and tasks is defined as training, based on which employees learn to use new approaches, use technology and improve its performance. In case that a company chooses a more lengthy and more planned employment development process, we talk about education. Through education, employees acquire broader knowledge and in-depth understanding of the functioning of the systems, thus developing new habits and competencies, and better linking existing knowledge to each other. For that reason, it is very good if the company offer a new employee mentoring program. That increases the quality of their work, raise effectiveness and helps them to achieve better results (Jagodič 2012, 40).

3.4   Motivational Theories

Maslow has written in his theory that every individual tends to meet their higher goals. Therefore, when the basic needs are satisfied at a minimum extent, the individual seeks to satisfy the need for security, then the need for affiliation, followed by the satisfaction of the need for reputation and then the need to develop its options (Treven 2001, 127).

Levitt defined in its theory that we begin to feel the tension when we feel the lack of something, and we want to release it in a way that we can direct our action to satisfy the needs. When the need is satisfied, the individual is temporary, to the emergence of a new need, returns to a basic relaxed position (Ivanuša Bezjak 2006, 91).

Vroom in his theory assumes that the employees and the company have conflicting objectives and that the objectives of achieving mutual satisfaction are necessary to standardise. To achieve company objectives (low cost, high productivity, quality products), need to communicate with employees in such a way that employees with the achievement of the company's goals will also achieve their objectives (earnings, relevant working conditions, progression). It is important to emphasise that we can use such an approach in companies where have appropriately organised work and employees are highly socially conscious (Uhan 2000, 26).

Herzberg in his theory studied the effects on the satisfaction and motivation of employees at work. The factors were divided into hygienists and motivators, while their impact on the motivation of employees is different. Hygienists do not encourage employees to work better, but their task is to create conditions in which employees can be satisfied, while the task of motivators is to encourage employees to achieve better results (Treven 2001, 129-130).

Skinner based his theory based on an individual's behaviour guided by rewards and punishments. The prize should promote certain behaviour (repetition of the activity, if you get a reward), while penalties should prevent inadequate behaviour (learning and avoiding punishment). However, he also pointed out that the individual depends on what he considers as a reward or punishment (Černetič 2007, 231)

McGregor also identified his theory based on two possibilities of individual behaviour. According to his theory X, employees who are on average unmotivated, lazy, trying to avoid work and need to be constantly monitored and punished if they do not do the right activities. In the Y theory, employees are motivated to work, eager to prove themselves and willing to take responsibility for the performance of activities, expect in particular the promotion and need to operate only occasional control (Černetič 2007, 233).

4. IMPLEMENTATION OF RESEARCH

4.1   Preparation of research and description of the sample

We have researched with a survey. We interviewed employees with unlimited and limited time contracts, as well as students working through a student service. We used the Web tool 1-ka to conduct the survey. We used the snowball method, and the sample was random, as we surveyed the respondents through the social network Facebook.

We addressed in the opening remarks to the respondents the purpose and objectives of the survey. In the survey, we have 3 demographic questions (gender, age and employment) and selected 3 constructs of motivational factors: Rewarding Employees – RE (8 questions), Work Assignments and Creativity at Work – WACW (7 questions) and Organisational Climate and Employee Satisfaction – OCES (11 questions) - questions related to motivation, where they assessed their agreement with motivational factors, using a 4-stage scale (from 0 – a factor has no impact, up to 3 – the factor has a significant impact on motivation). In total, respondents had to evaluate 26 claims.

In the survey were involved, 956 respondents. According to the gender of respondents, was included 853 (89.2%) women's and 103 (10.8%) female. In the sample was included 407 (42.6%) employees for an indefinite period, 274 (28.7%) limited-time employees and 275 (28.7%) students working through a student service. By the age structure of respondents we have in sample 502 (52.5%) persons aged between 20 and 30 years, 288 (30.1%) persons aged between 30 and 40 years, 124 (13.0%) persons aged between 40 and 50 years, and 42 (4.4%) persons aged over 50 years. The average age of respondents was 31.92 years.

Table 4.1: Sample Analysis

	frequency	part in %
Gender		
Female	853	89.2
Male	103	10.8
Employment status		
Permanent employment	407	42.6
Fixed-term employment	274	28.7
Work through the Student Service	275	28.7
Age of respondents		
between 20 and 30 years	502	52.5
between 30 and 40 years	288	30.1
between 40 and 50 years	124	13.0
over 50 years	42	4.4

In the construct employee rewarding (ER) the Kayser-Mayer-Olkin coefficient (KMO = 0.810) indicates that the data are appropriate for factor analysis. Based on the results, we find that the first two factors explain 66.9% of the variance, while all factor weights of the construct are above 0.5. The reliability measure (Cronbachova alpha-α) is 0.839, which exceeds the required margin of assurance (0.6), based on which we can conclude that the construct is internally consistent and reliable.

Table 4.2: Results for construct Rewarding employees, the share of explained variance and Cronbach alpha

Construct Rewarding Employees (RE)	Component	Extraction Sums of Squared Loadings	Cronbach's Alpha
	1	Cumulative %	
Company car	,812	47,772	
Money prizes	,776	66,931	
Company computer	,742		
Company mobile phone	,711		
Additional benefits	,648		,839
The salary height	,646		
Extra free days	,638		
Possibility for full-time employment	,508		

In the contract Work task and creativity at work (WTCW), the criteria of the suitability of the sample Kayser-Mayer-Olkin (KMO = 0.853) indicates that the data are appropriate for factor analysis. Based on the results, we determine that the first factor explains 52.3% of the variance, while all factor weights are constructs above 0.6. The reliability measure (Cronbachova alpha-α) is 0.841, which exceeds the required margin of assurance (0.6), based on which we can conclude that the construct is internally consistent and reliable.

Table 4.3: Results for construct Working Tasks and Creativity at Work, the share of explained variance and Cronbach alpha

Construct Work Tasks and Creativity at Work (WTCW)	Component	Extraction Sums of Squared Loadings	Cronbach's Alpha
	1	Cumulative %	
Opportunity to show my knowledge and skills	,826	53,280	
Interesting work	,798		
Oral praise for good work	,781		
Autonomy at work	,751		,841
Written praise for a good work	,670		
Working time allocation	,650		
Variety of tasks	,604		

In the construct Organisational climate and employee satisfaction (OCES) criteria of the suitability of the sample Kayser-Mayer-Olkin (KMO = 0.849) indicates that the data are appropriate for factor analysis. Based on the results, we find that the first three factors explain 70.9% of the variance, while all factor weights are constructs above 0.5. The reliability measure (Cronbachova alpha-α) is 0.875, which exceeds the required margin of assurance (0.6), based on which we can conclude that the construct is internally consistent and reliable.

Table 4.4: Results for construct Organisational Climate and Employee Satisfaction, the share of explained variance and Cronbach alpha

Construct Organisational Climate and Employee Satisfaction (OCES)	Component	Extraction Sums of Squared Loadings	Cronbach's Alpha
	1	Cumulative %	
Organised cultural events with colleagues	,761	44,914	
Organised unions trip with colleagues	,747	61,337	
Workplace equipment with accessories	,746	70,864	
Workplace comfort (e.g. Air condition, seats)	,703		
Organised sports activities with colleagues	,701		
Organised parties with colleagues	,676		,875
Possible career development	,651		
Possibility to participate in decisions	,645		
Safety at work	,610		
Good communication with colleagues	,576		
Possibility of additional education	,508		

4.2   Hypothesis verification

We have set the following hypothesis H1: Employees are the most motivated by organisational climate and satisfaction (OCES), followed by employees rewarding (ER), while the tasks and creativity at work (WTCW) are the last motivated factors. The hypothesis was verified using SPSS analysis and the use of regression analysis.

Table 4.5: Results of regression equation calculating

Model	Unstandardized Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,035	,137		14,877	,000
ER	,004	,007	,030	,608	,543
WTCW	-,018	,009	-,100	-2,025	,043
OCES	,009	,006	,083	1,453	,147

a. Dependent Variable: Status delovnega razmerja

From the Table 4.5 we have the following regression equation for employee motivation (EM): EM = 14.877 + 1.453 OCES + 0.608 ER-2.025 WTCW.

It is therefore apparent from the written regression equation that the most important motivational factor is the organisational climate and employee satisfaction (OCES) of the work which, according to the assumptions in the hypothesis, is followed by the rewarding of employees (ER). The factor work-task and creativity at work (WTCW) affect negatively on employee motivation. Depending on the results obtained, we can confirm the hypothesis.

5. CONCLUSION

In the survey, we find that for good work and the achievement of the company's goals is necessary to take care of the motivation of employees and their proper rewarding. It is necessary to be aware that employees have different interests and expectations, and that these interests do not always coincide with the objectives and interests of the company. The task of the management is to establish appropriate conditions in which employees will be able to perform quality work and tasks with which the company will achieve the goals.

So that company will be able to achieve an appropriate organisational climate and the employee satisfaction, leadership must understand and also monitor the interests of employees, analyse obtained information and adapt internal relations to the market situation. Often, the market situation dictates changes that need to be introduced in the company, although this can also cause dissatisfaction among employees. An important element in achieving and ensuring an appropriate organisational climate is the appropriate and timely flow of information between the levels of the company. However, to achieve an appropriate organisational climate that is not enough. Employees want and also expect more activities from the company, including socialising outside working hours, career development, involvement in decision making, safety at work and of course the appropriate basic working conditions.

If the company fulfils the basic criteria of the organisational climate and thus employees' satisfaction, they may expect that employees will work and perform the required tasks, for which they will, of course, required a reasonable payment. As mentioned above, employees consider whether the salary is proportional to their patience and inputs, and based on this; they create their motivators to work and perform tasks. If payment is appropriate, they will work and perform tasks in future. Otherwise, they begin to think about how to improve their position and work less. Among the prize does not include only salaries, but also additional benefits, periodic cash prizes, business car, mobile phone and computer, or extra free days. In companies, they create themselves possible combinations of reward criteria, according to the possibilities and employees expectations.

It is interesting that work tasks and creativity at work do not motivate respondents involved in a survey. A very eloquent comment was from a few respondents from praise they could not survive. Some of them mentioned that they also work independently, which is usually otherwise interesting not motivated because they represent additional work, but they do not get any reward. Creativity at work in many companies is even not desirable since executives do not want to promote the development of employees and they believe that the employee's task is to execute the management commands. Such an approach cannot stimulate employees motivation, but it can often lead to a negative attitude of employees to work and tasks and businesses itself. The long-term negative consequences can also be the departure of employees from the company.

The management of companies, especially individual leaders, should accordingly provide appropriate reward systems if the company has managed to establish an appropriate organisational climate and employee satisfaction. In the case where the rewards would follow the scope of the work and tasks and regulate the appropriate flow of information with the appropriate organisational climate, it would also be in the interest of the employees to take over the additional tasks to develop their knowledge and skills.

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