Staff motivation research related to the main theory of motivation

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Abstract

The purpose of this paper is to explain motivation in terms of the most important motivational theories. Analysis and treatment on this topic is not comprehensive, as this theme or issue itself is much wider, but I have only addressed a few points or elements that are essential and are the most important.

I have tried to present an analysis and description of the role of motivation in the behavior of an individual or group to accomplish many goals to achieve greater success both in the career development and the organization.

Motivation as a concept is a key element of virtually every human activity, whether it be an individual, group, team or business organization. Without motivation or without stimulating work, achieving a particular goal, task or strategy is almost impossible.

Managers and employees want to achieve a situation in which through the motivation process will be ensured the improvement of the effectiveness and efficiency of the enterprise or organization and the improvement of the market position of enterprises towards the competitors.

Therefore, in this paper after the presentation of data and general descriptions, at the end of the paper are also presented the conclusions and recommendations on the motivation that we think are useful and contribute to behavior, satisfaction, development and stimulation in achieving the objectives set and required by the organization, as well as practical cases where motivation is applied in Kosovo.

Keywords: Motivation, objectives, purpose, individual behaviors, stimulation, organization.

Introduction

The term motivation derives from the Latin word "movere" which means "to move." Motivation is broadly defined as an act of enforcing within a person and triggering a push.

Leadership and perseverance represents a voluntary effort to accomplish the goal. The motivation theory is one that deals with processes that explain why and how human behavior is active.

In practice, the growing number of reasons that contribute to motivation is known to be one of the most important and toughest things for all managers of companies and organizations from all walks of life. One reason is that motivation is considered a regulator of direction and contributes to the preservation of human behavior to achieve an objective.

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towards the competitors.

Employee motivation includes all internal factors that promote and organize employee activities, direct behavior, and determine the time and intensity of the action. The behavior or action that a worker receives in an enterprise may have been caused by a certain promoter or can simply be a consequence of the action. Because of these processes in each individual there are two concepts of motivation:

§ Internal motivation refers to motivation that is driven by an interest or pleasure in the task itself, and exists within the individual not relying on any external pressure. Internal motivation has been studied by social and educational psychologists since the early 1970s. Research has shown that it is usually related with high educational achievement and student enjoyment. Explanations of internal motivation are given in the context of the theory of merit of Fritz HEIDER, group work and self-efficacy, and others in other respects.

§Non-characteristic motivation comes from outside the individual. Common rewards for external motivation are the money and the marks, the tightening or the threat of punishment. Competition in the direction of non-characteristic motivation encourages performers to win others, not to enjoy the inherent rewards of the activity. Social psychological research has shown that external rewards can lead to over-justification and reduction in internal motivation.

Motivation analysis and motivation theory is one of the most studied and written topics in organizational science, and is considered one of the most important areas of study in the field of behavior. The lack of a unified motivation theory reflects the complexity of definition through the different views and goals of those who analyze and investigate. In order to distinguish these key points, the development of motivation needs to be analyzed, and the subject of research is actually a theory of motivation.

General Aspects of Motivation

Motivation as a concept is a key element of almost any human activity, whether it be an individual person, group, or team or business organization. Without motivation or without stimulating work, realizing a particular goal, task or strategy is almost impossible. Motivation is a very complex phenomenon influenced individual, cultural, ethnic, historical and managerial factors. Work and only engaged work means enjoyment, much income and career development, but again motivation is mainly for achieving many goals and achieving greater success.

In some cases it may represent a stress factor that hinders the professional development of the individual, thereby reducing the overall level of satisfaction with the work. To maintain and protect the balance between the worker and the work needed to find or create efficient and effective management; managing employee adaptation to the institution or company and society and vice versa. Various countries are trying to intervene in this direction to improve working conditions, flexibility of working hours and quality of life for employees as well as greater motivation for workers. Workers today have not considered executors of tasks and messages given by senior management, but sources that are vital that affect

the ultimate outcome of the organization or company in which they work. The task of managers is to adapt work specifics to the expectations of workers working in their companies or organizations. If employees do a good job, then there is nothing else but the company or organization to collect the fruits of the successful operation.

Otherwise, managers need to identify and implement appropriate strategies to improve the results.

For these reasons, motivation should be an important aspect of everyday life and work, and now when we talk about tourism, motivation should take a place of merit to ensure growth and maintain the stability of the business sphere of tourism.

In conclusion we can say that many organizations and companies pay close attention as well as the motivating elements of human behavior work in accordance with the demands and needs of employees and companies.

1. Definition of motivation

The motivation process is based on a psychological basis and is the focal point where the whole focus falls on the knowledge and concepts of organizational behavior (Kasimati & Mandzhari 2002, 151).

Motivation is represented by forces acting within an individual and forces him to behave in a certain way towards achieving certain goals.

Instead of the word motivation, the words desire, need, request, purpose, encouragement, support, and hope are often used.

Motivational gifts and willingness of an individual struggling to achieve the goals of the organization or company by spending a large amount of energy and conditional efforts, try to bring about the fulfillment of their individual goals (Kasimati & Mandzhari 2002, 152).

Motives are encouraging forces that trigger various human activities that promote and manage it.

Motivation is a complex process to encourage psychodynamics of human activity, its focus on certain objects, and regulation of activity to achieve certain goals. Motivation has developed as a result of society itself, because it has existed and exists in itself as a human being and is a human part of nature. Motivation is born within the human soul, which is in his psyche and this is an integral part of the emotional system of humans.

Scientists and managers have long been concerned with the factors that led to the emergence of motivation, those indisputable factors and there are three main reasons for them (Lazio, 2008, 287):

§Comprehensive understanding and recognition of human nature is the main reason for defining the way of organizing work, designing and implementing, the style of leadership to be followed, the forms or types of rewards, tools and methods to control the degree of centralization of authority i.e. management , how to resolve conflicts, etc.

§ Human resources play a major role in the overall performance of the company or organization staff.

§ The business environment in which companies and organizations and where social elements take on the greatest importance is also a major cause of motivation.

So the managers understand that the high professional training of employees and their motive for success is the main condition for the further use and development of modern technology and long-term positioning.

Employees differ with each other because there are differences in what they encourage and motivate. What motivates employees in an enterprise does not motivate employees in another company.

In fact, understanding the differences in motivation is the most important thing for the successful prediction of individual differences and behaviors that are a result of certain needs, desires, tension, satisfaction, and so on.

If employees are similar in some respects, they probably differ in most of the features. Refers to their views and opinions about work, reward, and other factors that influence motivation.

There are several classifications of motivation factors in the literature. One of these classifications is a breakdown of factors that promote the motivation of internal and external factors. The internal factors that motivate the characteristics are expressed through the specific position, the importance of enterprise autonomy in the workplace, operations and decision-making process of communication and information transmission within the enterprise.

Internal motivation is caused by positive inner feelings. Extraordinary motivation encourages behavior that occurs when the employee's work creates an opportunity to win prizes. Internal and external motivation contributes to the achievement of concrete results so it can be considered that certain results occur due to internal or external motivation.

2. Important features and types of motivation

Human nature is very complex and is made up of a whole set of needs, desires and aspirations that are "loaded" in the workplace to explain and determine the motives, behavior and attitudes of those who accept the implementation of specific tasks and work within the organizational structure of a company or organization. The interest of scientists and managers over the range of these factors is constantly increasing and their importance for many reasons (Lazio, 2008, 286):

- The motivation process begins with the identification of the needs of the individual,
- The need to define as perceived lack of behavior that seeks to remove that deficiency,
- Deficiencies may be physiological, psychological and social,
- A single element is noticeable throughout the whole process of behavior,
- They should encourage or motivate individuals to act to fulfill them and enjoyment.

Motivation has developed as a result of society itself, because it has existed and exists in itself as a human being and is part of human nature. Motivation is born within the human soul, which is in his psyche and this is an integral part of the emotional system of humans.

With its common external motivation, its mechanism is very simple: the leader gives the task to the employee to personally select the selector and start working immediately. This can be a reward for timely execution and quality of work promotion or moral praise / extra days (Lazio, 2008, 287).

Accordingly, a job employee gets personal interest in his execution and during the

process he knows what he is doing. The next question is - internal motivation. In this case, he will have to do a lot of work, as its ultimate goal is to develop the professional skills of staff and to reduce the negative aspects of work.

Internal motivation is largely dependent on the specifics of the work itself. If the profession allows a person to grow, learn something new, and the workflow offers a great deal of space for the realization of creative skills and gaining the self-satisfaction of the experts are likely to be interested in your work.

The motivation of personnel in the enterprise today is carried out with different methods. This is a system of rewards and punishments of employees, education, explanation and personal example.

Most often, the type of motivation, in individual examination also called for motivations.

It is important to understand that this term refers to an exposure path.

In recent years, experts from around the world are trying to classify the principles of personnel management to create a unified system to determine which ones are the most effective. In fairness it should be emphasized that the same motivation can act on a person under certain conditions to have no impact on other circumstances. From all this we can conclude: There is no universal formula for success, the tools of motivation should be specific to the company and often for individually certain employees. Even the most experienced manager should change the tactics in the process and introduce new incentives if it has not helped to achieve the desired result before. The new mentality of employees in an organization today should be along the lines of what is called "movement or tendency of human relationships."

Motivation theories

Motivation is one of the biggest problems not only in basic sciences such as psychology but also in management and business. The company realizes its goals so that employees and managers show their skills, knowledge and motivation.

The basic dimensions of motivation: direction, intensity and continuity.

Many scientists, theorists and psychologists who work on managing companies or organizations in their efforts to explain the motive of human society created with many theories, we can say that none of them is universal theory because the human being is a complex system.

Given this issue later on in this article I will try to briefly point out and by mentioning the most important motivational theories that can help managers learn how to handle workers to create their position that will help fill in the needs of employees and also in the achievement of the organization's objectives.

Understanding the needs and demands of people is a very important moment in explaining the motives and creating a clear picture of the complexity of this process so that managers need to understand that different people have different needs and understand the reasons for their appearance or the process of realization. Theories are the theories found in the dynamics of motivation and in this context we will only mention the most important motivational theories (Lazio, 2008, 301):

After all, as has been said here, it can be summed up that motivation is a process by

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which we decide "why" should act and what course of action to choose among the many opportunities. As a result of these efforts to explore motivation, there is a great diversity of theories.

Some of them are trying to answer the question of what motivates people who need to determine human behavior. These theories are called content. Another set of theories tries to answer the question of how a person chooses his behavior and what its logic is when choosing one or another way of action.

1. Main Motivation Theories

Motivational theories seek to explain the factors that affect the efforts of the people who have invested in their work, their commitment and contribution to work as a labor volunteer.

Some of them are trying to answer the question of what motivates people, so what are the needs that motivate people for certain behaviors. These theories are called theories for maintaining motivation and as the most important are:

1. Theory of the hierarchy of needs, Abraham Maslow,
2. ERG Theory, Clayton Alderfer,
3. The theory of two factors, Frederick Hercberg,
4. Theory of success, David Mack Klelend.

Another set of theories that tries to answer the question of how a person chooses his behavior and what is its logic when choosing one or another way of action. These are the so-called procedural theories:

5. The Theory of Reception of VROM
6. Adams Equality Theory
7. Goal setting theory Locke and Latham,

1.1 Theory of the hierarchy of needs Abraham Maslov

The basic group of classical motivational theories belong to the theory of needs hierarchy, developed by Abraham Maslow.

The manager, who is also familiar with the needs of their subordinates, can predict what sort of thing should dominate with them in the near future and embrace the motivation to increase the efficiency of their activity.

Abraham Maslow offers a hierarchy of needs, a certain level of reasoning that the order is fixed to move towards meeting the highest level needs to meet the most important needs at the lowest level. Maslow shares human motives in seven levels (Maslow, 1968, 37):

1. Physiological needs: food, water, sleep, air, sex. These needs dominate when other needs are not met and can not serve as a motivator at this time.
2. Needs for protection and security: protection from physical injuries, illness, economic loss and uncertainty about the future.
3. The need for belonging (social need) in relation to the needs of collective life - communication for giving and receiving love, friendship and understanding.
4. Requirements of respect: adapted in two groups - needs of self-esteem (achieving goals, independence, self-esteem and respectful needs by others) recognition, attention, reputation, etc.

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5. Requirements of self-realization: for maximum realization of abilities and development as a person. According to Maslow, it is ".... the desire to get more and more of what you are, becoming everything that someone is able to become."
Self-actualization is a necessity for a person who wants to show his entire potential, and the human being always seeks to achieve this need, but this can only happen if the above needs are met before.

1.2. The Alderfer's theory (ERG)

Alderfer, following the idea of Maslow, develops the so-called ERG theory of motivation, according to which the needs of people are not in a vertical hierarchy, followed by a horizontal line and are three groups (Panajotov & Bodurova, 2004, 238):
1. Requirements of existence / E / - respond to the needs of low levels of Maslow's theory. They relate to the material interactions of a person with the surrounding environment - i.e. basic physiological needs and safety needs.
2. Connecting needs / R / sensitive to the need for the relationship of the individual with the environment - social reality. The needs of communication, group affiliation and respect by others are included.
3. Increase needs / G /, personal development, i.e. self-realization, including participation in management.
Unlike Maslow, which allows the impacts of motivation needs, through a downward movement upward after the pyramid, that is, in transition from low to high requirements, Alderfer finds that such an influence can be applied in different directions.

1.3. The Herbert's theory

In his theory, Frederick Herzberg creates another kind of human needs system from the point of view of motivation. The great contribution is that he "reveals" the roots of the real motivation for work, rooted in the factors influencing the content of the work done. According to him, the work should bring pleasure, satisfaction.
The acceptance of Maslow's concept of the importance of the needs and the examined causes that give rise to satisfaction and dissatisfaction with the work of Hertzberg comes to the following two conclusions (Herzberg, 1993, 123):
1. First: For us, not all kinds of needs and satisfaction serve us as a basis for motivation. Up to this point it is considered that if a need is unsatisfied, a person is dissatisfied, but if satisfied, he is satisfied with the work and so every need can serve as a motivator. "The opposite of the feeling of pleasure is his absence, not dissatisfaction"
2. Second: All the factors that lead to the fulfillment of human needs depending on their pleasure and relationship can be divided into two groups: hygiene and motivation.

1.4. The McClelland theory

With the development of economic relations and management improvement, an important role in motivating theories is given to the needs of a higher level. One representative of such a theory is David Mack Cleland who defends the thesis that all human motives and needs have gained shape throughout its development. According

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to theory, the structure needs a higher level that comes as follows depending on three factors:
 § To success
§ Towards power
§ Towards recognition
According to this claim, success is assessed not as praise or recognition by colleagues but as personal achievement as a result of the activities (Hristov, 1997, 301). In other words, the need for success is not just related to the public assessment of the achieved outcome. There is a need to bring about a successful outcome in every work, even when it is likely that others will not know (Mc Clelland, 1988, 35).

1.5. VROM expectations theory

From the group of process theories the theory of expectation i.e. / integral approach of motivation takes special place. The originator of the theory of expectation is V. Vrom , who is trying to understand why a person in some particular situation requires a certain form of behavior.
Expectancy + Instrumentality + Valence = Motivation
Basically, Vroom argued that employees tend to make rational decisions on the direction and intensity of the work effort they will invest in the performance of tasks on the basis of two factors (Armstrong, 2007):
 (1) the value and appeal of the individual's award to meet his needs and
(2) the probability that the price depends on engagement.
A person works better if the job provides the achievement of the desired goal (instrumentality), which for him has a value (valence) and for which there is a probability (expectation) that it will be realized.
This theory is criticized because people are not always rational and are not guided by the possible results, but often respond impulsively, emotionally and irrationally to desired results at all costs. The significance of this theory is the link of effort at work with the achievement of desired results.

1.6. Theory of equality, Adams

According to the essence of the theory of righteousness / equality, it starts from the perception of the individual of how fairly he is treated in comparison with others. Developed by J. Adams and it predicts that people will evaluate the fairness / equity of their engagement in the company on the basis of a comparison of the level of self-assurance and the result, the level of commitment and the outcome of the collaborators (Mitchell & Daniels, 2003).
 It starts from the thesis that people should be treated fairly and be properly rewarded because they are cautious of how other people are treated and if they come to the conclusion that others earn much or have little concern they take action to remove one such condition.
  The emphasis is on the ratio of an individual enterprise: the individual invests something like (effort, knowledge, creativity ...), and in return receives something (salary, status recognition, ...).
An individual wants a balance in this relationship giving-getting.

1.7. The theory of setting goals, Locke and Latham

According to the process theory of setting goals, described by Edwin Locke and Gerry Latham, the main motivators are the goals. People make an effort to work if they believe it is worthwhile to work and that it is achievable.

Clearly defined positive goals affect motivation because people know exactly what behavior is expected of them and what results they expect.

From the theory of goal-setting, managers can draw three basic lessons:

wEvery individual or group in the organization should always have a clear and specific goal set. Everyone will work better if there is a specific target.

w Goals should be set in order to be difficult to reach, but very easily feasible to encourage employees.

w Employee feedback should always be provided for the achievement of their goals. Employees are more motivated if they know how to accomplish their goals.

An important aspect of this theory is the response to success in every individual's work that has a strong motivational character.

This theory takes into account the human need to plan and predict the goals for its action, as well as to find out and monitor the results of its work.

Conclusion

When talking about motivation in the work process, two situations arise. The first condition arises from the need to perceive the causes of certain behavior of the individual or group in the work process, while the second aspect refers to the determination of all possibilities and situations that will help them to influence the change of such behavior in the direction that will enable achieving maximum productivity in the work, which will certainly result in achieving maximum effectivity and efficiency of the enterprise as a whole.

Motivation means causing the individual or group to realize a particular activity. Such a process is composed of (Petkowski, 2000, 17):

• Identifying or respecting an unsatisfied need, as well as establishing a goal that will meet the need;

• Determining the actions needed to meet the objective, and thus to meet the need.

Three dimensions of motivation are essential to understanding its impact on the performance of employees: direction, intensity and consistency. In order for the employee to be motivated in the right way, his motivation must have a certain direction, because people can be motivated in the wrong direction. The intensity of motivation determines the amount of effort that will be invested in a unit time to meet its own needs. If the intensity of the motivation is greater, the company's employees will make more efforts in accomplishing their tasks and its performances will be improved. Motivation and employee satisfaction are becoming a topic of interest to modern management, because the construction of a quality motivation system can help the company increase its competitive ability and value. It can be said that motivation is a complex phenomenon influenced by many factors. Understanding the issues of motivation is essential for understanding the effect of variations in other complementary factors such as: redefinition of work - jobs, reward

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system, advancement system, management style, etc. The system of motivation, besides the material, should include a non-material strategy.

The reward system has a motivational effect, because in doing so, employees are given an indication of what is valued in the enterprise. Remuneration affects employees' behavior, the results of their work and the culture of employees. Recognition of the achieved results may also have a positive impact on employee motivation. Individuals can be motivated initiatives, rewards and leadership. Employees should believe in the system of reward and in that they are righteous.

People, their needs, motivation and satisfaction are a major part of human resource management, because human capital is a major asset in the global market. Many motivational theories are derived from the need of people and their motivators. Managers have at their disposal many motivational techniques that can be tangible and intangible.

According to what we have said so far, it can be concluded that motivation is a process through which we decide "why" we should act and which way of action is chosen among many possibilities. As a result of the long-standing attempts to explore motivation, there is a wide variety of theories. Motivational theories try to explain the factors that influence people's efforts in their work, level of engagement, contribution to work and volunteer work. Some of them try to answer the question of what motivates people, i.e. what are the needs that motivate people with a certain attitude.

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