# MOTIVATION OF THE POST EMPLOYEES AS A SEGMENT OF THE MANAGEMENT PROCESS

## SIMIĆ MIODRAG[1], RADOSAVLJEVIĆ DRAGANA[2]

[1]JP PTT "Srbija", Trstenik, Serbia, miosimic@sbb.rs
[2]Faculty for Education of the Executives, Novi Sad, Serbia

***Abstract:*** *The greatest quality of manager today is his ability to constructively address, otherwise complex issue of motivation of employees. Understanding human motivation at work is the key to understanding the formula business achievement. Theories of motivation provide information to begin the process of motivated behavior, how maintains and direct, or what conditions organizations must ensure that employees have made the decision to put more efforts and achieve the performance and quality. Creating an environment suitable to tranquility implies the abandonment of inefficient ways of motivating and establishing of new, complex one.*

***Keywords:*** *motivation, three groups of needs theory, motivator appraisal, incentives*

## 1. INTRODUCTION

Human activity is driven by motives, directed it and maintain until the activity is met. Personnel and their resources are becoming a major factor of competitiveness and organizational effectiveness. The struggle for experienced managers, quality professionals, and young talents becomes the sharpest form of competition [1]. Motivation is one of the most important topics in management because organizations achieve goals through performance evaluation and performance of employees and managers. In order to employees achieve their performance three basic factors must be fulfilled, those are:

- The ability of employees to achieve performance
- Opportunities for employees to achieve performance
- Motivation of employees to achieve performance

The first factor, the ability of employees to achieve the effect is achieved by education and training. The second factor, the chances of employees to achieve the effect provide the organization and organizational structure of company. However, despite the fact that the employee is trained to carry out an assignment and what organization makes it possible to perform the task successfully - none of the above makes no sense if employee is not motivated to accomplish the task.

The aim is to prove the Alderfer's ERG theory of tri groups of needs, i.e. existential needs, social (the need to connect) and ego needs (growth and development) where the individual can be motivated with the need for higher order if the lower order needs are not satisfied, and if those needs are very important for individual. The results are given for the right to this theory because the employees were giving higher importance to the needs of higher order in front of the lower order needs.

ERG is an interesting model for managers because it clearly indicates that if people have similar needs, their relative importance is different, and therefore all employees should be approached differently, even though based on the measurement of motivation for some groups of employees we conclude which group motivate them the most.


## 2. MOTIVATION THEORY

The concept of motivation refers to "those psychological processes that cause the occurrence, direction, and persistence of voluntary actions that are directed" [2]. In addition, the motivation is seen as "a set of processes that are associated with the intensity, orientation, and persistence efforts of individuals who are invested in achieving the goal" [3]. To the management is very important to know the profile of motivation of its employees. Theories of motivation have been developed on the basis of philosophical settings of Descartes, Spinoza, Leibniz, Hobbes, Locke and Kant to which modern learning motivation is based on. Theories of motivation are different from what passed in the foreground and what to anticipate. All are dealing with the development of human behavior and seek the answer to simple question, "How to motivate employees working for the greater success and the achievement of the necessary goals? " The question looks so easy to answer, and it is very complicated and complex. All theories of motivation can be divided into the original theory of motivation and contemporary theories of motivation. According to Stoner, Freeman, and Gilbert in the original theory of motivation and there are three models [4]:

- TRADITIONAL MODEL
- HUMAN RELATIONS MODEL
- HUMAN RESOURCES MODEL

If there is a need to introduce the division of modern theory of motivation, then we distinguish two groups that dominate over other theories:

- CONTENT THEORY
- PROCESS THEORY

Content theory includes three groups of needs theory-ERG or Alderfer's theory in the forefront puts the analysis of basic human needs that managers must know and be able to satisfy them during a business process.
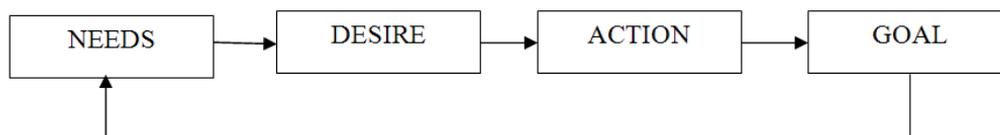


Figure 1: Motivation process according to content theories [5]

This theory consists of three basic elements to which it was named as the theory of ERG theory (Existence - Relatedness - Growth), which are the existential needs - (E - Existence), the need to connect - (R - Relatedness), growth and development needs - (G - Growth). Existential needs relate to different forms of material and physiological needs that are met by income and other forms of compensation, working conditions, etc. The degree of satisfaction of these needs depends on the individual's perception of what it is received in relation to what others receive. Connectivity needs relate to connecting to family, coworkers, friends, management and so on. It is about interpersonal relationships characterized by mutuality and exchange process that can have positive and negative sign. Growth and development are needs that underlie the action of the individual. They are satisfied with solving problems that encourage individuals to make full use of its resources and the potential for further development. Satisfying these needs also encouraging the use of human resources and creates a sense of wholeness and fullness. Satisfying these needs depends on the objective possibilities and opportunities that allow individual or not to be what he is and what he can be. Alderfer believes that the importance of meeting some needs do not affect only those needs of lower order, but also to satisfy those needs over the satisfied needs. Alderfer's theory has similarities and differences in relation to Maslow's hierarchy of needs theory, the idea that needs run human activity is the same as for Maslow, and it is a noticeable similarity in defining needs. However, there are important differences regarding the way in which the individual needs activate as motivators for the individual. Alderfer relativized hierarchical arrangement of needs; it argues that certain factors such as the cultural environment may need to favor one over another, which means that the individual can motivate the need for higher order although it is not satisfied the lower order if those needs are very important for the individual.

## 3. MEASURING MOTIVATION IN A SAMPLE OU "KRUSEVAC"

One of the main problems the study of work motivation, is how to measure motivation? Only indirect measurement of motivation can be performed and through perseverance and direction of behavior, size, effort, results that are achieved, mental condition or state of satisfaction or dissatisfaction in the organization. This is possible using the method with the three basic techniques of motivation:

- A survey of workers, i.e., seeking their opinions on what motivates them to work,
- Evaluation of employees' behavior in altered (different) situations,
- Measurement of effort, and those elements of performance (the employer's performance) that are under his direct control

Questionnaires as a measure of work motivation technique are easily to apply [6]. The only things necessary is to compose a questionnaire for this study, in addition to the usual, standard data, such as the position of respondents, sex, age, work experience of respondents and level of education had nine motivators that should be assessed a five scale, where No. 1 grade meant "not important to me," No. 2 "bit is important to me," No. 3 "Somewhat important" No. 4 "is very important to me," a No. 5 - "extremely important to me." Respondents choose the number on a scale according to their own sense of the degree of motivation.

In PTT "Serbia" Company, there are several motivational programs. Starting form the amount of stimulation, mental health rehabilitation through employment, sports game, electing the best worker to motivational programs for employees organized by Tenfore

Company, a Western Union representative. All these programs have their positive and negative aspects depending on the application but I think that the last one listed motivational program is imaginative and innovative, which is incorporated some positive world experience in itself.

Operating units of Krusevac postal service in which the sample is studied, has 407 employees, and survey included 264 workers respectively (64.68%). For analysis of the research itself 257 survey lists were used, or (63.14%) cause seven questionnaires were unusable because they were not properly completed. Looking at the enterprise level of the investigated sample of employees is 1.7% and included a technology and service workers. Service worker ratio is 13:23% in relation to workers in the technology of 86.76% of the observed sample. When looking the relationship at the company, it is somewhat different and the number of workers in services is 11.09% vs. 88.91% in technology which may be due to the postal service workers is observed when this level counted as part of technology. I cannot say that the postal services business unit Krusevac representative for the PTT „Srbija" Company but certainly can say similar results will be provided for similar units in the Region III or Central Serbia.

### 3.1 Ratings motivators according to the whole sample

Average rating of motivators and in groups was given in Table 1.

| Motivators | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|---|
| Ratings | 3.81 | 4.20 | 4.65 | 4.77 | 4.83 | 4.59 | 4.67 | 4.71 | 4.24 |
| According to groups | 4.22 | | | 4.73 | | | 4.54 | | |

Legend: 1. Possibility of promotion at work; 2. Interesting and diverse work; 3. Gaining reputation through the performance and behavior (1- 3 ego motivators); 4. To save my workplace; 5. Not to endanger health at work; 6. Fair distribution of wages (4-6 existential motivators); 7. Good relationship with superiors; 8. To appreciate my commitment to work; 9 to have my circle of friends at work (7-9 social motivators).

We see as expected by Alderfer's theory that the most important are existential and social motivators and at the end ego motivators but as we continue to see they will not be on that line but they will be individually arranged before some from other group since Alderfer's theory allows, from some unknown reasons, before it meet all the existential needs to strive to meet some other social or ego needs.
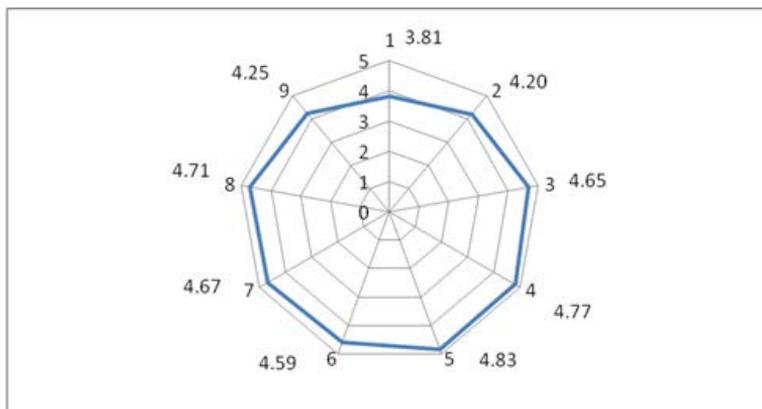


Figure 2: Graphically illustrated average ratings of motivators

Motivator with the highest score is the motivator of 5 (Not to endanger my health at work) then the other existential motivator 4 (To save my workplace). This sequence is not supposed to wonder, because postal workers are relatively protected from losing their job or be on the verge of privatization or redundant lists from time to time organize a voluntary departure or retirement from the company. The fact that health of postal workers is in the first place says more about awareness than they are more exposed to loss of other health professions are not forgetting that they work extremely stressful job and are increasingly the target of armed attacks. Therefore, PTT „Srbija" Company implements a rehabilitation program i.e. of sending to sanatoriums its employees to recover. Alderfer's theory is confirmed by the following results where before the next existential motivator 6 (fair distribution of wages) two social and an ego motivator. Perhaps this motivator couldn't be more important because the payments are relatively well distributed and monetary stimulus other than it is limited cannot be much affected. The order of the next three motivators tells employees that 8 (To appreciate my commitment to the business) important to appreciate what they do, then 7 (A good relationship with superiors) as an expression to the well-built relationship with each supervisor's stated goal may be easier to accomplish and not as the need for the privilege. Because the third in a series i.e. 3 (Gaining reputation through the performance and behavior) ego motivator to acquire the reputation of their work and behavior, which in turn gives a large space management to draw from it the motivation for employees to gain prestige and respect with thier work, through a good relationship with supervisor who will be able to appreciate their commitment at work. The following social factor or motivator related to socializing, 9, (If I had my circle of friends at work) has been high-grade evaluated but it is behind other social factors and cannot be understood that for the postal workers is essential to make friends at work as the job is not so bad that there is solidarity among colleagues and mutual assistance. For the second ego factor 2 (and interesting variety of work), bearing in mind the assessment we can conclude 4.20 the place where one of the motivators that postal workers do not like a varied and interesting work and to enjoy the monotony and uniformity and to do their job as robots. In working with people, we cannot talk about the monotony, because every man is a story for himself. It is a motivator (Possibility for promotion) assessed by low grade that tells more about the job classification where there is no salary grades within the same group work so that little space than individual efforts and desire to succeed. So conscious of the facts the postal workers do not have too much desire for global progress when it is reduced by a combination of circumstances, so that sometimes seems impossible. Using another flexible systematization, it is possible to find place for the motivation of employees.

### 3.2. Ratings motivator to work

The observed pattern is presented in the table according to the place of work and how it looks in percentage.

Table 2.: Respondents according to the place of work

| The number of workers according the place of work | RJ department worker (1) | Mailman (2) | Counter worker (3) | Director and supervisor (4) | Postal center workers (5) | Drivers (6) | Total |
|---|---|---|---|---|---|---|---|
| | 34 | 87 | 90 | 20 | 13 | 13 | 257 |
| % | 13 | 34 | 35 | 8 | 5 | 5 | 100 |

We note that the majority of respondents is from groups of jobs of postman and the counter staff and the percentage is 69% of respondents. The following table provides motivators evaluated by a group of individual jobs.

| Rating motivators by place of work | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|---|
| RJ department worker | 3.64 | 4.20 | 4.52 | 4.64 | 5.00 | 4.55 | 4.32 | 4.55 | 4.05 |
| Mailman | 3.43 | 4.04 | 4.57 | 4.73 | 4.71 | 4.42 | 4.74 | 4.66 | 4.28 |
| Counter worker | 4.06 | 4.32 | 4.81 | 4.88 | 4.93 | 4.72 | 4.77 | 4.85 | 4.16 |
| Director and supervisor | 4.10 | 4.40 | 4.90 | 4.65 | 4.90 | 4.65 | 4.60 | 4.70 | 4.10 |
| Postal center workers | 4.15 | 4.23 | 4.30 | 5.00 | 4.92 | 4.76 | 4.38 | 4.46 | 4.92 |
| Drivers | 4.23 | 4.15 | 4.38 | 4.46 | 4.38 | 4.69 | 4.76 | 4.69 | 4.61 |

Table 3. Rating motivators by place of work

The analysis was carried out in two directions i.e. motivators by place of work in a different direction at a specific workplace are ranked as motivators. When we look at the work place motivators we come to the strange conclusion that most workers in the service care about health but as I said it's more awareness rather than actual exposure because of health spending in the service business is certainly less stressful than in any part of the technological work process. No wonder that for drivers this motivator is the least important, because their job is not so much directed at people such as users of services in relation to colleagues of other groups. Observing the motivator 4 we see that was rated with highest marks by employees in postal center, it confirms the earlier statement as set forth relatively easiness regarding workplace, which is not the case regarding the construction of GPC in Belgrade because the question is what will happen to the PC workers and work unit in Krusevac, and therefore their specific concerns. The drivers are rated this motivator with the lowest grade but if you look at the highest score it will be more a consequence of the fact they were accounted only 5% in the sample. Ratings for the motivator 6 are consistent and do not deserve comments from what has already been said. As far as social factors, motivator 8 has the highest importance for counter workers this indicates that this group of business managers needs to show respect for the forms of stimulation and attention in order not to feel disadvantaged. This is an important motivator for at least the postal workers at the center of the unique characteristics of their work that is more based on shifts i.e. teamwork. When it comes motivator 7, we see that it is relatively significant to mailmen, a counter workers and drivers, and managers need to pay more attention when it comes to this relationship and that if these employees is extremely important that they build a relationship from that source of motivation of employees the human approach to no-load and full of compassion for all the problems of their subordinates. The next social factor 9 based on the specific work that has been said before is the most important center of the postal workers and the least important for managers and supervisors of the specifics of their job to be performed successfully can be difficult to build a circle of friends at work with those who can control constantly. It is a real manager should be in it to succeed and that regardless of

this setting in the labor process control to be understood not as a threat or an evil but as a help. The workers in the service of this motivator rated so low indicates that they are in the process of working less on each other and should work on their social events, joint meetings, and working hours. We see that the ego motivator highest score of 3 supervisors and managers evaluate their work, which most can gain reputation with employees, superiors and the environment in which they work. Managers should, as a group of postal workers from the center and the drivers do not prefer this motivator to make the action of choosing the best driver or employee postal center and of course it awards to the workers in these groups developed the motivator. As the business manager and most versatile controller that he was the highest rank, they should not be surprising. Also as this one, at least two ranked motivator for the postman make sense because their work is really done by a usual scheme and algorithm. What are the career development concerns again at least from the mail carrier which is quite understandable because of already been said regarding the systematization and work and level of education that most mail carriers has.

When we look at the analysis from the other direction according to the place of work and how they the motivators were ranked, for service workers the most important existential and social motivators other than the third is to have friends at work, then ego motivators. For a group of mail carriers existential factors 4 and 5 and then social 7 and 8 after that ego factor 3 and then the distribution of salaries and circle of friends at work. For counter workers, the order is the same as with the mail carriers in addition to their ego 2 is in front of the social motivator 9. To group of managers and supervisors health and reputation are in the first place and dedication to work and then the other ego and existential factors. Workers of postal center after existential factors 4 and 5 and 9 social motivator follows 's hierarchy of needs where the needs are at the end of growth and development and ego needs. To drivers the social factors are first bearing in mind that they are spending lots of time alone in the transport lines and then the existential ego and motivators in the end.

### 3.3. Ratings motivators by gender

Of the total sample of male respondents were 149 or (58%) and 108 or (42%) women. If we observe business unit of Krusevac postal traffic in total employment were 248 men (61%) and 159 women (39%), while the ratio in the Company were 59% of men and 41% of women. So, if we look at the representation of gender, we see that the sample is more similar to the Company although there is no big variation even when it comes to business unit.

| Rating motivators by place of work | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
|---|---|---|---|---|---|---|---|---|---|
| Men | 3.71 | 4.14 | 4.54 | 4.71 | 4.76 | 4.54 | 4.65 | 4.61 | 4.37 |
| Women | 3.95 | 4.29 | 4.80 | 4.84 | 4.93 | 4.67 | 4.69 | 4.84 | 4.07 |

Table 4: Motivators - grades depending on the gender

Women rated all motivators higher than average grade except social motivator 9, which is a result of the position of our women in our society where it should find friends within their families and not outside it. If we look at how men ranked motivators, we see that the most important to them is to preserve health and business relation and then the relation to immediate superior and that the effort at work is valued and reputation with a fair distribution of wages, while at the rear are friendship and the first two ego factors. To

women the most important motivator is health, work and effort along to reputation and only after that, good relationship with the supervisor and the distribution of wages, while at the end are the diversity, friendship and progress with the remark that score is higher than of men and women are more likely to be fighting for their advancement than men.


## 4. SOME OF THE RJ PS KRUSEVAC SPECIFICS THAT CAN BE TAKEN INTO ACCOUNT FOR MOTIVATION

Analyzing for the needs of researching the structure of the staff working in the cited unit as a motivating factor appears a number of people who are spent life working in the Posta, and it is even 263 of 407 employees (64.62%). They just can be motivate by this fact and their loyalty to the firm while the second group of workers who are already working somewhere and now work at the post office needs to be motivated as they obviously have a bad experience when they come into the company and it now needs to motivate them to provide positive example to appreciate new values they have. The fact that a certain number of employees has a greater degree of education than needed for the working places, usually younger people who started to work in a lesser degree, just to have a working relationship and although they have a higher level of education, is also obvious. That was the only way to get employment, and there is a number of employees who in the meantime completed the education and worked on it. On the other hand, as shown in the table that follows, there are employees in the workplace that is provided by the systematization of college degree, and they have a lower one and that is the case of older colleagues who were employed by a previous systematization where the degree that they have was enough. The motivation for the latter is based on the fact if their work is satisfying, no one will dismiss them, and for other you should first find ways regardless of the rigid systematization to recognize the level of education and provide adequate jobs predicted by the systematization that would include appropriate salaries.

| Age | Number of employees having | |
|---|---|---|
| | Higher education than needed | Lower education than needed |
| Up to 30 years old | 7 | - |
| 31 – 40 years old | 8 | 2 |
| 41 – 50 years old | 5 | 28 |
| More than 51 years old | 2 | 54 |

Table 5: Employees with inadequate education in the workplace by age


## 5. RESUME

It is the ability of managers to recognize individual differences and needs of people in connecting people with jobs appropriate to their needs. Stimulation encourages employees to creativity, better results, greater responsibility, and obligation. The combination of material and moral forms of stimulation achieve full engagement of employees at work, which reflects the rationality, efficiency, productivity, and efficiency. We all want to see and feel that what we are doing something significant and important.

Well, the basic role of managers is to recognize the wishes of employees and assist them to comply with them throughout the organization. The organization must attract and encourage employees to stay in it, to allow them to perform their tasks and to stimulate them to overcome the routine, and to encourage the innovation and creativity. Such a mode in which the workers feel more secure, have a sense of belonging and self-affirmation through the work, workers and managers who support them and follow, allowing the organization to be active, successful and productive and thus leading to a competitive market.

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