

**SCIENTIFIC REVIEW**

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## **Motivation and Resilience in the Workplace**

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### **ABSTRACT**

*Motivation directly relates to the achievement of employees and employee relations in the workplace. It is a term that has also been referred to as a catalyzer or an engine that runs the human forward. Achievement in the workplace deals with the pride and sense of accomplishment employees feel about their jobs and employers. This paper aims to recognize and describe the importance of certain factors in motivating employees. The authors concluded that managers must use various methods, such as modifying the work environment, promoting participation, and rewarding employees to be more resilient. They can improve job satisfaction by providing a positive work environment, recognizing employees' contributions, offering fair compensation, providing opportunities for growth and development, and creating a culture that values work-life balance. It is also essential to solicit employee feedback to identify areas for improvement and make necessary changes to enhance their job satisfaction.*

**Keywords:** motivation, workplace, employees, work environment, job satisfaction

**JEL classification:** M14, M21

## INTRODUCTION

Managers play a pivotal role in understanding and addressing individual employee needs. This understanding is critical and empowering, allowing them to choose motivating factors based on individual employees' needs. Therefore, motivation is a complex psychological phenomenon influenced by various internal and external factors. Here are some of the critical factors that can affect motivation:

- **Goals:** An individual's goals' clarity, relevance, and difficulty can significantly impact their motivation levels. Too challenging or easy goals can lead to demotivation, while clear, relevant, and challenging goals can increase motivation.
- **Feedback:** Feedback on performance can significantly impact motivation. Positive feedback can increase motivation, while negative feedback can demotivate individuals.
- **Rewards:** Rewards can be a powerful motivator, but the type and frequency of rewards can impact their effectiveness. Rewards that are tangible and meaningful to the individual can increase motivation, while rewards that are too infrequent or too small may not have the desired effect.
- **Job design:** The design of a job can affect motivation. Challenging jobs that provide opportunities for growth and development can increase motivation, while monotonous and repetitive jobs may lead to demotivation.
- **A positive work environment,** characterized by supportive colleagues and a comfortable workspace, is not just a nice-to-have, but a significant boost to motivation. Conversely, a hostile work environment can lead to demotivation. This

underscores the crucial role of managers in creating a supportive work environment that encourages motivation.

- **Personal factors:** An individual's personality, values, and beliefs can affect motivation. Individuals who are naturally more self-motivated may be less affected by external factors. In contrast, individuals more dependent on external motivation may be more impacted by the abovementioned factors.
- **Training and Development:** Providing opportunities for employees to develop new skills and advance in their careers helps keep them motivated and engaged.
- **Autonomy and Empowerment:** Employees who are given a certain level of independence and are empowered to make decisions are more likely to feel motivated and take ownership of their work.

Overall, understanding what motivates individual employees is not just a good practice, but a necessity. Creating a supportive work environment that encourages motivation can increase productivity, job satisfaction, and organizational success. This paper aims to recognize and describe the importance of certain factors in motivating employees.

## MOTIVATION THEORIES

The extensive literature on motivation approaches the issue from many angles. Firstly, the effect of the work environment on employees' motivation to do their best at work was analyzed. Also analyzed were the reward system and the ability of managers and leaders to motivate their employees to contribute to their organization's success and, through good organizational behaviour, be committed to its further progress.

Contemporary motivation theories are classified into the following categories: endogenous theories, which focus on internal factors influencing motivation, and exogenous theories, which consider external factors. Other categories include behavioural and cognitive theories, content and process, evolutionary, and macro theories [1]. Managers can reference three early theories when determining their approach to motivating their employees: Maslow's hierarchy of needs, Taylor's motivation theory, Herzberg's motivation-hygiene theory, and McGregor's X and Y theories.

Maslow's theory divides human needs into lower-order physiological and safety needs and higher-order social, esteem, and self-actualization needs [4]. According to Maslow's hierarchy of needs, if the basic needs are fulfilled and an employee finds fulfilment in his daily tasks by doing meaningful work in a good and safe work environment, then a manager has found a win-win situation, and their employees will be motivated to give their best effort.

Taylor (1911) developed the 'scientific theory of motivation'. It is based on the assumption that monetary rewards are vital in motivating employees. Similarly, Herzberg's motivation-hygiene theory proposes that hygiene factors such as pay, working conditions, and job security may prevent workers from being dissatisfied with their jobs. However, employees are more likely to be motivated by motivators such as opportunities for personal growth, recognition, responsibility, and achievement [4].

McGregor's theories X and Y proposed two differing employee characteristics, each demanding a different managerial approach. Theory X assumes employees are lazy, dislike work, and try to do as little as possible. Theory Y asserts that employees are active and are committed to organizational goals. Though these classical theories are often referenced, the contemporary goal-setting theory, which emphasizes the importance of setting clear

and challenging goals; equity theory, which focuses on the fairness of rewards for others; and expectancy theory, which suggests that individuals are motivated to perform when they believe their efforts will lead to desired outcomes, are more applicable in today's organizations.

The goal-setting theory proposed by Edwin Locke postulates that setting goals increases performance and is a significant source of motivation [4]. Therefore, managers should set specific, challenging goals to motivate their employees. Equity theory proposes that employees evaluate the amount of work they put into their job and what they receive in return, such as salary, and compare this to others, such as coworkers, friends, and family. Namely, managers need help to grasp how to motivate employees. This is because employees are motivated in different ways. What works for one employee might be meaningless to another. Understanding what motivates others is essential. Motivation increases productivity, quality and service. It also helps people achieve goals, gain a positive perspective, create the power to change, build self-esteem and capability, and manage their development [5]. There are tools a manager can use to determine what motivates their employee. Managers should ask employees what motivates them. They should make it a point to compliment others on a job well done. Managers should make an effort to change things that may demotivate their employees. This might be something as easy as replacing equipment. It might also be more substantial, such as correcting unfair practices. Managers should be supportive and provide incentives for their staff. Efforts should be made to manage change and be mindful of different learning styles. Finally, consistent feedback is also helpful [5]. However, given that all people are not the same, have different knowledge, and belong to other age groups and genders, employees can not be motivated similarly. Taking this into account, a good manager will try to lay out a strategy that will show the employees they are trusted and

that their work is valued, and try to make necessary changes to help employees find the most fulfilment in their daily tasks. In scenarios where the younger employees have to wait for a promotion, or in a scenario where there are barely any baby boomers and mainly a younger employee population, in both situations, a manager must assess what necessary steps he must take to motivate his employees to work to their best abilities.

### **Motivating Employees in Traditional Organizations**

Motivation is the process that accounts for an effort made to attain a goal. It includes the intensity, direction and persistence displayed in achieving those goals. Motivation shows how hard the individual works, how focused they are on the goal, and how long they are willing to work to achieve the desired result [7]. Motivation applies to an individual or a group of people. The process of motivating others often falls on the manager. Managers are usually responsible for encouraging others in various ways and instances. For example, today's workforce comprises a large percentage of baby boomers who are still waiting to be ready to retire. Jobs are unavailable to younger workers, and moving up the career ladder takes longer when they find positions. The older employees are rooted in their careers, making it difficult for younger workers to be successful. In contrast, once the large number of baby boomers begins vacating their roles, younger workers will be unable to fill the void. These two distinct scenarios represent a challenge to a manager: motivating a young employee who has few job choices and faces a long climb up the career ladder and motivating a young employee with many options and opportunities.

With all the mentioned approaches to motivation, the level of education and its effects on boosting the employees' motivation to contribute to their organization through new ideas and

improvements of the organization's business should have been addressed.

### **Work Environment, Teamwork and Job Satisfaction**

Job satisfaction refers to the level of contentment or happiness an employee experiences. It is determined by various factors such as the work environment, compensation, job security, opportunities for career growth, relationships with colleagues and supervisors, and the nature of the work.

Employees who are satisfied with their jobs tend to be more productive, committed, and loyal to the organization. They are also more likely to stay with the company and contribute positively to its growth. When discussing the work environment, teamwork, job satisfaction, customers, and leadership are relevant topics [6]. A work environment refers to the physical, social, and cultural surroundings in which people work. It includes the workspace layout, lighting, temperature, noise level, company culture, communication patterns, and colleague relationships.

A positive work environment can increase productivity, job satisfaction, and employee retention, while a hostile work environment can have the opposite effect. Employers can foster a positive work environment by promoting open communication, offering opportunities for professional development, and creating a culture of respect, trust, and teamwork. Teamwork and cooperation are more likely to exist in a company with a positive work environment. Negative work environments are not conducive to productivity and foster negative emotions within the team. Job satisfaction also increases in a positive work environment, and employees have a greater respect for the organization and offer praise to their employers more often. This helps attract customers. Positive employees interact better with customers and can efficiently meet their needs. Finally, positive work environments

help nurture workers into leaders through positive reinforcement and education [13], [14].

It's important to note that in recent years, many companies have moved to hybrid work models, where employees work from home and office. Creating a positive work environment in these hybrid models involves ensuring that employees feel supported and connected and have access to the necessary technology and resources to perform their work effectively.

## CONCLUSION

Workers' motivation matters a lot and should concern both managers and employees. Motivating employees is an essential function of today's manager. Current job market trends and future events projections make it a skill worth pursuing [15].

Not every employee is motivated in the same way. Intellectual, social, economic, emotional, and other factors influence an individual's motivation. In line with this, encouraging a diverse workforce helps companies create a blended workforce with many different backgrounds, perspectives, skill sets, and tastes. It helps them retain the best and the brightest talent needed to compete in an increasingly competitive economy. Offering on-the-job training, especially in technology, can also boost employee confidence. By bringing together the different backgrounds, skills, and experiences of the diverse workforce, businesses are better able to produce innovative and creative solutions that are a must to succeed in an increasingly competitive economy. Hence, understanding motivation is essential in motivating workers who find it difficult to achieve when jobs are scarce and workers have an overload of opportunities. Therefore, managers must use various methods, such as modifying the work environment, promoting employee participation and rewarding employees. Understanding motivation and demotivation can help maintain good employees and attract





new ones. In this context, managers must play a more supporting rather than a supervisory role in the whole process of employee learning.

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