



## Motivational Potential of Motivation Techniques - Managers Attitudes

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**ABSTRACT:** *Motivating and encouraging employees to work is one of the most important tasks of every manager, but only some of them succeed. Motivation is a complex psychological variable that is difficult to see, and it is even more challenging to direct it in the desired direction. Therefore, it is necessary to research and monitor the needs of each employee and to use different material and non-material techniques concerning the goals to be achieved. This paper aims to gain insight into the views of managers regarding the motivational potential of specific material and non-material techniques. The research was conducted at the beginning of 2019 on a sample of 63 companies in FBiH. As material techniques with the best motivational potential, the respondents rated the pay, bonuses, and incentives, and among the non-material techniques of motivation, they highlighted the promotion and convenient working hours. Two-thirds of those surveyed state that in their companies, there is a systematic and continuous approach to motivating employees, while this is not the case for the remaining third of the observed companies. The obtained results indicate that insufficient attention is paid to the motivation of employees in FBiH companies and that managers rely mainly on material rewards and incentives to motivate them.*

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**Keywords:** *managers, material techniques, motivation potential, non-material techniques, work motivation*

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### INTRODUCTION

In the work environment, the motivation of employees has a special significance because people are the bearers of all activities, and the success of the company depends on them. That is why motivation is often presented as the core of management philosophy, but for many managers, it is still an enigma [1]. The reason for this is primarily the fact that people are different, which makes it impossible to create a unique approach by which they can be encouraged to the desired behavior but rather requires consideration of the complexity and personality of each individual. If managers want to understand, predict and control the behavior of employees, then they also need to know what employees want from their work, i.e., what motivates them [2].

In order to encourage employees to engage in behaviors desirable for employers, organizations use various forms of material rewards such as basic salary, bonuses, and benefits, as well as non-material motivation, which in turn means everything that employees value and intrinsically motivates them, such as, for example, opportunities for growth and development [3]. Whether the rewards and incentives will be material or non-material depends primarily on the needs of the employees because they will have an effect only if they have meaning and value for the person who receives them. Therefore, monitoring and researching the needs of employees is the most important prerequisite for their successful motivation.

Previous research shows the positive effects of rewards and incentives on motivation, but the results are different when it comes to which forms motivate better, material or non-material. Therefore, this research aims to examine the attitudes of company managers in FBiH regarding the motivational potential of (individual) material and non-material motivational techniques. The analysis of the obtained data will contribute to a better understanding of the managerial approach to incentives and rewards, as well as the specifics that occur at different levels of management, various sizes of companies, and different sectors. The rest of the paper is organized as follows: after the literature review, a description of the work methods is given, followed by a detailed presentation of the obtained results and discussions, and a conclusion that includes limitations and recommendations for future research.

### LITERATURE OVERVIEW

According to the simplest approach, motivation is an internal force dependent on the needs that drive a person to action [4]. It is, therefore, an individual phenomenon based on the needs and desires of an individual at a certain moment. Given that people are different, everyone has a different combination and strength of needs. Furthermore, needs can vary in order of

importance over time or in other situations [5], which points to the complexity and dynamic nature of the concept of motivation.

While, according to the traditional approach, rewarding was often left to the judgment of the manager himself when the employee deserves it, modern organizations realize that knowing individual needs is the basis for choosing the right approach for rewarding employees, which leads to greater work efforts and results in better performance. An understanding of the need of employees can assist the manager in designing a reward system to motivate employees to high performance [6].

Motivating is one of the activities of leadership, i.e., the influence of management on encouraging, directing, and maintaining the desired behavior of people. Rewards and incentives are among the most effective managerial tools influencing individual or group behavior and organizational results [2]. Rewarding employees implies the use of various material and non-material motivation techniques. Material techniques include all forms of financial receipts, material services, and benefits, while non-material techniques include all other forms of incentives that do not have a material character. The choice of motivation technique or techniques depends on the employee's needs and what is to be achieved, so what the company wants to get more of will be rewarded.

Rewards are tools of employee motivation, but every employee does not expect the same reward to be motivated; some employees are motivated by financial rewards, while others expect recognition, appreciation, and challenging work [7]. So, considering the existence of a whole series of different needs, the representation of different techniques that can satisfy the material as well as non-material aspects of life is also necessary. However, in the literature on work motivation, opinions are quite divided about what employees want more, that is, what motivates them better.

When it comes to money, i.e., different forms of rewards of a material nature, a large number of research shows that it plays a key role in motivating employees [8-10]. The material aspect of motivation refers to compensation in the broadest sense, i.e., to all forms of financial income and material services and benefits that employees receive as part of the employment relationship [11]. Companies offering good pay and benefits attract better employees, and a fine incentive system raises expectations and provides instructions so that employees understand what the company wants from them [12]. When the pay is sufficient and capable of fulfilling the individual's needs, financial rewards in the workplace become the most significant and powerful influence on the individual's willingness to perform the work [13].

Although the material aspect of motivation is undeniably important for employees, all needs should be considered because the benefits of material rewards are inadequate and sometimes limited to meeting an individual's biological needs, and they do not influence them once needs have been met [13]. Acknowledging the role of money, research by some authors has shown that non-material rewards still have a better effect on employee motivation [14-16]. Pay is vital to human motivation but cannot be the only source [17]. According to [18], non-material incentives improve employee motivation because they demonstrate to staff that they are valuable; they also help promote human dignity and thus raise employee morale for higher productivity. Unlike non-material motivation, which focuses more on the employee work environment and the relationship between the employees and the organization, material motivation is often difficult to sustain for a long period without reassessment and adjustment based on organizational performance and the state of the economy [18]. But as some research shows [19-21], money is not exclusively good nor exclusively bad because it represents a symbol with many different meanings, serves different purposes, and is essential for several reasons. Non-material incentives, on the other hand, can motivate employees in a way that material rewards cannot, so, accordingly, the effect of material rewards can only be enhanced by the introduction of non-material ones, and the motivation achieved in such a way will have a stronger and longer effect [22].

## **METHODOLOGY**

The empirical research was conducted at the beginning of 2019, just before the COVID-19 pandemic. The study included medium-sized (50-250 employees) and large companies (over 250 employees) in FBIH. Small companies (up to 50 employees) were omitted due to the assumption that more or less developed departments do not perform human resource management tasks, but usually by one person, and occasionally.

The research used a questionnaire prepared following similar ones used in the literature on motivation for work. Respondents answered a total of 26 questions by choosing multiple answers or choosing one answer. This paper presents

the results of 6 questions, which refer to managers' views on the motivational potential of various material and non-material motivational techniques. A Likert scale with five levels of intensity was used, where 1 on the court scale meant "does not motivate at all", 2 means "weakly motivating", value 3 means "neither motivates nor motivates", 4 means that the chosen technique " motivates", and 5 means that "extremely motivates". Average grades were calculated based on individual grades.

The results of the data analysis, performed by IBM SPSS Statistics, version 25 (Armonk, NY: IBM Corp.), are presented in tables, i.e., as the mean and standard deviation, and are described in the text.

The sample consists of 63 companies from FBIH, of which 51 (81.0%) are medium, and 12 (19.0%) are large companies. The mentioned companies perform ten different activities, i.e., 34 (54.0%) companies from the sample are engaged in the secondary sector and 29 (46.0%) in the tertiary sector.

### RESULTS AND DISCUSSION

The obtained results show the managers' views of the observed companies in FBIH about the motivational potential of various material and non-material motivational techniques. Out of 18 motivational techniques offered, ten material and eight non-material, bonuses and incentives were rated as the most motivating, followed by pay, and slightly less rated promotion, flexible working hours, and paid leave and days off. The possibility of working at home was rated as the weakest motivational potential, followed by the motivational techniques of job redesign, stock-sharing, and gainsharing.

The motivational potential of the material and non-material techniques offered in the researched companies is shown in Table 1.

Table 1. The motivational potential of material and non-material techniques

	<b>M</b>	<b>SD</b>	<b>Min</b>	<b>Max</b>
Pay	4.37	.89	2.0	5.0
Bonuses and incentives	4.47	.85	1.0	5.0
Compensations for innovations and improvements	3.81	1.18	1.0	5.0
Gainsharing	3.20	1.30	2.0	5.0
Stock-sharing	3.00	1.90	1.0	5.0
Education with work and training	3.72	.86	2.0	5.0
Scholarships for family members	3.88	.74	3.0	5.0
Paid leave and days off	4.02	.74	2.0	5.0
Life and other insurances	3.46	1.07	1.0	5.0
Use of company car and mobile phones	3.95	.86	1.0	5.0
Job redesign	2.98	1.13	1.0	5.0
Participation in decision making	3.59	1.12	1.0	5.0
Participation in goal setting	3.41	1.17	1.0	5.0
Flexible working hours	4.05	.90	1.0	5.0
Work at home	2.08	1.30	1.0	5.0
Public praises and recognition	3.42	1.37	1.0	5.0
Feedback	3.47	1.00	1.0	5.0
Promotion	4.13	.94	1.0	5.0

M- mean; SD- standard deviation; Min- minimum; Max- maximum

As the best-rated techniques are dominated by bonuses and incentives, and pay, this implies that the observed companies mainly rely on material forms of motivation. This is supported by the fact that promotion is next in terms of motivational potential. Promotion refers to an employee's advancement in the organizational hierarchy with some pay rise and a higher level of job responsibilities [23], and it is a critical motivating factor for employees [24]. Although it is a non-material motivation technique, it still has a significant admixture of the material since promotion indirectly implies a pay increase, i.e., a material benefit for the employee. Money makes it possible to satisfy basic needs and all other higher-order needs, which is probably the main cause of the positive attitude towards these motivational techniques and management's tendency to use them frequently.

Among the nine first-ranked techniques, with the promotion, there was only one more non-material technique: flexible working hours. Although it can be organized in different ways, flexibility in defining working hours allows employees to balance work and free time, reduces stress, and increases work performance and motivation [25]. The high rating of the motivational potential of this technique is, therefore, a confirmation that managers understand the diversity of their employees' needs, since some of their free time can be a more important source of motivation than money.

The interviewed managers evaluated the work at home as the least stimulating technique, which is surprising compared to the present moment. But if it considers that the research was done at the beginning of 2019, that is, before the situation caused by the emergence of Covid-19, the situation is much clearer. The reasons for a bad grade can be different, for example, the inability to perform work in such a way in certain industries (construction, production), the need to invest in appropriate resources for this type of work (computers, laptops), doubts about the efficiency of work outside the workplace, etc. Of course, it can be assumed, considering that these are the subjective views of managers, that they simply evaluated the motivational potential of different techniques following how familiar they are, i.e. how often they are used in their companies, and not how much they can contribute to motivating workers. This assumption is also supported by the fact that job redesign, stock-sharing, and gainsharing are among the less-rated techniques, but on the other hand, the question of their representation in the observed companies is raised.

The analysis of the results obtained according to the level of management to which the respondents belong in the observed companies shows certain differences in assessing the motivational potential of individual material techniques. Respondents from the top management group believe that pay, bonuses, and incentives have the same and, at the same time, the greatest impact on motivation. This is followed by the promotion, scholarships for employees' family members, flexible working hours, use of a company car, mobile phone, etc., and paid leave and days off. For middle-level managers, bonuses and incentives are also a technique with the greatest motivational potential, while they rate the pay somewhat lower. The promotion also came in third place here, followed by flexible working hours and paid leaves and days off.

The possibility of working at home is for both groups, top managers and mid-level managers, the technique with the least motivational potential. However, among the poorly rated motivational techniques in the group of respondents who belong to top management were gainsharing, stock-sharing, and life and other additional insurance, while the rest of the respondents who belong to the middle management level estimate that job redesign and stock-sharing have low motivational potential.

Table 2. Assessment of the motivational potential of motivational techniques according to the level of management

	Top management		Middle management	
	M	SD	M	SD
Pay	4.38	.90	4.36	.90
Bonuses and incentives	4.38	1.01	4.55	.71
Compensations for innovations and improvements	3.71	1.07	3.89	1.28
Gainsharing	3.00	1.41	3.33	1.53
Stock-sharing	3.00	2.83	3.00	1.83
Education with work and training	3.75	.91	3.70	.85
Scholarships for family members	4.11	.78	3.73	.70
Paid leave and days off	4.05	.79	4.00	.73
Life and other insurances	3.00	1.10	3.76	.97
Use of company car and mobile phones	4.08	.78	3.84	.92
Job redesign	3.27	1.16	2.79	1.08
Participation in decision making	3.76	1.04	3.49	1.17
Participation in goal setting	3.57	1.12	3.31	1.21
Flexible working hours	4.08	.95	4.03	.88
Work at home	2.07	1.22	2.09	1.38
Public praises and recognition	3.81	1.08	3.14	1.51
Feedback	3.58	.86	3.39	1.12
Promotion	4.24	.88	4.06	.98

		Top management		Middle management	
		M	SD	M	SD
M- mean; SD- standard deviation					

Judging by the views of managers of both managerial levels, material rewards and incentives are key elements for achieving high employee motivation. Although the selection of the first three most encouraging techniques is almost the same, differences in the attitudes of the respondents still exist for those techniques that are ranked somewhat lower.

Managers of the middle level of management mostly gave higher marks to material techniques, so among the top 10, in addition to the promotion, a non-material technique with material implications, only flexible working hours were found, which overall ranked high in fourth place. In contrast, top managers ranked it in the fifth position.

Respondents from the group of top management rate scholarships for employees' family members as a high fourth place, which, according to mid-level managers, were only in ninth place, i.e., in the middle of the table. It is a technique that does not have such a pronounced material incentive component as, for example, pay or bonuses, and perhaps for this reason, it is less well-recognized, and therefore it is likely that it would have less impact on employee motivation in the mid-level manager's assessment. However, the ranking of this and some other techniques show that managers who observe the motivation of employees from different levels of management have somewhat different thoughts about what workers need more or what motivates them better. Thus, the technique of public praises and recognition, which, although rated relatively well, took eighth place among top-level managers, is at the very bottom for mid-level management respondents, in 15th place to be exact. Although it is a technique that does not represent any cost for the company, and publicly expressed gratitude to the worker for the work done can be very stimulating, the fact is that managers still do not sufficiently recognize and/or use its potential.

Discrepancies in ratings were also observed for the technique of life and other insurance, which for top-level managers is the second worst in terms of motivational potential, while another group of respondents from the middle management level ranks it eighth.

Although it can be seen that managers of both levels think alike when it comes to the dominance of the material approach to motivation, it should be emphasized that this preference for monetary rewards, according to the views presented, is more pronounced among middle-level managers. This level of the manager is still "closer" to the workers in performing their work, so it can be assumed that their attitudes are closer to what the workers really want and what motivates them to work. However, it should not be ignored that these are subjective evaluations of managers that reflect personal assessments and not the real situation, so, consequently, the possibility that the expressed preference for material rewards is a reflection of the needs of the mid-level management respondents should be taken into account.

The data obtained by researching managers' attitudes about the motivational potential of certain motivational techniques were further analyzed from the point of view of company size, and ratings were compared for the group of respondents belonging to large and medium-sized companies. Bonuses and incentives, followed by pay, flexible working hours, and promotion, are the best-rated motivational potential of managers of medium-sized companies in FBIH. Respondents from large companies, on the other hand, give priority to pay, after which, in their opinion, the promotion, i.e., paid leave and days off, is the best motivation. According to the ratings, bonuses and incentives are only in fourth place, while life and other additional insurances are rated highly.

According to managers from both groups, the least motivating techniques are the work at home and job redesign. In addition to this technique, for managers of medium-sized companies, the stock-sharing and gainsharing have a weaker motivational potential. Respondents from large companies rated job redesign and employee participation in goal setting the lowest.

Table 3. Evaluation of the motivational potential of motivational techniques according to the size of the respondent's company

	Medium-sized companies		Large companies	
	M	SD	M	SD
	Pay	4.34	.87	4.50

	Medium-sized companies		Large companies	
	M	SD	M	SD
Bonuses and incentives	4.57	.65	4.09	1.38
Compensations for innovations and improvements	3.80	1.26	3.86	.90
Gainsharing	3.20	1.30	.	.
Stock-sharing	3.00	1.90	.	.
Education with work and training	3.66	.79	3.92	1.08
Scholarships for family members	3.90	.79	3.75	.50
Paid leave and days off	3.98	.75	4.18	.75
Life and other insurances	3.40	1.08	4.00	1.00
Use of company car and mobile phones	3.96	.90	3.91	.70
Job redesign	2.96	1.17	3.10	.99
Participation in decision making	3.60	1.16	3.55	1.04
Participation in goal setting	3.42	1.25	3.36	.81
Flexible working hours	4.12	.92	3.73	.79
Work at home	2.13	1.36	1.83	.98
Public praises and recognition	3.41	1.45	3.45	1.13
Feedback	3.47	1.08	3.50	.67
Promotion	4.08	1.00	4.33	.65

M- mean; SD- standard deviation

Even at this level of analysis, it can be seen again that material techniques are the focus of the respondents. Still, their order is somewhat different, considering the company's size. At the very top of the priorities of respondents from medium-sized companies, flexible working hours were only in 10th place among large companies. Given that it is a motivational technique that has been highly rated in previous levels of analysis, it is assumed that large companies in FBIH simply do not recognize its motivational potential and that they do not use this form of motivation or use it very rarely, perhaps due to the need to reorganize work or the specifics of the work being performed. As a result, large companies do not follow the needs of their employees and what they really want, but the selection of motivational techniques is based on managers' assessments of what they think workers need. And the fact that money is more important to workers than free time is confirmed by the views of respondents from large companies, who found as many as eight material ones among the first nine most encouraging motivational techniques, along with the promotion, which, in fact, ultimately implies a material benefit.

Among the most encouraging techniques in large companies, life and other insurances were found in a high fifth place, and for the same technique, managers of medium-sized companies did not see a greater potential, placing it in 14th place. The high ranking of this material technique is probably related to the fact that the large companies in the sample employ more people, and they may perform activities in which the health and lives of employees are more exposed, so this technique could provide a certain form of security and incentive to the workers themselves. According to the managers of these companies, a great incentive would be education with work and training, ranking it in sixth place in terms of potential, while managers of medium-sized companies rank it only in ninth place. Given that companies want to keep the best and most motivated workers, this material technique can positively affect both the company and the employee who needs personal growth and development. Additional education and/or training further implies a better job, i.e., a higher salary. This is exactly the order of the most encouraging techniques in large companies that mention the promotion right after the pay. Large companies have a large number of jobs and the necessary resources through which it is possible to realize the sequence from hiring quality employees through their education to continuous advancement, but the process of retaining the best employees must have a foothold in the motivation and reward system.

It is interesting to note that respondents from large companies did not evaluate the gainsharing and the stock-sharing. Namely, they were asked to evaluate the techniques they use in their own companies, so the result shows that the mentioned ones have not yet taken root. This conclusion is also imposed for medium-sized companies where the managers assessed these techniques as having a worse motivational potential, but it can be assumed that, as already mentioned, the managers gave better evaluations to those techniques that are more prevalent and used more often than others.

Table 4. Evaluation of the motivational potential of motivational techniques according to the respondents' sector

	Secondary sector		Tertiary sector	
	M	SD	M	SD
Pay	4.24	1.00	4.52	.74
Bonuses and incentives	4.47	.73	4.48	.98
Compensations for innovations and improvements	3.94	.97	3.67	1.40
Gainsharing	3.50	1.29	2.00	.
Stock-sharing	3.67	1.53	2.33	2.31
Education with work and training	3.70	.84	3.74	.92
Scholarships for family members	3.94	.68	3.75	.89
Paid leave and days off	3.91	.84	4.17	.56
Life and other insurances	3.63	.83	3.11	1.45
Use of company car and mobile phones	3.93	.78	3.96	.96
Job redesign	3.23	1.10	2.68	1.11
Participation in decision making	3.83	.83	3.31	1.35
Participation in goal setting	3.64	1.10	3.18	1.22
Flexible working hours	3.97	1.02	4.14	.76
Work at home	2.17	1.34	2.00	1.29
Public praises and recognition	3.35	1.23	3.48	1.50
Feedback	3.37	1.10	3.59	.89
Promotion	4.12	.99	4.14	.89

M- mean; SD- standard deviation

Concerning the sector to which the companies from which the respondents come, the obtained data show that pay, bonuses, and incentives are the techniques that managers from both the secondary and tertiary sectors believe best motivate employees. At the same time, it should be emphasized that respondents from the tertiary sector give a slightly higher priority to pay, in contrast to respondents from the secondary sector, for whom bonuses and incentives are still a priority. Paid leave and days off, as well as equally rated techniques, flexible working hours, and promotion for respondents from the tertiary sector, also have a high motivational potential. In the group of respondents from the secondary sector, on the other hand, a high mean score was assigned to the promotion, followed by flexible working hours. For managers in this group, paid leave and days off do not have such strong motivational potential, so they ranked the mentioned technique as eighth, which, compared to the previous levels of analysis, is the lowest ranking of this, judging by the results so far, quite popular motivational technique. However, if the structure of the secondary sector (industry, construction, etc.) is taken into account, it can be assumed that the use of paid leaves and/or days off can make it more or less difficult to perform work due to the absence of workers, the impossibility of finding replacements for those who are absent, etc., so it is questionable to what extent this technique is even represented in the observed companies. At the same time, it is worth highlighting the technique of compensation for innovations and improvements, which, according to the ratings of managers of the secondary sector, ranks high, while in the tertiary sector, it is only in the middle, in ninth place to be exact. Although, again, this is a material incentive, its selection indicates that these companies value and encourage the creativity, innovation, and expertise of their employees, whose innovations, new or improved approaches to solving particular problems ultimately contribute to faster and better performance of work tasks, but also the success of the company itself.

When it comes to techniques whose potential to motivate employees is the lowest, according to the expressed views of the interviewed managers, it is again working at home, but in the tertiary sector, the gainsharing technique was rated with the same lowest rating. Among the other techniques that the respondents consider to be poorly motivated, it should be noted that job redesign, public praises and recognition, and feedback at secondary companies, as well as stock-sharing and job redesign in the tertiary sector. However, in contrast to the previous levels of analysis, it should be noted here that the scores for the material techniques, gainsharing, and stock-sharing, are significantly higher in the secondary sector compared to the tertiary sector, which implies, and at the same time confirms the previously stated assumption, that a large number of companies in the FBIH of the mentioned techniques still doesn't use them (or doesn't use them enough) and therefore doesn't recognize their motivational power. The results of the analysis at this level, on the other hand, show that the stock-sharing, and to a lesser extent the gainsharing, have the potential to be used as an alternative form of material incentive for

employees. The implementation of these techniques in practice depends primarily on the needs of employees, but also on the manner and forms of their application in individual companies.

This research tried to evaluate in which FBIH companies employee motivation is approached systematically and continuously, through regular monitoring of the level of work motivation and research into factors that encourage people to work and achieve personal and organizational goals. The research results showed that, out of 63 companies from the sample, 45 of them, or slightly more than two-thirds, have a particular form of a systematic approach to motivation. However, motivation procedures are carried out in the remaining 18 companies rarely or occasionally.

Considering the different practices and approaches to motivating employees, the companies from which the respondents come are classified into two groups: those with a systematic approach to motivation and those that do not have a systematic approach. Furthermore, an analysis of evaluations of the motivational potential of individual motivation techniques was carried out concerning the existence of a continuous and systematic approach to motivation in the observed companies.

As in the earlier levels of analysis, pay and bonuses, and incentives are the most highly rated motivational techniques in both groups. Their mean ratings are slightly higher in the group of companies with a systematic approach to motivation. For this group, the most encouraging are the promotion, education with work and training, as well as scholarships for family members of employees. Managers' attitudes from a group of companies without a systematic approach to motivation are somewhat different, so they choose flexible working hours, paid leave, and days off, and only then the promotion.

The least stimulating technique is work at home, followed by the stock-sharing and gainsharing, for managers from both groups. The mentioned techniques are rated somewhat higher in companies with a systematic approach to motivating employees.

Table 5. Evaluation of motivation techniques according to the approach to monitoring motivation

	Continuous, systematic approach to monitoring employee motivation			
	Yes		No	
	M	SD	M	SD
Pay	4.60	.58	4.22	1.03
Bonuses and incentives	4.76	.44	4.25	1.02
Compensations for innovations and improvements	3.88	1.32	3.73	1.03
Gainsharing	3.25	1.50	3.00	.
Stock-sharing	3.25	2.06	2.50	2.12
Education with work and training	4.14	.56	3.42	.92
Scholarships for family members	4.09	.83	3.69	.63
Paid leave and days off	3.95	.74	4.06	.75
Life and other insurances	3.55	1.44	3.41	.80
Use of company car and mobile phones	4.09	.81	3.85	.89
Job redesign	3.45	.96	2.67	1.14
Participation in decision making	3.76	1.22	3.49	1.07
Participation in goal setting	3.65	1.23	3.24	1.12
Flexible working hours	4.00	.83	4.08	.95
Work at home	2.18	1.42	2.00	1.21
Public praises and recognition	3.65	1.37	3.22	1.37
Feedback	3.63	1.01	3.36	.99
Promotion	4.46	.51	3.92	1.09

M- mean; SD- standard deviation

A comparison of the mean ratings of the motivational potential of the mentioned techniques shows that companies that approach motivation systematically and continuously rated all techniques, except for paid leave and days off and flexible working hours, with higher ratings, which is an indication that they are probably more represented and better known to the respondents of this group. On the other hand, flexible working hours and paid leave and days off received slightly higher



ratings from respondents from companies that do not approach motivation in a planned and continuous manner and are also among the leading techniques in terms of motivational potential in their companies. Given that the monitoring and research of motivation, and therefore the management of motivation, is not carried out systematically here, it can be assumed that the selection of motivational techniques is based on the manager's assessment of what is important to the workers and what they need, and not on their actual wishes and needs. The balance between free time and working time is for the managers of this group, as flexible working hours ranked third, extremely important in terms of motivation. In contrast, respondents from companies with a systematic approach to motivation state that education with work and training, scholarships for employees' family members and the use of a company car, cell phones, etc. have a greater motivational potential than flexible working hours. Given that, in this case, we are dealing with managers whose companies have developed a motivation monitoring and research system, it can be concluded from their order of techniques that employees still prefer material rewards. According to the views of the respondents, their workers are motivated and encouraged by the possibility of personal growth and development through programs that provide them with additional education and training in certain areas, as well as the education of other members of their families. Just as with the technique of using a company car, mobile phone, etc., these are techniques that do not have such a pronounced material form because the workers do not receive them in money, but they still represent a material benefit which, judging by the views of the respondents, is a dominant motivator.

It is an interesting fact that of the eight non-material techniques offered, except the promotion and flexible working hours, which were mostly among the better ranked, and work at home, which was evaluated as the least stimulating, at all levels of analysis, the remaining five techniques (job redesign, participation in decision-making, participation in goal setting, public praises and recognition, feedback) surveyed managers ranked lower in the overall ranking, considering that they have a weaker influence on the level of employee motivation. Although it is evident from the previously presented analysis that motivating employees is approached mainly through material forms of rewards and incentives, all employee needs should be taken into account, including the non-material ones, which for individuals can have a better effect than money. By redirecting material resources from elements considered in advance but without solid, research-based evidence to encourage work motivation to those that are really important to employees, ultimately better business results will be achieved, to mutual satisfaction [26].

Job redesign is one of the techniques that was ranked among the worst in most levels of analysis. Although it is an approach whose goal is to eliminate monotony to perform the same task through job reshaping to achieve the advancement and growth of the individual through new, challenging, and interesting tasks, it is still not sufficiently recognized and adopted in the practice of domestic companies. A possible cause can be sought in the organizational requirements for the implementation of the technique itself, which, although it can be implemented in different ways, still implies a change in certain jobs for individuals or groups, but the benefits it brings, such as increased productivity, should be more reason for greater representation reshaping work. It is similar to the techniques of employee participation in decision-making and employee participation in goal-setting. Despite the benefits that these techniques bring, both for employees in terms of motivation because they enable them to proactively influence the approach to a specific job and control over what they do, as well as for the performance of the companies themselves, managers' attitudes show a different picture, which is probably a reflection of the weak representation of the mentioned approaches.

The fact that the evaluation of motivational techniques was mainly based on well-known, more frequently used and more "hyped" motivational techniques is confirmed, from analysis to analysis, by the low evaluation of techniques of public praises and recognition and feedback. These are techniques that do not represent any cost for companies, and on the other hand, for a certain number of employees, they can be quite stimulating. Although the pay represents a kind of financial information about the results of the work, those employees who need feedback from the manager about how they work should also be taken into account. Feedback can have a significant influence on the motivation of the personnel, and it can diminish or flourish human performance [17]. Positive feedback, publicly or privately given, will lead to positive effects on the emotional state of the workers, but negative feedback will lead to a negative emotional state, even more so if given publicly [27]. Therefore, if it is a question of positive feedback, it will have a greater effect on motivation if it is presented publicly, while negative feedback is better conveyed personally to the employee [28]. In such a way, the technique of public praise and recognition is implemented at the same time, with which individuals are publicly thanked, that is, it shows how much the company values their work and efforts. Appreciation and recognition of work positively motivate employees to produce better work performance [29] and recognition and informing employees about work results, required time,

effort, and interpersonal skills of managers, it can be assumed that they are less and less frequently represented compared to other non-material, especially material techniques.

## CONCLUSION

Motivating is one of the most important tasks of a manager because the success of any company is mostly dependent on the motivation of employees. Therefore, managers must constantly monitor workers' needs and, following what workers want, utilize various incentives and rewards to encourage them to achieve better work results. This implies the application of material and immaterial motivation techniques, particularly those that will assure a high level of work motivation.

According to the analysis of the results, company managers at FBIH believe that material techniques, primarily salary, bonuses, and incentives, have the greatest motivational potential. In addition to these techniques, among the most encouraging, the respondents also mention the intangible possibility of advancement, which again implies a material benefit and convenient working hours.

At the same time, the managers' views show that the possibility of working at home is the least stimulating technique in terms of motivation. In addition, they rate the techniques of reshaping the job badly, as well as the share of profit and the share of ownership. However, by analyzing the results at different levels, the assumption is made that these are techniques that are likely and least represented in the observed companies, so they are less known to respondents, in contrast to salary or paid leave.

The research also found that even a third of the companies in the sample do not approach motivation systematically and continuously, so in such cases, motivation is left to the manager's judgment when and how certain motivational procedures need to be carried out. At the same time, this indicates the insufficiently developed awareness of domestic companies about the importance of monitoring, researching, and encouraging motivation for the organization's success. Therefore, the results presented here can and should find their application in the practice of domestic companies in terms of building and improving a quality motivational system that, through meeting the real needs of employees, would ensure the achievement of personal and organizational goals.

In the analysis of the obtained results, various limitations should certainly be taken into account. First, it should be emphasized that the research was conducted immediately before the COVID-19 pandemic, which partly explains the low ratings of certain techniques, such as working from home. The pandemic has changed a lot, both in the wider and narrower working environment, and the changes have necessarily affected the approach to motivation. Therefore, it would be good to repeat this one-time study on the same sample to determine what changes have occurred. It should also be emphasized that one of the limitations is the fact that the attitudes of managers were examined in this research. It would certainly be good to examine the attitudes of workers regarding the motivational potential of certain techniques to gain a complete picture of what motivates employees the most.

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