

HIERARCHY OF WORK MOTIVES AND MOTIVATORS WITH THE AIM OF FORMING MORE EFFICIENT WORKING ENVIRONMENT

UDC 159.9.019.4:331.4

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Abstract. *The motivation influences the improvement of work efficiency and creativity, improvement of working life quality and successfulness of a company. In order to do business successfully, every organization should take care of its employees' needs. Satisfying the needs is one of the most important influences on motivation. The aim of this research is to determine the order of satisfying the needs which are the most significant as far as the employees' motivation is concerned, and to determine whether the connection among the length of years of service, gender, age, professional qualifications and hierarchy of needs exists. This research is a part of a wider research whose aim has been to form more pleasant, safer and more efficient working environment and conditions. The research was conducted in 2014 and 2015 in the company Port of Adria AD Bar. A specially constructed questionnaire for this purpose was being used. Interviewing was performed on 184 employees. As it was expected, the obtained results showed that salary was the biggest motivator for them.*

Key words: *motivation, work motives, hierarchy of needs, working environment*

1. INTRODUCTION

Well-motivated employees know what they are supposed to do and how to get to the defined aim in the fastest and most efficient way which is crucial not only for the organization, but also for an individual who, as a reward for their work and effort, achieves certain benefit. Therefore, motivation is the process of initiating and directing the effort and activities with the purpose of personal and organizational aims [1]. Motivation is one of the most important subjects in management. The reason for this is very simple: any organization achieves its aims when employees and managers accomplish their work performance. Achieving employees and managers' performance is the result of three crucial factors:

Received March 30, 2017 / Accepted June 6, 2017

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employees' ability to realize their performance, employees' chances to achieve performance and willingness or motivation of the employees to attain their performance. Motivation can be defined as a process of moving, directing and maintaining human behaviour towards a certain aim. Therefore, Beck [2] defines motivation as a theoretical term which explains why people choose certain way of behaviour in certain circumstances. Buble [3] defines motivation as any influence which causes, directs and maintains targeted people's behaviour. Lindner [6] considers that motivation is a psychological process which explains the purpose and direction of an individual's behaviour. The basic process of motivation is based on three elements: the need, moving, and reward which is shown in Figure 1. The need represents the state of lack or psychological, i.e. physiological imbalance. For example, there is a lack of water in a human body. That deficiency creates certain tension which is unpleasant and which an individual tends to eliminate. Moving represents the action which a human takes in order to eliminate the deficiency. Finally, the reward represents achieving something which can eliminate the lack and neutralize the tension.

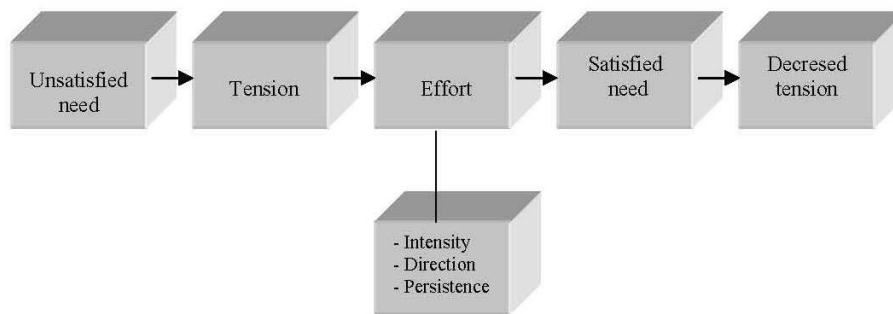


Fig. 1 The course of motivation

Work productivity directly depends on the level of employees' motivation. In order to achieve maximum level of employees' motivation, managers must be acquainted with their workers' needs and motives and how to provide their satisfaction. Employees' satisfaction is the only way which can steadily provide high level of productivity and employees' creativity for long-term periods.

Motivation is a state in which we are excited from the 'inside' by some urges, aspirations, wishes, or motives, and directed towards achieving some aims that act as influence on behaviour. In organisation contexts, motivation can be observed from two aspects. From an individual aspect, motivation is an internal state which leads towards achieving aims. From a manager aspect, motivation is an activity which ensures that people strive towards established aims and to accomplish them. It is actually about motivating. Both aspects have significant mutual significance: motivation is investing efforts in order to achieve some results [4].

Motivation gives us answers why someone behaves in a certain way, whether they achieve or don't achieve success of certain level in work (success in doing any activity). The most modest determining of motivation is certainly the one which considers motivation to be a quest for something that misses or what necessary is to a person, i.e. quest for satisfying needs [8].

2. HIERARCHY OF NEEDS THEORY BY ABRAHAM MASLOW

This paper is based on motivational theory of Abraham Maslow which can be observed like theory of personality as well. It appeared within Maslow's wider 'draft' of humanistic psychology of 'the third force' by which he awoke interests in scientific research of already foreseen and disputed phenomena: higher values, love, autonomy, growing, creating, self-realization, satisfying human needs etc.

Besides its universality and summarizing features, the reason for its distinction is in its later occurrence since experimental and empirical researches of motivation have started. In later investigations, motivation has been narrowly observed and it has been connected to working situation, conditions under which work has been performed, satisfaction and other working situations.

Maslow considers motivation as ceaseless process which never ends because a human cannot achieve complete satisfaction. Starting from his guidelines about personality as an integral wholeness, he observes motivation as an integral process and power which seizes complete individual and not only some parts. If an individual is motivated to perform an activity or is directed towards an aim, then they are completely oriented, and not some of their parts. Human behaviour is not a product of acting only one or limited number of needs, but it is numerously motivated and directed as a system [8].

The key term of Maslow's motivation theory is self-actualization of a personality. Natural flow of human development includes gradual disappearing of their essential needs and forms.

Maslow [7] discovered that people in organizations are driven by five groups of needs which are hierarchically arranged. Those five groups of needs are: physiological, safety needs, love needs, respect needs and self-realization.

- Physiological needs are the natural needs that each individual has as a biological entity (e.g. food, home...). The employees satisfy these needs in the company with salaries that they receive for their work.
- The needs for security include physical security and safety of the workplace, but also the psychological security from the different types of stress, frustration, attacks, etc.
- The needs for love and belonging are related to one's desire to be accepted and loved by the collective, and to feel as a full member of this team. This group of needs derives from the man's character as a social being.
- The need for respect. For human beings it is not enough to be just accepted and loved by the people in their environment. They need to be respected by other people, or even by themselves (self-esteem). This need includes the need for status and power.
- The need for self-actualization. This is the last in the hierarchy of human needs by Maslow. When all other kinds of needs are accomplished, human beings have the need to realize all their capabilities and potentials at their disposal. The need for self-realization refers to one's desire to succeed in what he is doing and to use the skills, talents and knowledge that he possesses. Hierarchy of human needs according to Abraham Maslow's theory is shown in Figure 2.



Fig. 2 Hierarchy of needs according to Abraham Maslow

The hierarchical arrangement of these needs means that there is an order of their satisfaction. This practically means that the needs of "higher" order cannot be met unless the needs of "lower" order i.e. the ones that are closer to the base of the hierarchical pyramid, are met. Physiological needs must be satisfied first, and if they are not satisfied, the satisfaction of other, higher needs is not possible. In other words, if an employee receives a small salary which cannot satisfy his physiological needs, then he can hardly even think of meeting the needs of belonging, respect and self-realization. When these needs are satisfied, then safety needs are next. Only when certain and safe income is achieved which can satisfy all physiological needs, the employees can turn to social needs, striving to be accepted in the collective. Satisfying this need is pre-condition for satisfying the needs for respect because only when a person is integrated into a collective, can he gain respect. Finally the self-realization needs can be satisfied only after other needs are satisfied. Only then can people fully turn to themselves and strive towards using their potentials for work. This way of moving through hierarchy of needs is called progression through satisfaction by Maslow (satisfaction-progression). Maslow assumed that in modern developed societies, an average individual has satisfied their physiological needs with 85%, safety needs with 79%, needs of belonging with 50%, self-esteem needs with 40% and self-actualization needs with 10% [8]. However, there are no empirical confirmations for this.

It should be noted that once the needs are met, they cease to be a source of motivation and there appears to be a need of a higher level. So, when there is a satisfactory level of earning to meet the employees' basic physiological needs and safety needs, they no longer represent a source of motivation. This practically means that salary cannot be motivational means of the employees when the level of salary overcomes some critical limit. That role is then taken by needs for belonging etc.

Motivation theory must be based on the capacities of a healthy, strong human. The biggest striving in history of the most industrious people must be included in an attempt to explain motivation.

One of the problems of Maslow's motivation theory in comparison to previous explanations is to prove the existence of real, psychological and operational differences

between 'higher' and 'lower' needs. Needs are on the basis of relative power grouped into quite clear hierarchy. They are grouped by order from lower physiological to the highest idiosyncratic needs.

The order in hierarchy does not mark only a choice or preference but it also has a range of deeper meanings. Phylogenetic (evolutionally) and ontogenetically, higher needs appear later and develop in relation to the lower ones. Higher needs are unique only to people and those who are at higher level of maturity. Lower needs appear at birth or even prenatal phase. Lower needs are more connected to existential survival and their dissatisfaction does not suffer greater delays.

Although it seems natural and logical at first glance, Maslow's hierarchy of needs is seriously criticized. First of all, there are few empirical confirmations of this theory. Furthermore, rigid hierarchical arrangement of needs is not proved in practice. There are many examples of employees' acts which have been aimed towards satisfying higher order needs, and lower needs have not been satisfied yet. It is clear that five groups of needs have different significance for different people, and that their hierarchical order must be significantly relativized. One of the proposed solutions is division of needs into two groups: basic (physiological and safety needs) and needs of superstructure (belonging, respect, self-actualization). Hierarchical relations between these two groups can be easily defended because it is natural to satisfy basic needs first so that we can approach satisfying the needs of higher order. Maslow also assumed that all people possess natural need for development so they would all move upwards through hierarchical scale to the needs of self-actualization, which is true for some people but not for all.

Satisfying higher needs is closer to self-actualization and in those kinds of people it significantly spreads range of properties which they possess. Searching and satisfying higher needs is followed by stronger individualism, although, at first, it can be confronted to the statement that satisfying higher needs shows greater socialness and wider identifying coloured by positive emotional shades. That confrontation is only ostensible because numerous empirical data confirm that people with the greatest self-actualization show the strongest philanthropic features, and their idiosyncrasy is the most developed [5].

Hierarchical order of human needs is not fully confirmed at least as far as both work motivation and satisfaction are concerned. Empirical researches have confirmed that satisfying certain needs leads to plummeting of its significance for an individual. The existence of correlation between successful satisfying lower needs and increasing the significance of higher needs is not completely confirmed. Probably this kind of relation is true only for lower needs. Also, the apprehension that with satisfying the need, its significance drops has not been confirmed [9].

Motivation is a common term for all inner factors which consolidate intellectual and physical energy, initiate and organize individual activities, influence behaviour and determine its direction, intensity and duration.

3. METHODS

For investigation of work motivation and motivators, the questionnaire especially designed for this purpose has been used. The questionnaire consists of two parts. The questions related to work motivators are in the first part. There are 7 questions in form of

statements with five-degree Likert's scale of (dis)agreeing, whereas the second part contains 10 responses that examinees will rank by significance, so that the response with the greatest significance is assigned 10 points, and the least significant response is assigned 1 point. The examinees' task has been to evaluate each statement on the offered scale from 1 to 5. The statements are constructed in that way to adequately cover different types of factors significant for work motivators and motivation. After the final version of questionnaire has been finished, constructed for collecting the data related to hierarchy of motives, the research was conducted on a sample of 184 respondents. The sample comprises respondents of different business units, of different sex, age and length of service in the Port of Adria AD Bar.

Professionals filled in the survey sheets at break time, before or after work.

3.1. Aims of the research

The main aim of this research is investigating the hierarchy of needs and work motivation.

Special aims include determining the most important work motivators for examinees; then, investigating the relation between work motivation and examinees' gender; establishing the relation between work motivation and age and years of service of the examinees; establishing the relation between the work motivation and professional qualifications of the examinees; establishing the hierarchy of the examinees' needs.

It has been expected that the money stimulation is the main motivational factor. Also, there is a connection between years of service, gender, age, professional qualifications and work motivation. The confirmation of the hierarchy of needs is expected to happen.

4. RESULTS AND DISCUSSION

From seven different work motivators that have been given, the examinees have marked 'salary' as the most important motivator and 44.60% of the examinees have given it the highest mark. 'Job safety' has come as the second rated, and 43.50% of the examinees have given it the highest value. 'Interpersonal relations' have been marked as the third most important with 25.00% in the highest category.

Table 1 Salary

| | Frequency | Percent | Valid Percent | Cum. Percent |
|---------------------------------------|-----------|---------|---------------|--------------|
| No influence on work enthusiasm | 14 | 7.6 | 7.6 | 7.6 |
| Minimum influence on work enthusiasm | 18 | 9.8 | 9.8 | 17.4 |
| Medium influence on work enthusiasm | 44 | 23.9 | 23.9 | 41.3 |
| Big influence on work enthusiasm | 26 | 14.1 | 14.1 | 55.4 |
| Very big influence on work enthusiasm | 82 | 44.6 | 44.6 | 100.0 |
| Total | 184 | 100.0 | 100.0 | |

Salary, which is reasonable, represents the most important work motivator, especially when economic circumstances of the environment are taken into consideration. Since 'salary' in this research has the greatest motivating value in comparison to other six work motivators, the first place has been rightfully assigned to it.

Table 2 Job safety

| | Frequency | Percent | Valid Percent | Cum. Percent |
|---|-----------|---------|---------------|--------------|
| No influence on work enthusiasm | 12 | 6.5 | 6.5 | 6.5 |
| Minimum influence on work enthusiasm | 28 | 15.2 | 15.2 | 21.7 |
| Valid Medium influence on work enthusiasm | 38 | 20.7 | 20.7 | 42.4 |
| Big influence on work enthusiasm | 26 | 14.1 | 14.1 | 56.5 |
| Very big influence on work enthusiasm | 80 | 43.5 | 43.5 | 100.0 |
| Total | 184 | 100.0 | 100.0 | |

‘Job safety’ is the second most important work motivator, and 43.50% of the examinees have given it the highest value. If the above mentioned economic circumstances are taken into consideration, it is completely understandable why ‘job safety’ has appeared as second on the list of work motivators.

Table 3 Interpersonal relations

| | Frequency | Percent | Valid Percent | Cum. Percent |
|---|-----------|---------|---------------|--------------|
| No influence on work enthusiasm | 12 | 6.5 | 6.5 | 6.5 |
| Minimum influence on work enthusiasm | 14 | 7.6 | 7.6 | 14.1 |
| Valid Medium influence on work enthusiasm | 52 | 28.3 | 28.3 | 42.4 |
| Big influence on work enthusiasm | 60 | 32.6 | 32.6 | 75.0 |
| Very big influence on work enthusiasm | 46 | 25.0 | 25.0 | 100.0 |
| Total | 184 | 100.0 | 100.0 | |

‘Interpersonal relations’ as a motivator has been positioned highly in third position. At first glance, it can be concluded that this high ranking of interpersonal relations can be awkward, especially if we observe it through the pyramid of Maslow’s hierarchy of needs theory.

However, if the fact that this research has been performed in an organization with high risk for the employees is taken into consideration, where they are directed to each other, especially in the context of occupational safety, it becomes completely understandable why interpersonal relations are ranked highly in third position.

Table 4 Occupational safety

| | Frequency | Percent | Valid Percent | Cum. Percent |
|---|-----------|---------|---------------|--------------|
| No influence on work enthusiasm | 20 | 10.9 | 10.9 | 10.9 |
| Minimum influence on work enthusiasm | 30 | 16.3 | 16.3 | 27.2 |
| Valid Medium influence on work enthusiasm | 58 | 31.5 | 31.5 | 58.7 |
| Big influence on work enthusiasm | 34 | 18.5 | 18.5 | 77.2 |
| Very big influence on work enthusiasm | 42 | 22.8 | 22.8 | 100.0 |
| Total | 184 | 100.0 | 100.0 | |

‘Occupational safety’ motivator has been ranked as being of medium importance in the listed motivators, securing its fourth position with 22.80%. It can be concluded that ‘occupational safety’ as a work motivator has a greater significance for the examinees in comparison to personal needs, work content and involving in decision-making process.

Table 5 Personal needs

| | Frequency | Percent | Valid Percent | Cum. Percent |
|---------------------------------------|-----------|---------|---------------|--------------|
| No influence on work enthusiasm | 20 | 10.9 | 10.9 | 10.9 |
| Minimum influence on work enthusiasm | 22 | 12.0 | 12.0 | 22.8 |
| Medium influence on work enthusiasm | 38 | 20.7 | 20.7 | 43.5 |
| Big influence on work enthusiasm | 68 | 37.0 | 37.0 | 80.4 |
| Very big influence on work enthusiasm | 36 | 19.6 | 19.6 | 100.0 |
| Total | 184 | 100.0 | 100.0 | |

‘Personal needs’ motivator has a greater significance for the employees in comparison to work content and involving in decision-making process and that is why it is ranked as fifth.

Table 6 Work content

| | Frequency | Percent | Valid Percent | Cum. Percent |
|---------------------------------------|-----------|---------|---------------|--------------|
| No influence on work enthusiasm | 22 | 12.0 | 12.0 | 12.0 |
| Minimum influence on work enthusiasm | 28 | 15.2 | 15.2 | 27.2 |
| Medium influence on work enthusiasm | 72 | 39.1 | 39.1 | 66.3 |
| Big influence on work enthusiasm | 28 | 15.2 | 15.2 | 81.5 |
| Very big influence on work enthusiasm | 34 | 18.5 | 18.5 | 100.0 |
| Total | 184 | 100.0 | 100.0 | |

‘Work content’ motivator has been ranked as sixth, with a higher motivating value than ‘involving in decision-making process’ motivator which has come last in the seventh position.

Table 7 Involving in decision-making process

| | Frequency | Percent | Valid Percent | Cum. Percent |
|---------------------------------------|-----------|---------|---------------|--------------|
| No influence on work enthusiasm | 68 | 37.0 | 37.0 | 37.0 |
| Minimum influence on work enthusiasm | 20 | 10.9 | 10.9 | 47.8 |
| Medium influence on work enthusiasm | 44 | 23.9 | 23.9 | 71.7 |
| Big influence on work enthusiasm | 28 | 15.2 | 15.2 | 87.0 |
| Very big influence on work enthusiasm | 24 | 13.0 | 13.0 | 100.0 |
| Total | 184 | 100.0 | 100.0 | |

The lower the standard, the more significant the motivators related to salary are. Salary is the most important to low-skilled workers than to those workers with college or university degree, whereas possibilities for improvement, work organization are more significant to highly-skilled workers.

Age and years of service also have influences on hierarchy of motivators which changes because of these reasons. At the beginning of employment, we strive for higher salaries, rightful order of income, whereas after satisfying material needs, especially in those with higher professional qualifications, we strive towards work organization, work sense, possibilities for affirmation in organization and outside of it as well.

Table 8 Professional qualifications

| | Frequency | Percent | Valid Percent | Cum. Percent |
|---------------------------------------|-----------|---------|---------------|--------------|
| Low-skilled | 32 | 17.4 | 17.4 | 17.4 |
| Skilled | 46 | 25.0 | 25.0 | 42.4 |
| Highly-skilled workers | 38 | 20.7 | 20.7 | 63.0 |
| Valid Secondary school qualifications | 42 | 22.8 | 22.8 | 85.9 |
| College degree | 2 | 1.1 | 1.1 | 87.0 |
| University degree | 22 | 12.0 | 12.0 | 98.9 |
| University degree/2 | 2 | 1.1 | 1.1 | 100.0 |
| Total | 184 | 100.0 | 100.0 | |

This research, i.e. the analysis of the obtained results, shows the relation between professional qualifications and determining the importance of work motivators. Having taken into consideration the fact that skilled workers have been the majority (25%), 20.70% have been highly-skilled workers, 17.40% have been low-skilled which is 63.1% of examinees in total, and 22.80% of the examinees with secondary school qualifications, in contrast to 14.20% of the examinees with college and university degree, it is logical and expected that the examinees have marked 'salary' as the most important work motivator, and 'safety of employment' as the second. 'Interpersonal relations' is the third important motivator, whereas 'occupational safety' has been ranked as the fourth.

Table 9 Gender

| | Frequency | Percent | Valid Percent | Cum. Percent |
|--------------|-----------|---------|---------------|--------------|
| Valid Female | 12 | 6.5 | 6.5 | 6.5 |
| Male | 172 | 93.5 | 93.5 | 100.0 |
| Total | 184 | 100.0 | 100.0 | |

Since the number of female examinees within this research has been lower in comparison to the male ones, it has not been possible to determine adequately the influence of this variable.

On the basis of the results obtained using this questionnaire whose aim has been to rank motivational factors by workers, their processing has been done using ABC diagram.

Table 10 Presented results based on data collected by questionnaire

| No. of question | Align by rank | Frequency | Percent | Cum. percent | Group |
|--|--|-----------|---------|--------------|-------|
| 1 organization of work | 6 salary | 1.528 | 15.10% | 15.10% | A |
| 2 team work | 4 job security | 1.266 | 12.51% | 27.61% | A |
| 3 balance | 9 benefits | 1.090 | 10.77% | 38.38% | A |
| 4 job security | 10 fairly rewarding | 1.062 | 10.49% | 48.87% | A |
| 5 communication | 3 balance | 1.060 | 10.47% | 59.35% | A |
| 6 salary | 2 team work | 894 | 8.83% | 68.18% | A |
| 7 involving in decision-making process | 1 organization of work | 892 | 8.81% | 77.00% | B |
| 8 training and development | 8 training and development | 810 | 8.00% | 85.00% | B |
| 9 benefits | 5 communication | 806 | 7.96% | 92.96% | C |
| 10 fairly rewarding | 7 involving in decision-making process | 712 | 7.04% | 100.00% | C |
| | | 10.120 | | | |

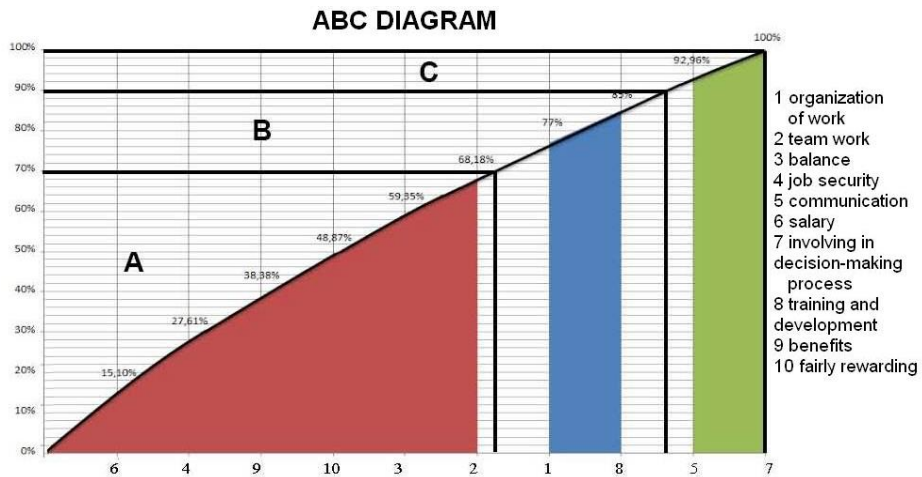


Fig. 3 Graphical presentation of survey results

ABC diagram (Figure 3) clearly shows which factors have the greatest impact on the respondents. The issues that have been found in a square A have the greatest impact on employees and should be the focus of HRM. The questions from the square B are important, but they need to be considered when issues from the square A have already been solved, or, if it is impossible to satisfy all the conditions of the square A, mixing the square A and square B should be done, with the aim of costs rationalization, while the square C does not need a special deal at the outset, since it requires great expenses and effort, and the results are almost negligible.

Based on the results obtained by analysing the questionnaire, with the help of ABC diagram, shown in Table 10 and Figure 3, based on the theory of Maslow's hierarchy of needs as a starting point in this work, the resulting model is shown in Figure 4.

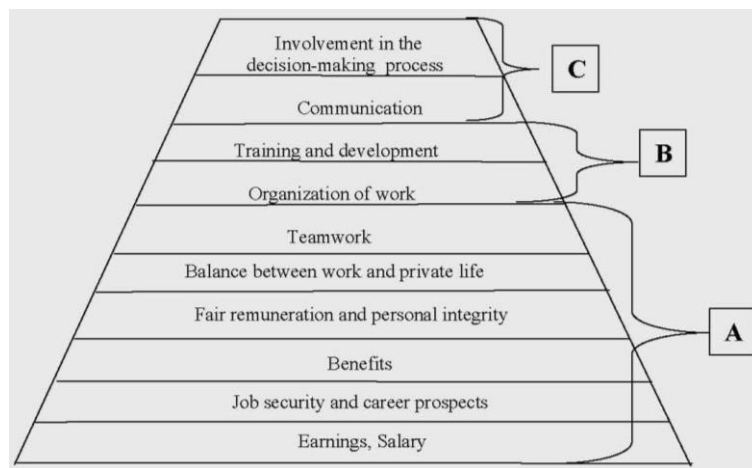


Fig. 4 Significance of the pyramid of satisfaction

Based on the pyramid of satisfaction, it is possible to draw clear conclusions about the direction in which the activities of HRM in an organization should continue to go:

- The order of satisfying needs should be respected;
- The needs closer to the basis must be satisfied first, and only then to move on to a higher level;
- Considering that in this case the needs are classified into three segments, A, B and C (Figure 4), the needs of the segment A should be met first, then the B segment, and only in the end of the segment C.
- If it is impossible to meet adequately the needs of the segment A, since it has six, it can be mixed with the B segment, and thus achieve a costs reduction while increasing productivity.

Although they are often pointed out as very important factors of the employees' satisfaction, communication and involvement in decision-making, according to this study, have been at the bottom of the pyramid of needs, and there is no need to use funds and resources for this purpose, or at least not as long as there is even an unmet need within the segment A and segment B, whose satisfaction is not very demanding.

5. CONCLUSION

If human needs, which are the basis of motives as triggers of human activities and behaviour, are observed, it can be concluded that investigators of this phenomenon mostly agree in terms of the list of human priorities. Work motivation is a complex of forces which initiate and keep an employee at a certain place in an organization. From individual's point of view, it is the internal state which leads towards the accomplishment of certain aims and which is influenced by various factors; from manager's point of view, motivation is an activity which secures an employee to strive for clearly defined aims. Employees' motivation is one of the key factors for successful business. Money is the most universal way of motivating. If it is connected to success at work and unless it is a unique motivator, the efficiency of money is even higher. In developed countries, money is placed relatively low in the hierarchical scale of motivators, not because it is less important, but because it is reasonable that it normally follows. In poor countries, money plays an important part. It would be very easy for managers if there was an automatism – higher salary-greater work motivation- greater productivity and work results.

In comparison to previous researches similar to this, it can be concluded that in most researches conducted in undeveloped countries where basic existential needs are not satisfied and where there is no possibility for employment, material factors are still the main motivating ones, with regards to low life standard. Maslow already showed that there is a hierarchy of needs, and that physiological needs have priorities, and that self-actualization is at the end of hierarchical needs. The researches conducted so far have shown that in developed countries, the employees search for motivation in factors such as career prospects, education, self-actualization. In these industries, the employees have a possibility for changing the company in case of dissatisfaction, therefore, they are not led by fear of losing their jobs and they ask company management for better working conditions. On the other hand, in undeveloped industries, the employees do not have any possibility for changing their jobs and working in other companies, so they stay in the company for fear no matter whether they are satisfied or not.

Acknowledgement: *The research presented in this paper was financed by the Ministry of Science and Technological Development of Serbia within the projects III 43014 and III 42006.*

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HIJERARHIJA MOTIVA I PODSTICAJA ZA RAD U CILJU FORMIRANJA EFIKASNIJEG RADNOG OKRUŽENJA

Motivaciju utiče na poboljšanje efikasnosti i kreativnosti rada, poboljšanje kvaliteta radnog života i uspešnosti preduzeća. Kako bi uspešno poslovala, svaka organizacija mora da brine o potrebama zaposlenih. Jedan od najbitnijih uticaja na motivaciju ima zadovoljenja potreba. Cilj rada je da utvrdi redosled zadovoljenja potreba koje su najznačajnije kada je u pitanju motivacija radnika, i da se otkrije da li postoji povezanost između dužine radnog staža, pol, starosti i stručne sprema i hijerarhije potreba. Ovo istraživanje je deo šireg istraživanja koje je imalo za cilj formiranje prijatnijeg, bezbednijeg i efikasnijeg radnog okruženja i uslove rada. Istraživanje je sprovedeno 2014 i 2015. godine u preduzeću Port of Adria AD Bar. Korišćen je upitnik koji je posebno konstruisan za ovu namenu. Anketiranje je izvršeno na populaciji od 184 upošljenika. Kao što je očekivano, dobijeni rezultati ukazuju da je radnicima najveći podsticaj novčana nadoknada.

Ključne reči: *motivacija, podsticaji za rad, hijerarhija potreba, radno okruženje*