

# NOVIJI TRENDovi I PROGRAMI MOTIVACIJE ZAPOSLENIH

## RECENT TRENDS AND PROGRAMS APPLIED FOR MOTIVATION OF EMPLOYEES

Slobodan Nićin <sup>1</sup>, Nevenka Nićin <sup>2</sup>, Vojislava Grbić <sup>3</sup>

### Rezime

U istraživanjima motivacije pažnja naučnika sve više se udaljava od eksternih nagrada prema suštinskim faktorima motivacije kao što su: zajedništvo, dostojanstvo, svrshodnost i ljubav za koje se pokazalo da veoma snažno utiču na pojedinca i grupu. Pravi menadžer pokazuje interes za svoje zaposlene, a posle napornog rada inicira zajedničke rekreacione i relaksirajuće aktivnosti i ne drži saradnike u mraku već ih informiše o svemu. Primeri novih motivacionih programa ukazuju na činjenicu da zaposleni i njihova motivacija, razvoj i zadovoljstvo postaju centar razmišljanja menadžmenta, jer upravo oni predstavljaju glavni alat konkurentske sposobnosti i prednosti na tržištu. U savremenim uslovima poslovanja menadžeri imaju na raspolaganju niz teorijskih i praksom potvrđenih istraživanja strategija motivacije ljudskih potencijala, kao što su finansijska stimulacija, obogaćivanje posla, participacija zaposlenih, fleksibilno radno vreme, priznanja i javne pohvale, usavršavanje, razvoj karijere i drugo. Motivisanje i adekvatno nagrađivanje postali su ključni zadaci i funkcije menadžmenta ljudskih potencijala, a presudan faktor u motivisanju jesu upravo menadžeri. Motivisani zaposleni se identifikuju i vezuju uz organizaciju, zainteresovani su za pronalaženje rešenja organizacionih pitanja i problema, razvoj i uspešnost, zainteresovani su za kvalitet proizvoda i usluga, i doprinose većoj proizvodnosti i radnoj uspešnosti. Prema savremenom shvatanju upravljanja ljudskim potencijalom kroz motivaciju, smatra se da kvalitetan motivaconii sistem treba da zadovolji određene vrste ponašanja, na primer mora privući i zadržati najkvalitetnije ljude u poslovnom sistemu, umanjiti negativan uticaj manje sposobnih ili nekvalitetnih zaposlenih, treba da podstiče kreativnost i inovativnost, i time pridonese ostvarenju ciljeva i razvoja organizacije, a takođe mora da osigura identifikaciju i određeni stepen poistovećivanja zaposlenih s organizacijom, kao i njihovu zainteresovanost za njen stalni razvoj i uspešno poslovanje.

**Ključne reči:** motivacija, teorijske stimulacije, razvoj organizacije, uspešno poslovanje

### Summary

In the research of motivation, the focus is increasingly shifting away from external rewards to intrinsic motivational factors such as unity, dignity, purpose and love, which has been shown to

<sup>1</sup> Fakultet za Evropske pravno političke studije, Novi Sad

<sup>2</sup> Fakultet za poslovno industrijski menadžment, Univerzitet Union, Beograd

<sup>3</sup> Visoka tehnička škola strukovnih studija, Novi Beograd

strongly influence the individual and the group. Real manager shows interest in their employees, and after hard work initiates joint recreational and relaxing activities. He does not hold his associates in the dark, but informs them about everything. The examples of new motivational program point out the fact that employees and their motivation, development and satisfaction have become the center of management thinking, just because they are a major tool of competitive capabilities and advantages in the marketplace. In modern business conditions, managers have at their disposal a range of theoretical and practical research strategies of motivation of human resources, such as financial incentives, job enrichment, participation of employees, flexible working hours, recognition and public praise, training, career development, and more. Motivation and adequate remuneration have become key tasks and functions of human resources management. A crucial factor in motivating are managers themselves. Motivated employees are identified and linked to the organization. They are interested in finding a solution to organizational issues and problems, development and success, they are interested in the quality of products and services, and contribute to greater productivity and work performance. According to the contemporary understanding of human potential through motivation, it is considered that a high quality motivational system should satisfy certain types of behavior, for example, it has to attract and retain the best people in the business system, reduce the negative impact of less qualified or non-performing employees should encourage creativity and innovation, and thereby contribute to the achievement of the objectives and organization development. It also has to provide identification and degree of identification of employees with the organization, as well as their interest in their continued growth and business success.

**Keywords:** motivation, incentive theory, organization development, successful business

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