

APPLICATION OF MOTIVATION TECHNIQUES AND EMPLOYEE SATISFACTION MANAGEMENT IN THE FUNCTION OF IMPROVING EFFICIENCY IN PUBLIC ADMINISTRATION BODIES

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Abstract: *Examining the application of motivational factors in public administration provides top management with an insight into the levels of satisfaction and insufficiencies in the application of the concept of leadership with the concrete direction of how to create a productive and favorable working environment in public administration bodies. The stability of the public service and an inadequate system of human resources management leads to “mechanical” or “sufficient” productivity, and the satisfaction of employees in public administration remains an enigma for the initiators of reform processes, innovative activities, but also stands as an obstacle to the improvement of organizational culture in public administration. The research problem is based on static nature of public administration, mainly caused by weaknesses in the application of motivational techniques, therefore the work is focused on the analysis of the effects of current satisfaction management and the possibility of introducing transformational leadership and its application through Public Administration Reform requests in the process of joining the European Union, but also in order to improve the efficiency of the organization and the quality of public service delivery. The goal of the research is to examine aspects of functionality related to the application of motivational techniques by top management regarding the perception of employees in public administration bodies with the aim of finding modalities for organizational growth and professional development. Due to representativeness and reliability, the research sample will include at least 10% of public administration bodies at each of the administrative levels of government in Bosnia and Herzegovina.*

Keywords: *human resources management, motivational techniques, public administration.*

JEL: *O15, J28, H83*

INTRODUCTION

Motivation is a generator of employee's productivity and efficiency, both in the private sector and in public administration, but also a central issue in the development of effective human resources management policies. The functions of human resources management in public administration related to motivational philosophy include remuneration, promotions, compensation, training, rewards, job security, autonomy of employees, but also issues of mutual interaction arising from working conditions, working environment, affiliation, recognition, trust, interpersonal relationships, levels of self-actualization, etc.

There are numerous theories about effective motivational techniques, which ensure efficiency and inspire the functionality of public administration bodies, and which examine job satisfaction in the context of management strategies for creating a motivational climate by adequately incorporating the hierarchy of employee's needs into the daily life of an institution or organization. Moslow (1943, 1954) and Herzberg (1959) theories and models are the most important for this study and application in order to research motivational issues and provide desirable working environment in governmental institutions.

Organizational commitment and employee's level of motivation are crucial elements or main feature of building and retaining efficient governmental institution based on its inherent purpose- citizen oriented public service, service delivery, protection of public interest and public goods.

According to the SIGMA Principles of Public Administration from 2017, in the field of human resource management, the key requirement is the professionalism of public service is ensured by good managerial standards and human resource management practice. In order to meet those key requirements, a merit-based human resource management system is necessary. The key tools for the merit-based system are remuneration, performance appraisal, professional training and development, integrity measures and disciplinary procedures. These are needed not only to attract valuable employees to the public service but also to retain them and motivate them to achieve the strategic goals of the public administration, as well as the state (SIGMA-OECD., 2017).

The public administration reform in Bosnia and Herzegovina remains one of the key priorities in the process of joining Bosnia and Herzegovina to the European Union, especially in the area of strategic management of human resources, where small or limited progress has been achieved in the last five years, mainly due to a non-systemic approach to overall changes of current laws on civil service, which form the backbone of the contribution to the economic and social welfare of the state and citizens of Bosnia and Herzegovina.

In the context of the importance and perspective of the introduction of the principles of the European administrative space, the principle of "good governance" along

with the techniques of modern management of human resources in the public service, motivation is a generator of organizational effectiveness and represents a fundamental instrument of creation, building and constructive contribution to the realization of the public interest, the research questions were posed as follows: 1) Do and which material factors of motivation do public servants in Bosnia and Herzegovina consider important? 2) What non-material factors of motivation do public servants in Bosnia and Herzegovina consider to be an important management tool? 3. What is the achieved level of efficiency in the public service and do existing motivational techniques have a positive effect on employee efficiency?

LITERATURE REVIEW

Motivation is a dynamic phenomenon, the realization of which depends on the application of strategies and factors that influence strength, driving energy and the achievement of organizational goals, both in public administration and in the private sector. The motivation has been defined as “the ability of people, institutions and societies to perform functions, solve problems and set and achieve objectives” (UNDP 2013). Then, Public Service Motivation (PSM) as “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions or organizations” (Perry, 1990). According to Dessler, human resources motivators represent a valuable segment of the strategic and daily efforts of managers, precisely because they are generators of efficiency and goal realization in every organization (Dessler, 2015). Also, in the context of human resources management in the public service, motivation becomes a unique and complex, but not invincible challenge for the managers (Berman E. B., 2109), which means that people’s needs are a focus of capital importance. Maslow proposed the concept of a “hierarchy of needs” as a category of movers related to survival, physical and psychological safety, social needs or belonging, self-confidence, self-realization, but also movers not related to work: autonomy, predictability, expediency, etc. (Maslow, 1970). McGregor’s Theory of negativity (X) was earlier related to authoritative and repressive managers, while the Theory of positivity (Y) is related to “new age” liberal and developmental managers who are considered to be motivated and responsible (Khoshnevis, 2016). McGregor further points out that motivational strategies emphasize extrinsic (salary, reward, instrumental power, status, etc.) and underestimate intrinsic factors that drive human resources (learning, creation, achievements, etc.).

Modern theories of motivation, in addition to needs, are oriented towards the path of achievement, goals and expectations because they are more likely to lead to greater efficiency and creativity in organizations (Šašić, 2020). The path and goal theory indicates that it is the duty of top managers to set clear and feasible goals, but also a clear path, with as few obstacles as possible for employees (Locke, 1990). Management by objectives (Odiorne, 1976) since the ‘80s inspires human motivation based on the principle of rewards and incentives for fulfilled expectations and achievements.

Certainly, the public sector also needs a multiplicity of motivational means through which managers build their strategic and sophisticated approach to employees, because within a wide spectrum of motivators, employees will find what specifically motivates them (Berman E. , 2006). The proper evaluation system in the public service should also be used as a initiator of personal, professional development and

career (Virant et. al., 2015). Inadequate human resource management system in public administration enhances the “culture of reluctance” which means lower execution of every-day tasks and when durable- stagnation in the achievement of organizational goals (Tanović, 2018). Exactness in measuring and reporting on the quality in the field of administrative service activities and the results of public company operations in relation to the provision of administrative services is possible by forming communication channels between the provider and the user of a particular service, which would enable focusing on determining aspects of the improvement of business efficiency. The basic request applies to the collection of useful information which can be expressed in an objective manner, which are understandable and usable in the context of problem solving (Landika, i dr., 2019).

Frederick Herzberg is the creator of the Motivational-Hygiene theory, which is based on two factors of influence (Two- Factor Theory). According to him, the factors that lead to employee satisfaction are separated from the factors that cause dissatisfaction. In other words, the opposite of satisfaction is not dissatisfaction. Motivational factors are success in work, development, growth, responsibility and the most important hygiene factors are the general organization policy of managing whole organizational system: supervision, the relationship of the supervisory authorities, working conditions, wages, relations with co-workers, personal life, relations with inferiors, the working opportunities and job security. The main difference between motivational and hygiene factors is that motivational factors bring positive satisfaction, while hygiene factors only prevent employee dissatisfaction (Khoshnevis, 2016). The main difference between motivational and hygiene factors is that motivational factors bring positive satisfaction, while hygiene factors only prevent employee dissatisfaction, so in the absence of motivational factors, employees will experience complete dissatisfaction. According to Herzberg, job dissatisfaction is not the opposite of job satisfaction, so if the factors of dissatisfaction are removed from the work environment, it doesn't necessarily lead to job satisfaction.

Research on motivation in public administration in Bosnia and Herzegovina is followed by several theoretical aspects, so we are considering three theories that mostly correspond with our research. These theories include Theory of Hierarchy of Needs (Maslow 1970), Theory X and Theory Y (McGregor 1960), and mostly the Two-Factor Theory (Herzberg 1959).

Considering comparative studies which tested structural and modeling approach to Public Service Motivation (PSM) construct (Anderfuhren-Biget, 2010), this study offered a relevant model that combines work motivation, material incentives and PSM for valuable description on motives in generating public servant work energy and efficiency orientation.

Frederick Herzberg's model points out satisfaction and dissatisfaction factors related to governmental and non-governmental institutions, so Motivation-Hygiene Theory was mainly observed in this research, referring to empirical study on the public servants attitudes towards work (job satisfaction) and it's level of performance and efficiency. Motivation is the “Holy Grail” of Public Management and motivated workforce is a foundation of organizational effectiveness (Esteve, 2019).

METHODOLOGICAL CONCEPT OF RESEARCH

Characteristics of the sample

The research and data collection was conducted in January 2023, with 241 respondents-employee's included in public administration bodies at all administrative levels in Bosnia and Herzegovina. The research was conducted on a random sample that includes senior civil servants (31.6%), heads of internal organizational units (19.6%), other civil servants (38.3%) and employees (10.6%). The largest number of respondents are women (61.2%), and looking at the age structure, the majority of respondents are 36 to 45 years old (43%), 46 to 55 (24.5%), 56 to 65 (20.3%) , and from 25 to 35 (12.2%). When it comes to professional education, the largest number of respondents have a university degree, 67.1% and a master's degree, 21.1%.

In addition to the mentioned frameworks, the questionnaire consisted of 23 questions related to four segments. The first set of questions refers to the respondents' assessment of team relations and support in the civil service, i.e. intangible motivators and their consequences on the work of civil servants (positive response- feedback and recognition from superiors, positive impressions and recognition of work and influence by colleagues, professional relationship with colleagues, good interpersonal relations and confidentiality). The second set of questions refers to respondents' views on material motivators in the civil service (salary amount, salary based on performance measurement, professional development and career path, and salary supplement or compensation for outstanding work results). The third set of questions related to the motivation and privilege of working in the civil service itself (interest in the implementation of the policies and policies of public authorities, the perception of whether official status is a privilege, the perception of whether the obligations arising from official status are civic and patriotic obligations, contribution and work for general welfare and common well-being, self-sacrifice when it comes to the interests of the state, society and protection of public interest by civil servants).

The fourth set of questions as a dependent variable refers to work motivation at work (consistent willingness of employees to successfully and efficiently perform multiple tasks or activities and commitment to work regardless of the various types of problems and difficulties that arise).

Items in the questionnaire on all scales were presented in the form of affirmative statements for which respondents expressed their views, assessed the degree of agreement on a Likert-type scale, from 1 - I do not agree at all to 5 - I completely agree. The general hypothesis is:

H0. *Intangible, material motivation strategies as well as the privilege of working in the civil service significantly influence motivation at work.*

The auxiliary hypotheses are:

H1. *Intangible motivation strategies (team relations and support) have a positive effect on motivation at work.*

H2. *The existing system of material motivation in the civil service has a negative effect on motivation at work.*

H3. *Motivation of privileges and work in the civil service has a positive effect on motivation at work (motivation at work).*

RESEARCH RESULTS AND DISCUSSIONS

The mean values of respondents' attitudes to a set of questions related to material motivators, non-material motivators, motivation and the privilege of working in the civil service itself, and general work motivation as a dependent variable are presented below: the motivation to work in the civil service has the lowest average rating and is 3.68, which descriptively corresponds to the qualitative rating of neither agree nor disagree on the questions asked. Also, there are insignificant differences in the answers when it comes to the question of the position in the public administrative institution, where lower and the lowest categories of employees have the highest motivation for what they do in the civil service, while managers have the least. The mean(average) score of existing motivational techniques in the civil service is 3.12 with a std.deviation of 1.020. The standard deviation indicates that there are differences in the respondents' answers according to the position in the civil service body, where the greatest degree of disagreement is expressed by other civil servants and leading civil servants (Table 1).

Table 1. Descriptive Statistics

	Mean	Std. Deviation	N
Non-material incentives	4.307	.142	241
Material incentives	4.105	.083	241
Motivation at work	4.135	.205	241
Public service motivation	3.680	.534	241

Source: Author's

The interdependence of the observed categories or constructs that influence work motivation is shown below through the Pearson rank correlation coefficient:

Table 2. Correlations^a

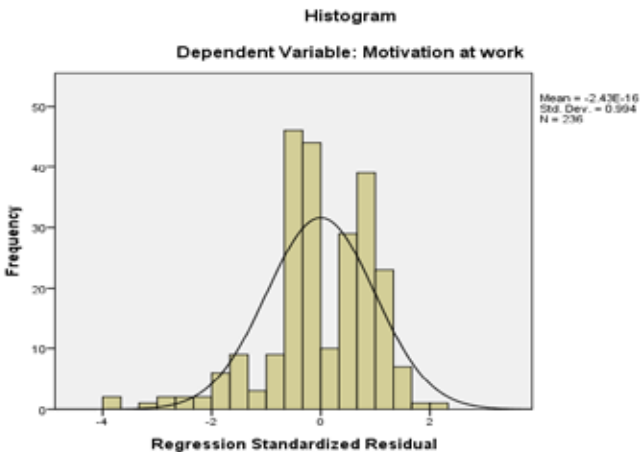
		Non-material incentives	Material incentives	Motivation at work	Public service motivation.
Non-material incentives (NMI)	Pearson Correlation	1	.373	.467*	.456*
	Sig. (2-tailed)		.073	.019	.022
	N	25	24	25	25
Material incentives (MI)	Pearson Correlation	.373	1	-.090	.068
	Sig. (2-tailed)	.073		.676	.751
	N	24	24	24	24
Motivation at work (MW)	Pearson Correlation	.467*	-.090	1	-.079
	Sig. (2-tailed)	.019	.676		.706
	N	25	24	25	25
Public service motivation (PSM)	Pearson Correlation	.456*	.068	-.079	1
	Sig. (2-tailed)	.022	.751	.706	
	N	25	24	25	25

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Author's

Existing material factors (strategies) of motivation in the civil service have a negative effect on work motivation, where the Pearson coefficient is $-.090$, as well as the privilege of working in the civil service $-.079$. On the other hand, there is a positive correlation between non-material factors of motivation and work motivation, where the Pearson coefficient is $.467$, which represents a medium-strong relationship between the mentioned constructs. Due to inadequate existing material motivation strategies, this coefficient would certainly have higher values. Given that certain correlations between the dependent variable (motivation at work-MW) and independent variables (NMI, MI, PSM) were confirmed using the Pearson coefficient, and with the aim of determining whether the mentioned independent variables are good predictors of the dependent variable, a multiple linear regression was conducted. The degree of agreement of the variations in the answers according to the auxiliary hypotheses and the main hypothesis from the regression model will enable the evaluation of the motivation of employees in the civil service depending on the changes in the development of each of the auxiliary hypotheses. In order to determine the percentage amount of variation in the dependent variable (motivation at work-MW) that can be explained by the regression model, the coefficient of determination r^2 was used. The assumption of linearity was checked by analyzing P-P plots for normally distributed residuals (Figure 1).

Figure 1. Histogram



Source: Author's

The results of the multiple linear regression where the auxiliary hypotheses (MNI, MNI and PSM) were observed and included as predictors of the main hypothesis as dependent variables, show that the model with the included auxiliary hypothesis contributes 60.7% in explaining the variance of the main hypothesis (H0-motivation at work).

The coefficient of linear regression between the value of the dependent variable (motivation at work) and the associated regression values of the auxiliary hypotheses indicates that there is a very medium-strong positive relationship $r=0.694$ between the auxiliary hypotheses and the main hypothesis.

The coefficient of determination (R Squared) or r^2 indicates the percentage amount of variation in the dependent variable (main hypothesis) that can be explained by the regression model. Looking at all the respondents in our case, 69.4% of the variation in the increase in motivation at work can be explained by changes in the three mentioned hypotheses, while the rest of 30.6% of the changes are due to the action of other factors.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.607a	.694	.082	.726	.094	8.036	3	232	.000

a. Predictors: (Constant), Non-material incentives, Material incentives Public service motivation

b. Dependent Variable: Motivation at work

Source: Author's

The coefficient of determination was somewhat influenced by the answers of other and managerial civil servants. Consequently, a two-factor ANOVA procedure was used to see if there were any differences in the answers when it comes to the views of the respondents according to the position in the civil service body.

Table 3. Levene's Test of Equality of Error Variances^a

Dependent Variable: 2. Motivation at work

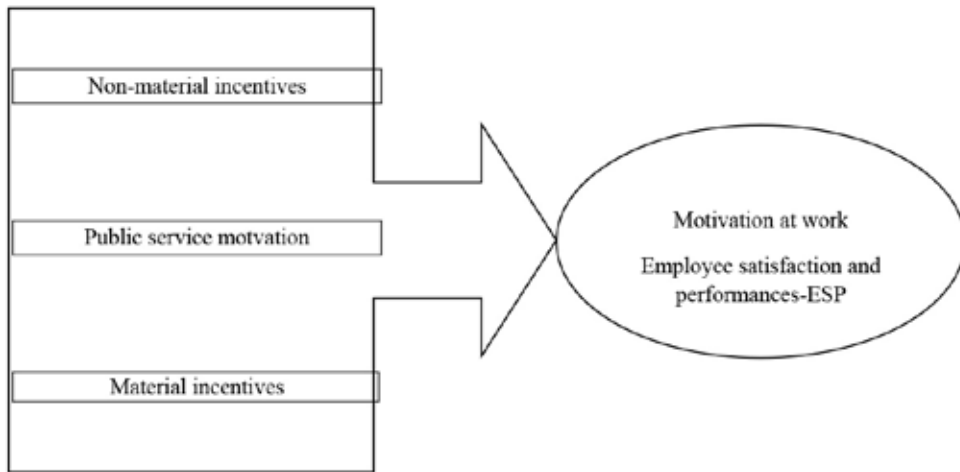
F	df1	df2	Sig.
.685	15	88	.660

Tests the null hypothesis that the error variance of the dependent variable is equal across groups.

a. Design: Intercept Your position in the public administration body + Public administration body (Your position in the public service * Public administration body)

Source: Author's

The results of Levene's test show that the assumption of homogeneity of variance is not violated. The output results reveal that the main effects for the civil service body and the position in the civil service body are not significant ($p > 0.05$), which means that, regardless of the civil service body and the position of the respondent, we can conclude that the introduction of better material motivation strategies would affect the very motivation (privilege) of working in the civil service and had a positive impact on motivation at work and ultimately on the efficiency of employees (Figure 2).

Figure 2. Conceptual model for motivation in public administration bodies

Source: Author's

CONCLUDING REMARKS AND RECOMMENDATIONS

Considering that motivation is a specific constructive element in building a more effective organization, especially in the public sector, where legal framework and top-management support a stagnant approach to human resources, mainly regardless of performance and achieved results. Motivation in public administration becomes a powerful tool for targeted action on the creation of new, additional organizational values and multiple changes for the purpose of organizational growth and development. Motivation is a dynamic category of essential importance for the evolution of performance, but as such is underestimated in public administration, precisely because of entrenched expectations, the absence of creativity due to the stability of the public service and the systematic equalization of employees, which arise from the lack of motivational bases in legal regulations, non-developmental actions of managers and the lack of true leadership.

New approaches to motivational factors and the development of motivational techniques represent an important segment of the overall improvement of public administration bodies through human potential, which guarantees the perspective of developing a more functional „public servant mentality“ according to principles of meritocracy in public administration reform in Bosnia and Herzegovina. The bottom-up approach in evolution of administrative organizations is also a significant starting point in taking strategic steps towards the development of public administration in Bosnia and Herzegovina.

The research results show that all categories of employees in public administration bodies consider non-material motivational techniques such as positive feedback, general recognition, recognition of work and relationship with superiors, inferiors and co-workers to be an essential motivator in providing personal results and performance on the way to achieve organizational goals. Furthermore, the issue of functionality in the public administration of Bosnia and Herzegovina is definitely integrative and, according to the results of the research, it is also associated with a positive working

environment and interpersonal relationships - trust, cooperation, connection, etc.

Material motivational techniques such as the amount of salary, flexible part of salary based on performance, professional development and career path are considered by employees in public administration bodies in Bosnia and Herzegovina as basic assumptions for proper functioning and efficiency, precisely because the level of material fulfillment has not been reached which ceases to make this need still a valuable factor of job satisfaction.

When applying motivational techniques in public administration, it is necessary to consider:

- a greater degree of management sophistication, which respects the different treatment of employees with different performance,
- In addition to intrinsic, individual factors of motivation, focus on the expedient application of extrinsic factors, which in the research are shown to be the dominant initiator of the external manifestation of the internal will for the work of employees in the public administration,
- In addition to financial and non-financial benefits (awards and recognition, challenging tasks), respect for the needs of employees that are not related to work (family, vacations, interpersonal relationships, opportunities for personal development and additional learning, etc.)
- Emphasizing and valuing the strengths, talents and contributions of employees (motivational means inherent to individuals), and introducing a degree of employee autonomy and a degree of supervision over execution that necessarily balances the types of tasks, goals, but also people,
- The continuous building of work ethics, which is connected with culture and affects motivation, but also the promotion of work culture towards the creation of new value that justifies the salary achieved,

Regarding the importance of this research, it is important to conclude that the development potential rests on the fact that employees in the public administration in Bosnia and Herzegovina, who are highly aware of their role and privilege, express a stronger need and determination to make a positive change in society than their colleagues in the private sector.

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