

MODEL OF IDENTIFICATION OF MOTIVATIONAL FACTORS FOR WORK OF THE SERBIAN ARMED FORCES PROFESSIONAL MEMBERS AND THEIR HIERARCHICAL ORGANIZATION

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Motivation and work motivation are multidisciplinary topics important for the successful functioning of modern organizations. Opportunities to improve the effects and performance of all types of organizations by influencing employee motivation have resulted in a number of studies aimed at identifying motivational factors, their impact and hierarchy.

Work motivational factors are numerous, and their impact and hierarchy are changeable and depend on socio-economic conditions, cultural determinants, as well as the individual characteristics of employees. In order to improve the motivation for work, there is a need to identify factors and their impact on the motivation and effects of the work of the Serbian Armed Forces professional members in their own cultural environment and the current set of socio-economic conditions.

The objective of this paper is to develop a model for identifying motivational factors of the Serbian Armed Forces professional members and determine their impact and hierarchy. The paper will use the method of document content analysis in order to identify a list of motivational factors that will then be confirmed or rejected, depending on the results of research conducted using the research method, survey technique and statistical method.

The paper presents a model for identifying work motivational factors and the results of a survey of the attitudes of a quota sample of 1401 Serbian Armed Forces professional members. The hierarchy of factors is presented and it has been concluded that good interpersonal relationships and salary amount have the most significant impact on the motivation for

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work of the Serbian Armed Forces professional members. The results of the research can be used for improving the motivation for work, normative acts, organizational structure and instruments for future research.

Key words: motivation, work motivation, officers, non-commissioned officers, extrinsic motivation, rewarding

Introduction

Interest in motivation arises from three reasons: the improvement of productivity, efficiency and work creativity, the enhancement of the quality of working life in organizations and strengthening competitiveness and success.¹ The recognition of motivated behaviour is extremely complex, and people's behaviour is not always consistent or rational. The level of motivation varies not only between individuals, but also within an individual at different times, and motivation is one of the most frequently researched psychological topics in the study of behaviour in an organization.² The knowledge of the factors and mechanisms of motivating employees to work has many benefits. The importance of work motivation research is reflected in its impact on performance. Kovach believes that organizations, which know what motivates their employees to work, are in a better position to encourage them to work better and improve organizational performance.³

From experience, a high ranking impact of factors related to interpersonal relationships and salary amount is noticed and expected. The assumption that there are differences that depend on the characteristics of the respondents on the impact of motivational factors is based on experience and the results of conducted research.⁴

The objective of this paper is to identify work motivational factors of the Serbian Armed Forces professional members, determine their impact on motivation and hierarchy, on a basis of need theory, expectations theory and previous research of motivation.

Motivation and motivational factors

According to Pinder, work motivation is a set of forces inside and outside an individual that initiate work and determine its form, direction, intensity and duration.⁵

¹ Fikreta Bahtijarević-Šiber, *Menadžment ljudskih potencijala*, Golden marketing, Zagreb, 1999.

² Stephen Robins & Timothy Judge, *Organizational Behavior* (15th ed), Pearson, New Jersey, 2013, p. 202.

³ Kenneth Kovach, „What motivates employees? Workers and supervisors give different answers”, *Business Horizons*, Vol. 30, No. 3, 1987, p. 65.

⁴ Milan Kovačević, Srđan Blagojević and Bojan Kuzmanović, „Sustainability of the Motivation Policy Model for Employees in State Administration”, *Sustainability*, 12, 2020, p. 3.

⁵ Craig Pinder, *Work motivation in organizational behavior*, 2nd ed., Psychology Press, New York, 2014, p. 11.

The three key elements of motivation are intensity, direction and persistence. Intensity refers to the invested effort. However, high intensity will lead to favourable work results only if the efforts are channeled in a direction that benefits the organization, as well, while the persistence dimension measures how long a person can sustain the effort because the motivated individuals work long enough to achieve the goal.⁶

Lojić defines motivation as a process of conscious initiation and direction of behaviour and activities towards achieving certain goals and interests, looking at it in a narrower sense as a process that is carried out between need and objective, and in a broader sense as a process that begins with the realization of a need and the understanding of purpose and necessity and lasts until its satisfaction.⁷

When considering work motivation and mechanisms of its stimulation in modern organizations, it is particularly important to determine the factors of work motivation. They represent an insufficiently defined term that is most often operationally defined as a hypothetical relationship of many individual, social and organizational aspects of work and workers with manifestations of motivated behaviour. They refer to those events that are between motive and objective, and they also include these concepts and the others derived from them, "new needs" and "independent motives". Motivational factors are not only external objects and situations that are sought, but also internal drivers of behaviour.⁸

According to Mihailović, factors of work motivation can be numerous: various individual variables, the influence of the social environment, the scope of work activity, mutual intercorrelations of situational variables. The basis of motivational factors is needs, which are latent and masked by social impacts and coping in an objective situation.⁹

Herzberg classifies the following as motivators: the content and nature of work, the possibility of advancement, the experience of success at work, recognition for work, love for work - a person's subjective feeling while doing a certain job.¹⁰

Motivational factors are usually divided into tangible and intangible. From this division arises the one that views motivational factors as "repressive and developmental", which indicates the mechanisms of coercion and development.¹¹

Intangible work motivational factors have less direct connection with the objectives of motivated behaviour, so employees are sometimes not even aware of the incentives that guide their behaviour.

An interesting and challenging job affects not only motivation, but also the entire life and health of workers. An adult spends half of a day at work, so attitudes towards job and job satisfaction significantly affect not only motivation, but also life. In addition to interesting job, Bahtijarević-Šiber also considers the style of management

⁶ Stephen Robins & Timothy Judge, *Organizational Behavior*, gen. quote, p. 202.

⁷ Ranko Lojić, *Upravljanje ljudskim resursima u sistemu odbrane*, Medija centar „Odrana”, Beograd, 2011, p. 375.

⁸ Dobrivoje Mihailović i Slobodan Ristić, *Organizaciono ponašanje*, FON, Beograd, 2009, p. 270

⁹ Dobrivoje Mihailović, *Struktura motivacije za rad*, Centar, Beograd, 1988, p. 48.

¹⁰ Frederic Herzberg, „One more time: How do you motivate employees?”, *Harvard Business Review*, January-February, 1968, p. 57.

¹¹ Dobrivoje Mihailović i Slobodan Ristić, *Organizaciono ponašanje*, gen. quote, p. 272.

as intangible motivational factors, that is, the manager's relationship, participation - impact in decision-making, feedback and organizational culture.¹²

Mihailović also emphasizes the importance of advancement, because it is a strong motivational factor not only because it provides satisfaction by performing some job, but also because of the status and accompanying benefits. The characteristics of modern organizations in which the number of organizational levels is drastically reduced and the organization is made "smoother", reduce the possibilities of vertical advancement of employees, thus the so-called spiral trajectory in advancement is in progress.¹³ In the Serbian Armed Forces, as well, the selection for officers' professional development, as a condition for advancement, has a strong motivational effect.¹⁴

Interpersonal relationships, although Herzberg classifies them into hygienic factors that mainly affect job satisfaction, have a motivational effect, so they can be considered a significant factor of work motivation, which has been confirmed in several studies in the cultural pattern to which we belong. The military profession is considered to be the most demanding, not only physically, but also intellectually because there is no other profession whose efforts in peace are only a part of the harsh reality in which members of the military organization perform real tasks in wartime.¹⁵ In the military organization, interpersonal relationships, the nature of the military activity, the character of war technique and the specificity of the military lifestyle, order and execution of tasks in peace and war are particularly important, which are factors that shape interpersonal relationships in the armed forces.¹⁶

Motivation with its factors is considered both as intrinsic (internal) and extrinsic (external). Intrinsic motivation is present with persons who feel that their work is important, interesting and challenging and provides them a reasonable degree of autonomy (freedom in work), opportunities for achievement and advancement, and for using and developing skills and capabilities, as well. It is the motivation that arises from the work itself and without external incentives. On the other hand, extrinsic motivation is external and includes incentives such as rewards, salary increase, praise or promotion, as well as disciplinary measures, salary retention or criticism.¹⁷ Self-determination theory frames the continuum of self-determination. The continuum extends from amotivation, i.e. the state when there is no motivation,

¹² Fikreta Bahtijarević-Šiber, *Menadžment ljudskih potencijala*, gen. quote, p. 669.

¹³ Dobrivoje Mihailović i Slobodan Ristić, *Organizaciono ponašanje*, gen. quote, p. 281.

¹⁴ Milan Kovačević, Srđan Blagojević i Bojan Kuzmanović, „Model za podršku odlučivanju pri selekciji pripadnika Vojske Srbije za upućivanje na karijerna usavršavanja”, *Vojno delo*, 7, 2019, p. 224.

¹⁵ Slobodan Ćurčija, „Specifičnosti vojne organizacije i oblikovanje stimulativnog nagrađivanja”, *Zbornik radova 12. Međunarodna znanstveno-stručna konferencija, „Dani kriznog upravljanja”*, Velika Gorica, 2019, p. 309.

¹⁶ Ksenija Đurić Atanasievski i Dragana Alargić, „Vojna organizacija i asertivno komuniciranje”, *Vojno delo*, 1, 2016, p. 137.

¹⁷ Michael Armstrong and Stephen Taylor, *Handbook of Human Resource Management Practices* (13th ed.), Kogan Page Publishers Inc., London, 2014, p. 170.

through extrinsic motivation in four forms: external regulation, introjection regulation, identification regulation and integrated regulation, to intrinsic motivation.¹⁸

Intrinsic and extrinsic motivation are both necessary to establish an effective model of motivation, and in a knowledge-based society, the focus shifts to tasks that will require employees to identify with and enjoy their work.¹⁹

Kondo emphasizes the importance of intrinsic motivation because if work is not attractive to the worker, it is the necessary evil for them, related to money, so they will look for shorter paths that lead to it, and bypass work as much as possible.²⁰

Intrinsic motivational factors, unlike extrinsic factors, have a long-lasting motivational effect. Job satisfaction is a strong motivational factor, and the condition for its action is that the individual characteristics of employees and job requirements are harmonized.²¹ Mihailović believes that the hierarchy of work engagement motives is dynamic, it changes significantly depending on age, success in work, work and professional qualifications and the other characteristics of employees.²²

Financial motivation – incentive or bonus has an effect only if the connection between effort and reward is obvious, and the value of reward is worth effort. While intrinsic motivation arising from the work itself may be stronger than external motivation, the outcomes of internal motivation are much more under the control of individuals, who can rely on previous experiences in relation to the likelihood of positive and favourable results as behavioural outcomes.²³

Table 1 – Comparison of workers' responses, 1946–1992

| Factor | 1946 | 1980 | 1986 | 1992 |
|------------------------------|------|------|------|------|
| Employee recognition | 1 | 2 | 2 | 2 |
| A sense of control over work | 2 | 3 | 3 | 9 |
| Help with solving problems | 3 | 9 | 10 | 10 |
| Job security | 4 | 4 | 4 | 3 |
| Good salaries | 5 | 5 | 5 | 1 |
| Interesting job | 6 | 1 | 1 | 5 |
| Advancement at work | 7 | 6 | 6 | 4 |
| Loyalty of colleagues | 8 | 8 | 8 | 6 |
| Good working conditions | 9 | 7 | 7 | 7 |
| Discipline | 10 | 10 | 9 | 8 |

According to Carolyn Wiley, „What motivates employees according to over 40 years of motivation survey”, *International Journal of Manpower*, Vol. 18, No. 3, 1997, p. 268

¹⁸ Marylène Gagné and Edvard Deci, „Self-determination theory and work motivation” *Journal of Organizational Behavior*, 26, 2005, p. 334.

¹⁹ Bruno Frey & Margit Osterloh, *Successful Management by Motivation*, Springer-Verlag, Berlin, 2002, p. 284.

²⁰ Jošio Kondo, *Motivacija, kreativnost i kontrola kvaliteta: japanska perspektiva*, Grafikom, Beograd, 1997, p. 8.

²¹ Dobrivoje Mihailović i Slobodan Ristić, *Organizaciono ponašanje*, gen. quote, p. 282.

²² Dobrivoje Mihailović, *Psihologija u organizaciji*, FON, Beograd, 2003, p. 148.

²³ Michael Armstrong & Stephen Taylor, *Handbook of Human Resource Management Practices*, gen. quote, p. 174.

A significant number of motivational studies conducted from the middle of the last century to the present day used a list of 10 motivational factors shown with the results (Table 1).²⁴ In addition to the presented ones, the other motivational factors and a wider list of factors have been used, depending on the time and conditions of the research.

Interests and objectives of identification of important motivational factors

Interests in identifying essential motivational factors are multiple. The development of the identification model provides the necessary data for the analysis and development of motivational strategies. In this regard, a positive impact can be achieved and the model of motivating the Serbian Armed Forces professional members can be improved. The knowledge of motivational factors and their impact enables concrete measures to be taken to improve the motivation model, and based on the research results, the organizational structure can be influenced to improve in order to increase the motivational potential of work and thus enable a higher level of motivation and job satisfaction. Change management requires employees in the organization not only to acquire new knowledge, skills and abilities, but also to correct attitudes and change work habits, values, views and motivation.²⁵ The need for the redesign of the military organization, i.e. the improvement of the management of human resources and their potential, is one of the priority tasks of the Serbian Armed Forces in the coming period.²⁶

Researching the impact of incentive measures on motivation and ranking of incentive measures provides a basis for changes of the existing model of awarding incentives and their improvement, because (the 2010 research) there was a small impact on motivation, and the Serbian Armed Forces members attach great importance to monetary reward.²⁷

The goals of identifying important motivational factors are related to improving work motivation, i.e. increasing the quality of work, work results and job satisfaction of the Serbian Armed Forces professional members, which are the result of enhancing regulations and practices of motivation and reward based on the research results. They can be considered on an individual and organizational level. High

²⁴ Carolyn Wiley, "What motivates employees according to over 40 years of motivation survey", *International Journal of Manpower*, Vol. 18, No. 3, 1997, p. 268.

²⁵ Đurđijana Ilić, Marko Andrejić, Milojko Janošević i Slađana Ilić, "Uticaj nacionalne kulture na proces upravljanja organizacionim promenama", *Vojno delo*, 7, 2019, p. 439.

²⁶ Nebojša Dragović, Saša Trandafilović i Ranko Lojić, "Ljudski resursi – ključni element održivog razvoja sistema odbrane Republike Srbije", *Vojno delo*, 2, 2017, p. 182.

²⁷ Milan Kovačević, Bojan Kuzmanović i Srđan Blagojević, "Uticaj stimulativnih mera na motivaciju pripadnika Vojske Srbije", *Vojno delo*, 7, 2018, p. 279.

individual motivation of members has a positive impact on the effects of work and at the organizational level and the achievement of organizational goals (level of the Serbian Armed Forces): the improvement of motivation, interpersonal relationships, organizational structure and model of incentives. The ultimate goals are to enhance the operational and functional capabilities of the Serbian Armed Forces for the execution of missions and tasks.

Method

The research in order to identify and compile a list of important motivational factors for the work of the Serbian Armed Forces professional members and their hierarchical structure has been done in three steps (the model is shown in Figure 1), using the method of document content analysis, survey method and statistical method.

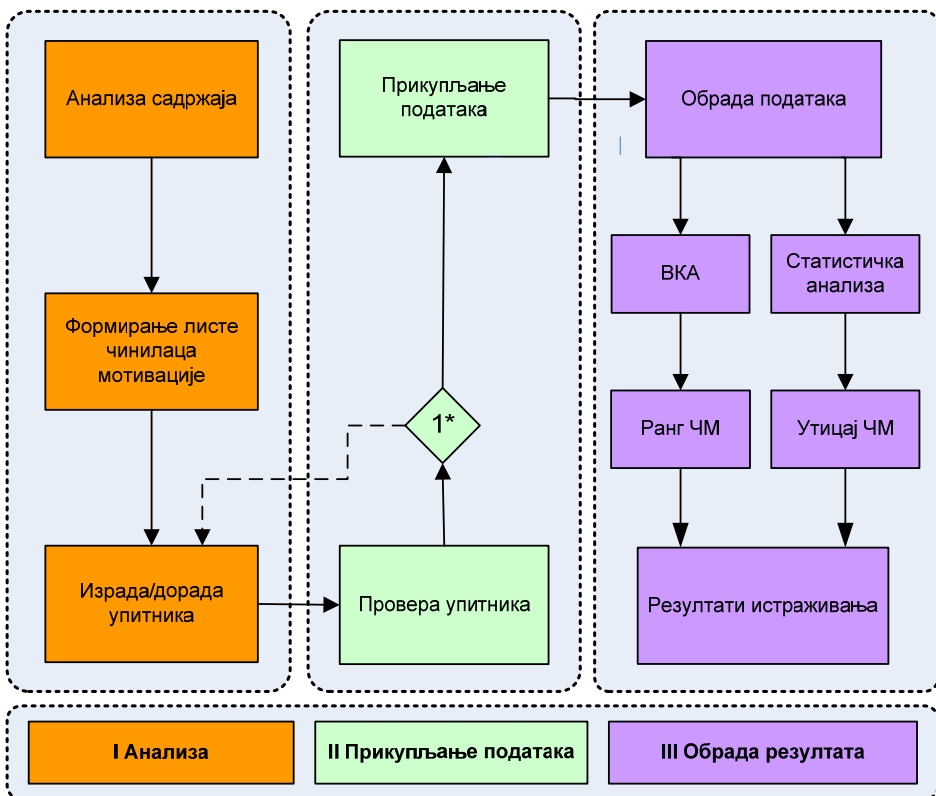


Figure 1 – Model of identification of motivational factors

I Analysis. In the first step, document content analysis was used. The analysis of relevant literature, i.e. research conducted in the world, Serbia and the former Yugoslavia (over 100 research was analyzed, and motivational factors from 35 research were included in the content analysis sheet), in the period from 1959 to 2015, identified 145 different expressions for motivational factors. A final list of 16 factors was formed by classifying and adapting to cultural and socio-economic conditions. It was used in the development of the questionnaire for data collection in order to determine the motivational potential and the hierarchical structure of work motivational factors of the Serbian Armed Forces professional members. The questionnaire was designed to survey all categories of personnel (officers, non-commissioned officers, civilians, professional soldiers).

II Data collection. It was carried out by using survey technique, in two parts - pre-research and research. The pre-research for the purpose of correcting the questionnaire and evaluating the internal reliability of the scale expressed by the *Cronbach's Alpha* coefficient was done on a suitable sample of 135 respondents in October 2018. Valuable experiences were gathered regarding the attention of the respondents and the degree of understanding the instructions for filling in the questionnaire and the time required for filling in, as well as the characteristic errors.

The survey was conducted from March to July 2020, using the final version of the questionnaire, on a quota sample of 1401 persons or 6.2% of the population of the Serbian Armed Forces professional members (used data on the number of the Serbian Armed Forces members on June 1, 2020) with percentage representation in relation to the category (Table 2).

Table 2 – Sample overview

| Category | Number | Percentage |
|---------------------------|--------|------------|
| Officers | 273 | 19% |
| Non-commissioned officers | 400 | 29% |
| Civilians | 215 | 15% |
| Professional soldiers | 513 | 37% |
| Total | 1401 | 100% |

It has been determined that the questionnaire meets the conditions for use (1*: if $\alpha > 0.8$ or response rate $> 90\%$ then data collection; else correction of the questionnaire), because less than 1% of respondents did not fill in the questionnaire, and high internal consistency of the used scale ($\alpha = 0.829$) was identified.

III Processing of results. In this step, procedures and techniques of the statistical processing and multicriteria analysis are used. The statistical processing of collected data is performed by using descriptive statistics (average, standard deviation), which determines the level of the motivational impact of work motivational factors.

The hierarchy of work motivational factors was determined by the procedure of ranking motivational factors using the method of arithmetic mean and the expres-

sions (1) and (2), and then by normalizing the sum of ranks and converting into aggregate weights,²⁸

$$W_j = \frac{\sum_{i=1}^m W_{i,j}}{m} \quad J = 1, \dots, n \quad (1)$$

$$W_{i,j} = 100 - s_n (r_{i,j} - 1) \quad i = 1, \dots, m, \quad j = 1, \dots, n \quad (2)$$

Results

After data collection and processing, averages were determined for the sample, as well as the rank for 16 factors (Figure 2), for which attitudes were examined using the five-point Likert scale (offered answers on the degree of impact: none, low, moderate, much, very much).

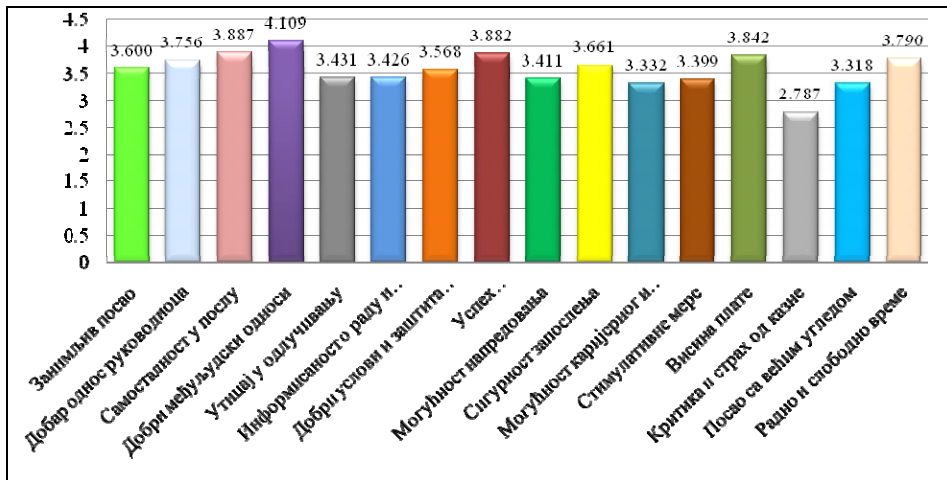


Figure 2 – Impact of motivational factors

The results confirm the observations of the Serbian Armed Forces members that *interpersonal relationships* are in the first place in motivation, and also *salary amount* is highly ranked. A high rank of the factor *working and leisure time* and a low level of impact of *incentives* is characteristic, as well as the *possibilities of professional development*.

By using the expressions (1) and (2) on a basis of the conducted ranking of motivational factors (respondents, after assessing the impact of 16 factors on work

²⁸ Milić Milićević i Goran Župac, „Subjektivni pristup određivanju težina kriterijuma”, *Vojnotehnički glasnik*, 2, 2012, p. 65.

motivation, singled out and ranked 5 factors that have the greatest impact on their motivation), the rank of factors was determined by normalized values shown in Figure 3 (values were determined by arithmetic mean and normalization of rank sums). *Salary amount* is in the first place, *interpersonal relationships* in the second, and *employment security* in the third place, followed by *working and leisure time* and *a good attitude of the manager*.

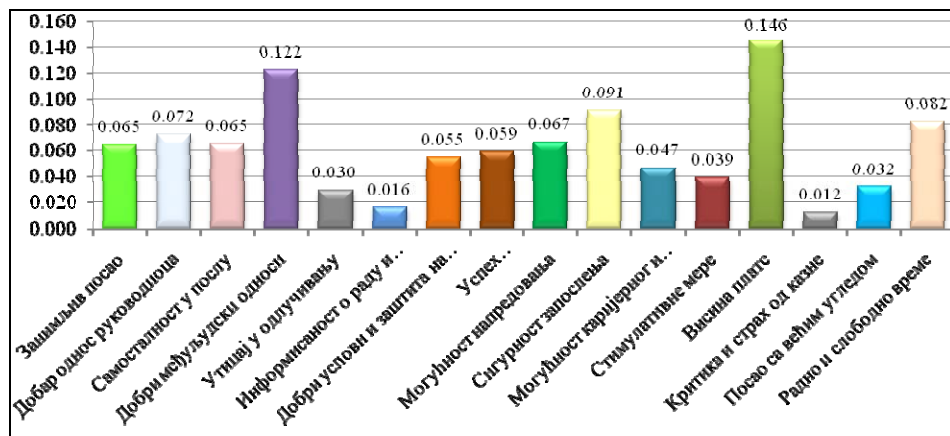


Figure 3 – Rank of motivational factors – normalized values

The ranks of the factors differ depending on the characteristics of the respondents (category, age, level of education and salary satisfaction), and are shown in Table 3.

Table 3 – Rank of motivational factors (by subpopulation)

| Category | Characteristics of respondents | Rank of motivational factors | | | | | | | | | | | | | | | |
|----------|--------------------------------|------------------------------|--------------------------|----------------------|----------------------------------|---------------------------|--------------------------|------------------------------------|---|----------------------------|---------------------|--|------------|---------------|----------------------------------|----------------------------|--------------------------|
| | | Interesting job | Good attitude of manager | Independence in work | Good interpersonal relationships | Impact on decision-making | Info on work and results | Good working conditions and safety | Success Independent and challenging job | Possibility of advancement | Employment security | Possibility of career and professional development | Incentives | Salary amount | Criticism and fear of punishment | Job with higher reputation | Working and leisure time |
| OF NCOs | OF | 8 | 4 | 10 | 2 | 13 | 15 | 12 | 5 | 6 | 9 | 7 | 14 | 1 | 16 | 11 | 3 |
| | NCOs | 8 | 5 | 6 | 2 | 12 | 15 | 9 | 10 | 7 | 3 | 14 | 11 | 1 | 16 | 13 | 4 |
| | PS | 9 | 6 | 8 | 2 | 13 | 15 | 7 | 11 | 5 | 3 | 10 | 12 | 1 | 16 | 14 | 4 |
| | CL | 5 | 6 | 4 | 1 | 14 | 15 | 7 | 8 | 10 | 3 | 13 | 11 | 2 | 16 | 12 | 9 |

| | | | | | | | | | | | | | | | | | |
|---------------------|-------|----|----|----|---|----|----|----|----|----|----|----|----|---|----|----|----|
| Age | <25 | 9 | 11 | 8 | 1 | 14 | 16 | 12 | 5 | 6 | 3 | 4 | 10 | 2 | 15 | 13 | 7 |
| | 26-35 | 6 | 7 | 10 | 2 | 14 | 15 | 11 | 8 | 5 | 4 | 9 | 12 | 1 | 16 | 13 | 3 |
| | 36-45 | 8 | 5 | 7 | 2 | 14 | 15 | 9 | 10 | 6 | 4 | 12 | 11 | 1 | 16 | 13 | 3 |
| | >45 | 6 | 5 | 4 | 2 | 11 | 15 | 9 | 8 | 10 | 3 | 14 | 12 | 1 | 16 | 13 | 7 |
| Education | SE | 9 | 6 | 5 | 2 | 14 | 15 | 8 | 10 | 7 | 3 | 12 | 11 | 1 | 16 | 13 | 4 |
| | HE | 6 | 5 | 9 | 2 | 13 | 15 | 11 | 7 | 8 | 4 | 10 | 14 | 1 | 16 | 12 | 3 |
| | CSC | 8 | 6 | 11 | 2 | 12 | 16 | 13 | 4 | 7 | 9 | 5 | 14 | 1 | 15 | 10 | 3 |
| | GSC | 4 | 2 | 7 | 1 | 8 | 14 | 10 | 3 | 6 | 10 | 12 | 15 | 5 | 16 | 13 | 9 |
| Salary satisfaction | N1 | 10 | 8 | 7 | 2 | 14 | 15 | 5 | 9 | 4 | 3 | 12 | 11 | 1 | 15 | 13 | 6 |
| | L | 9 | 5 | 7 | 2 | 14 | 16 | 10 | 8 | 6 | 3 | 11 | 12 | 1 | 15 | 13 | 4 |
| | M | 6 | 5 | 7 | 1 | 14 | 15 | 11 | 9 | 8 | 3 | 10 | 12 | 2 | 16 | 13 | 4 |
| | Mch | 2 | 4 | 3 | 1 | 15 | 13 | 9 | 10 | 6 | 5 | 11 | 12 | 8 | 16 | 14 | 7 |
| | VMch | 6 | 7 | 7 | 3 | 11 | 15 | 1 | 3 | 12 | 5 | 12 | 14 | 1 | 15 | 9 | 10 |
| Σ | RANK | 8 | 5 | 7 | 2 | 14 | 15 | 10 | 9 | 6 | 3 | 11 | 12 | 1 | 16 | 13 | 4 |

Note: N = 1401, OF – officers, NCOs – non-commissioned officers, PS – professional soldiers, CL – civilians, SE – secondary education, HE – higher education, CSC – Command and Staff Course (master, specialist), N1– none, L – low, M-moderate, Mch – much, VMch – very much

Normalized rank values and differences in the ranking of motivational factors for the respondents of different levels of salary satisfaction are graphically shown in Figure 4. Due to the small number of respondents *very satisfied* with salary (12 respondents – less than 1%), the results of this group are not shown.

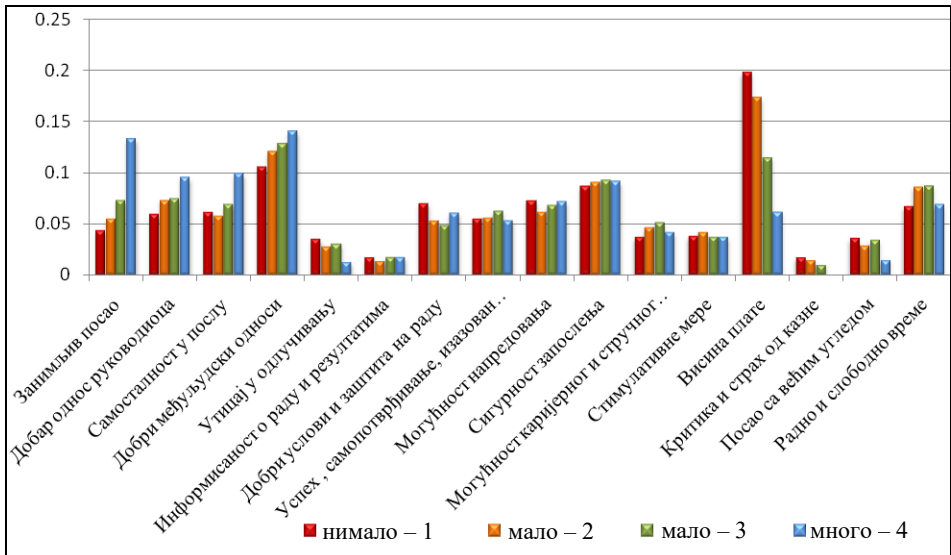


Figure 4 – Rank of motivational factors – Salary satisfaction

Normalized values of ranks and differences in the ranking of motivational factors for the respondents of different age are shown in Figure 5.

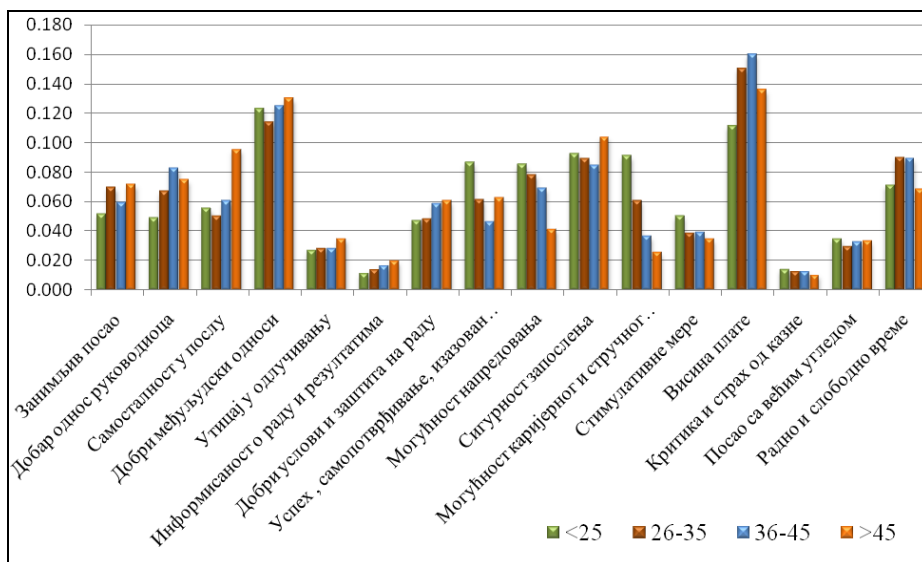


Figure 5 – Rank of motivational factors – age structure

Discussion

The conduct of the research has determined the hierarchy of motivational factors for the work of the Serbian Armed Forces professional members and defined the differences in the impact of motivational factors on the respondents of different characteristics (staff category, age, level of education and salary satisfaction). The average of the impact of the researched motivational factors is 3.57 and only the *criticism and punishment* factor has the score that is less than 3 and amounts to 2.79. The *criticism and punishment* factor also has a negative effect on the assessment of the internal reliability of the used scale, but it has been kept for the sake of "obviousness", i.e. to point out small motivational impact to managers.

In relation to the assessment of the impact on motivation, the results show that the factor with the greatest impact on the motivation of the Serbian Armed Forces professional members is *good interpersonal relationships*. In addition to the significant and undoubted impact of this factor and the assumed high level of impact of *salary amount*, the high rank of the factor *working and leisure time* stands out, as a probable consequence of the problem with manning in part of the questioned units, which is evident from the available data on the level of manning, as well as additional comments of the respondents. Furthermore, the level of impact of *incentives* (13) is low, as well as *the possibilities for professional development* (14).

A similar model of the hierarchy of motivational factors was obtained in the research in Serbia in 2014, when the employees stated that they were most motivated by good interpersonal relationships (46%), salary amount (40%), a job they love (37%), job security (27%), and then the possibility of professional development and career advancement (27%).²⁹

The results show that the hierarchy of factors obtained by impact assessment and ranking differs. It is noticed that the hierarchy determined by ranking favours material, that is, tangible motivational factors (*salary amount* and *employment security*). In the ranking process, *salary amount* is in the first place, *good interpersonal relationships* in the second, and *job security* in the third place. Salary amount is in the first place in all groups of the respondents, except that it is ranked in the eighth place by persons who are very satisfied with their salary, in the fifth place by persons with completed General Staff Course, and in the second place by persons younger than 25, civilians and persons who are moderately satisfied with salary. It can be concluded that there are significant differences in the impact of *salary amount* on motivation in relation to the perceived rather than actual amount of salary.³⁰ *Good interpersonal relationships* are in the second place, whereby persons with completed General Staff Course, civilians, persons who are moderately and very satisfied with salary, rank this factor in the first place.

The motivators that influence soldiers in Sweden to participate in peacekeeping operations are somewhat different: adventure, significant personal experiences and self-actualization, earning extra money, increasing career opportunities and doing something for others.³¹

The characteristic differences in relation to age structure, which are noticed by the analysis of normalized ranking values, show that the significance of salary in relation to age of the respondents has the form of the inverted Latin letter „U“ – the smallest is for the youngest age category (younger than 25), with the increasing age it grows to the maximum (36 to 45), when it begins to decline (older than 45).

The obtained results correspond to the results of a great number of previous research, they coincide with the findings obtained in the US, where the importance of interesting job increases with age, and the importance of advancement and personal development decreases with age.³² In China, workers under 30 rank development opportunities to be more significant than people over 30.³³

²⁹ <https://poslovi.infostud.com/za-medije/Dobri-medjuljudski-odnosi-zaposlenima-vazniji-i-odvisine-plate/48934/02/12/2020>

³⁰ For persons younger than 25, salary is in the second place, although they have the lowest incomes (25 officers, 5 NCOs, 1 civilian and 108 professional soldiers). Moreover, civilians also rank salary in the second place, and their salaries are lower than salaries of professional military personnel, especially having in mind the qualification structure (Primary Education-6, Secondary Education-124, Higher Education-76 and Master-11).

³¹ EricHedlund, „What Motivates Swedish Soldiers to Participate in Peacekeeping Missions: Research Note”, *Armed Forces & Society*, 37(1), 2010, p. 186.

³² Kenneth Kovach, „What motivates employees? Workers and supervisors give different answers”, gen. quote, p. 63.

³³ Cynthia Fisher & Xue Ya Yuan, „What motivates employees? A comparison of US and Chinese responses”, *The International Journal of Human Resource Management*, 9, 1998, p. 552.

On the other hand, in the United Arab Emirates, salary is not in the first place only for the oldest age category (40-50).³⁴ In the survey in China, workers under 30 rank an interesting job to be more significant than a group of older respondents.³⁵

Conclusion

The results of the research on a quota sample of 1401 Serbian Armed Forces professional members (6.2% of the population), in which the scale of high internal consistency ($\alpha = 0.829$) has been used, show that the motivational factor with the greatest impact is *good interpersonal relationships*, then *independence in work, success, self-affirmation, salary amount and working and leisure time*. The least influential factors are *job with higher reputation* and *criticism and fear of punishment*.

The hierarchy of motivational factors determined by ranking is not identical; in the first place is *salary amount*, followed by *interpersonal relationships, employment security, working and leisure time* and a good attitude of a manager. In the penultimate place is the factor *information on work*, and in the last place *criticism and fear of punishment*.

The results of the research confirm, which has been noticed, that the Serbian Armed Forces professional members attach great importance to salary amount, as well as that their incomes, which they are not satisfied with, are not at the required level. On the other hand, the second assumption, which has been confirmed and experientially observed, is that for the Serbian Armed Forces professional members *good interpersonal relationships* are a very important motivational factor.

It should be particularly emphasized that there have been noticed the tendencies of growth of the importance of *good interpersonal relationships, good attitude of a manager* and *interesting job* depending on the level of perceived income satisfaction, which further indicates the importance that this factor has and will increase with the level of earnings growth, that is, with the increase in the level of satisfaction of the Serbian Armed Forces professional members with the income. *Salary amount* shows the opposite trend, whose importance decreases with the growth of satisfaction with income.

The results of the paper also confirm the existence of differences in the hierarchy of motivational factors depending on the characteristics of employees; with the growth of the level of professional development of the respondents, the importance of *salary amount* and *employment security* for motivation decreases, and the importance of *good interpersonal relationships, success* and *self-affirmation* increases.

The proposed model can be used to study the motivation of the Serbian Armed Forces and Ministry of Defence professional members, having in mind that it has been verified on a great sample, as well as that it is general and with adequate harmonization can be used in other organizations in the state and public sector, and also in other types of organizations.

³⁴ Rafikul Islam & Belal Burhem, „Employee motivation: A Comparasion between Malaysia and UAE”, *Malaysian Management Rewiew*, Jan-June, 2007, pp. 113-114.

³⁵ Cyntia Fisher & Xue Ya Yuan, „What motivates employees? A comparison of US and Chinese responses”, gen. quote, p. 552.

The use of the presented results has minor limitations because the sample is not random and stratified by all attributes of the respondents, which partially reduces the possibility of generalizing the results. In addition, the impact of a limited number of factors has been studied.

The following research can be further improved by the conduct on a stratified sample according to all attributes and randomization of the order of factors, as well as by using an appropriate computer platform.

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Summary

Motivation and work motivation are important multidisciplinary areas for the successful functioning of modern organizations. Possibilities to improve the effects and performance of all types of organizations through the impact on employee motivation have resulted in numerous studies aimed at identifying motivational factors, their impact and hierarchy.

Motivational factors for work are numerous. Also, their influence and hierarchy are variable and depend on socio-economic conditions, cultural determinants, as well as the individual characteristics of employees. In order to improve the motivation for work, there is a need to identify these factors and their influence on the motivation for work of the Serbian Armed Forces professional members in their own cultural environment and the current socio-economic conditions.

The paper presents a model for identifying motivational factors of the Serbian Armed Forces professional members. The model was developed by using the method of document content analysis, examination and statistical methods. Over 100 surveys of motivation were analyzed and a list of 16 motivational factors was formed, which was used to create a scale in the questionnaire. During the research, a high internal consistency of the scale was confirmed ($\alpha = 0.829$).

The research was conducted from March until July 2020. Results, on a quota sample of 1401 professional members of the Armed Forces (6.2% of the population),

showed that the motivational factors are correctly identified, and that the motivational factor with the greatest influence is Good interpersonal relations followed by Independence in work, Success, Self-affirmation, Salary amount, Working hours and Free time. The smallest influence had Jobs with higher reputation, Criticism and Fear of punishment.

The hierarchy of motivational factors determined by ranking has been slightly changed. During the ranking the respondents gave somewhat more importance to material factors, so Salary amount is in the first position, followed by Interpersonal Relations, Employment Security, Working hours, Free time and Good attitude of manager. Information about work is on the penultimate position, and Criticism and fear of punishment is on the last position.

The model of identification of motivational factors for work can be used to research the motivation of professional members of the Serbian Armed Forces and the Ministry of Defense. Bearing in mind that the research was conducted on a large sample of employees, who expressed their views based on perceptions and experiences in specific jobs, and that the proposed model is general, with adequate harmonization can be used in other organizations in the state and public sector, and also in other types of organizations.

The results of this research can be used to improve the work motivation, organizational structure, normative acts, as well as for methodological and technical improvement of research instruments for future research.

Key words: Motivation (psychology), Work motivation, Officers, Non-commissioned officers, Extrinsic motivation, Rewarding

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