



ABSRC 2017 VENICE CONFERENCE PROCEEDINGS

Advances in Business-Related
Scientific Research Conference

ABSRC 2017 VENICE

Venice, Italy, April 20 - 21, 2017

Editor: prof. dr. Ajda Fošner

geacollege

<p>CIP - Kataložni zapis o publikaciji Narodna in univerzitetna knjižnica, Ljubljana</p> <p>001.891:658(082)(0.034.2)</p> <p>ADVANCES in Business-Related Scientific Research Conference (2017; Venice) Conference proceedings [Elektronski vir] / Advances in Business-Related Scientific Research Conference - ABSRC 2017, Venice, Italy, April 20 - 21, 2017; [organized by GEA College]; editor Ajda Fošner. - Ljubljana : GEA College - Fakulteta za podjetništvo, 2017</p> <p>ISBN 978-961-6347-62-4</p> <p>1. Fošner, Ajda 2. GEA College (Ljubljana). Fakulteta za podjetništvo</p> <p>289844224</p>	<p><i>Copyrights: Name, form, design, reproduction - GEA College - Faculty of Entrepreneurship; Contents of individual papers - paper authors</i></p> <p><i>Editor: Ajda Fošner</i></p> <p><i>Issued and published by: GEA College - Faculty of Entrepreneurship, Dunajska 156, SI-1000 Ljubljana, Slovenia</i></p> <p><i>Year: 2017</i></p> <p><i>(April 2017)</i></p> <p><i>Number of issued USBs: 50</i></p>
--	---

ABSRC is an important international gathering of business and business-related sciences scholars and educators.

ABSRC 2017 - organized by GEA COLLEGE - Faculty of Entrepreneurship.

Publisher: GEA COLLEGE - Faculty of Entrepreneurship, Dunajska 156, SI-1000 Ljubljana, Slovenia.

All submissions were reviewed. Selection for inclusion in the conference program was based upon quality, originality, and relevance, in the judgment of the review process.

Contents of papers published as received from the authors. The authors retain their rights to publish their papers elsewhere.

All rights reserved.

Conference Chair

Ajda Fošner

Conference Scientific Review Committee (in alphabetical order)

Suavi Ahipasaoglu, Okan University, Istanbul, Turkey

Nikša Alfirević, Faculty of Economics, University of Split, Croatia

Boštjan Antončič, University of Ljubljana, Ljubljana, Slovenia

Silviu Beciu, University of Agronomic Sciences and Veterinary Medicine Bucharest, Bucharest, Romania

Heri Bezic, University of Rijeka, Rijeka, Croatia

Kresimir Buntak, University North, Koprivnica, Croatia

Ionel Bostan, University "Stefan cel Mare" of Suceava, Suceava, Romania

Patrycja Chodnicka, University of Warsaw, Warsaw, Poland

Alex F. DeNoble, San Diego State University, San Diego, California, U.S.A.

Giorgio Dominese, LUISS University Rome, Rome, University of Udine, Udine,

University of Rome Tor Vergata, Rome, Italy

Ajda Fošner, GEA College, Ljubljana, Slovenia

Ana Globocnik Zunac, University North, Koprivnica, Croatia

Klodiana Gorica, University of Tirana, Albania

Dietmar Grichnik, University of St. Gallen, St. Gallen, Switzerland

Katherine Gundolf, GSCM - Montpellier Business School, Montpellier, France

Robert D. Hisrich, Thunderbird School of Global Management, Phoenix, Arizona, U.S.A.
 Nicholas S. Jewczyn, Ashford University, San Diego, California, U. S. A.
 Ronald C. Johnson, American Public University, Charles Town, West Virginia, U.S.A.
 Renata Karkowska, University of Warsaw, Warsaw, Poland
 Claudine Kearney, University College Dublin, Dublin, Ireland
 Imen Khanchel, University of Manouba, Tunisia
 Alzbeta Kiralova, College of Business, Prague, Czech Republic
 Ekaterina Kostina, Novosibirsk State Pedagogical University, Novosibirsk, Russia
 Abey Kuruvilla, University of Wisconsin Parkside, Kenosha, Wisconsin, U.S.A.
 Leonard H. Lynn, Case Western Reserve University, Cleveland, Ohio, U.S.A.
 Marjana Merkač Skok, GEA College, Ljubljana, Slovenia
 Stephen O. Migiroy, Graduate School of Business Leadership, Midrand, South Africa
 Celina M. Olszak, University of Economics, Katowice, Poland
 Mirjana Pejić Bach, Faculty of Economics and Business, University of Zagreb, Croatia
 Cezar Scarlat, University Politehnica of Bucharest, Bucharest, Romania
 Seval Selimoglu, Anadolu University, Eskisehir, Turkey
 Gangaram Singh, San Diego State University, San Diego, California, U.S.A.
 Seweryn Spalek, Silesian University of Technology, Gliwice, Poland
 Stanislav Stofko, University of Zilina, Zilina, Slovakia
 Dindayal Swain, International Management Institute, Bhubaneswar, India
 Igor Todorovic, University of Banja Luka, Banja Luka, Bosnia and Herzegovina
 Jaka Vadnjak, GEA College, Ljubljana, Slovenia

Conference Research Papers List

ABSRC 2017 VENICE PAPERS AND AUTHORS

Mirjana Pejić Bach	<u>STRUCTURED APPROACH TO WRITING AND PUBLISHING A PAPER IN WEB OF SCIENCE AND SCOPUS JOURNALS</u>
Bruno Jurčec, Mirjana Pejić Bach, Jovana Zoroja	<u>MANAGEMENT SIMULATION GAMES FOR ENTREPRENEURSHIP EDUCATION</u>
Ana Globočnik Žunac, Krešimir Buntak, Marjana Merkač Skok	<u>THE DIFFERENCES IN THE PERCEPTION OF INTANGIBLE MOTIVATION FACTORS SIGNIFICANCE BETWEEN EMPLOYEE'S AND MANAGER</u>
Erick Pruchnicki, Dorota Leszczyńska	<u>MATHEMATICAL MODEL TO LOCATE A MULTINATIONAL CORPORATION RESULTING FROM OPTIMIZATION OF KNOWLEDGE TRANSFER</u>
Tanja Rihtaršič, Matjaž Rihtaršič	<u>STRUCTURAL MODEL OF FEMALE CONSUMER BEHAVIOUR IN SELECTED COUNTRIES WHEN BUYING FEMININE HYGIENE PRODUCTS</u>
Krešimir Buntak, Vesna Sesar, Danijela Brozd	<u>EMPLOYEES PERCEPTION ABOUT THE SIGNIFICANCE OF INTANGIBLE MOTIVATION FACTORS REGARDING AREA OF BUSINESS ACTIVITY</u>

Önder Dorak, Fikret Er, Hasan Durucasu	<u>EFFECT OF FINANCIAL LEVERAGE AND FIRM SIZE ON FINANCIAL PERFORMANCE: A QUANTILE REGRESSION ANALYSIS</u>
Jana Štofková, Stanislav Štofko, Katarína Gašová	<u>MANAGEMENT OF THE NEW IT SERVICES IN COMPANIES</u>
Anna Wójcik-Karpacz	<u>MATTER AND MIND: WHEN TRUST AFFECTS INVESTMENTS INTO RELATION-SPECIFIC ASSETS IN SUPPLIER-BUYER RELATIONSHIPS?</u>
Jarostaw Karpacz	<u>THE PROPOSAL OF THE RESEARCHERS AND PRACTITIONERS: WHAT IS EMPLOYEE ENGAGEMENT?</u>
Andrej Pompe	<u>CITY BRAND IN THE EYES OF VALUES</u>

THE DIFFERENCES IN THE PERCEPTION OF INTANGIBLE MOTIVATION FACTORS SIGNIFICANCE BETWEEN EMPLOYEE'S AND MANAGER

Ana Gloočnik Žunac*
University North,
Department of business and
management
Croatia
ana.globocnik.zunac@unin.hr

Krešimir Buntak
University North,
Department of business and
management
Croatia
kresimir.buntak@unin.hr

Marjana Merkač Skok
GEA College, Slovenia
marjana.merkac@geacollege.si

Abstract

The research starts from the question if the employees perceive factors of intangible motivation (since they are the one who needs to be motivated) the same as their supervisors (managers) who are expected-obligated to motivate their teams. The starting point for this research is so called '40-years survey' conducted in US from 1946 to 1986. The paper represents research results about differences in the perception between employees and managers in Croatia today and compares them to the US results. The sample consists of 793 examinees from different business sectors. Research results showed that there is a statistically important difference in the perception of motivational factors.

Key Words

intangible motivation, intangible motivation theories, intangible motivation factors, ranking list of intangible motivation factors, differences in employee and manager perception
Topic Groups: Human resource management and career development

INTRODUCTION

To stay in a highly competitive environment, organizations must simultaneously reach higher levels of effectiveness in many business fields. In modern and successful organization, one of the main sources for achieving competitive advantage is in proper employee selection and motivation. Employee motivation is one of the most important factors of human potential management. Motivation is essential for achieving high business standards, creativity stimulation and innovation, professional development of employees and their retention in the organization. Motivation and satisfied employee has become the main focus of modern human resource management. Only with the development of modern quality motivation management system, organizations can increase its value and competitive ability. The cause of a certain human behavior is in its intrinsic psychological drivers which make people do certain activities, so its impact does not depend only on his ability but also depends on his motivation. Therefore, motivation of employees is a challenge for managers since various factors affect motivation and satisfaction. Every organization has to find optimal combination of tangible and intangible forms of motivation in order to stay competent. Kovach (1987, p 65) when analyzing American industry practice said: 'Management must understand what motivates employees within the context of the roles they perform. Such an understanding is absolutely crucial to improved productivity and ultimately to the health of our industry and our nation as a whole'.

1. EMPLOYEE MOTIVATION IN MODERN BUSINESS ENVIRONMENT AND MANAGER DUTIES

Motivation and employee satisfaction are becoming main tasks in modern human resource management. Organizations can increase their competitive capabilities, only by building high-quality motivational systems. It has a crucial role in utilization and human resource development. Such system governs human resources toward organizational goal achievement and retains quality people in the organization. It is not about how much time people spend at work or in the office it is about effectiveness and efficiency of their performances. Highly motivated employees increase cooperation and eliminate all forms of behavior that disrupt and reduce organizational success. Overall organizational quality rises which manifests through customer satisfaction. Bahtijarevic-Siber

(1999) explains that simply defined purpose of overall motivational system is to raise individual working performance by producing and awarding desirable behaviors that they define. This means that system has to include different motivation strategies. Motivation system has to be integrated into the process of planning, organizing, directing and controlling the organization, to be able to achieve strategically defined mission, vision and goal (Marinkovic, 2010, p 12). Continuously achieving sustainable competitive advantage and maintaining organizational long-term success is the purpose of process management. One of the main manager tasks is to take into account motivation and employee satisfaction, as they are assets for building future relations in the organization. To have sustainable motivation system manager constantly has to manage and periodically renewed them. It is necessary to create adequate working conditions, acceptable by employee. Those conditions have to be motivating and have to meet organizational and individual needs. Many experts in HR management agree it is often situation that managers' base their opinions on stereotypes and prejudice about employees. Therefore, managers' duty of getting to know, continuous learning about motivational changes within the social environment and monitoring changes of employees' needs, wishes and preferences is crucial because needs and motivation are dynamic category as influenced by social, economic and political happenings.

Table 1: Management models and approaches to motivation

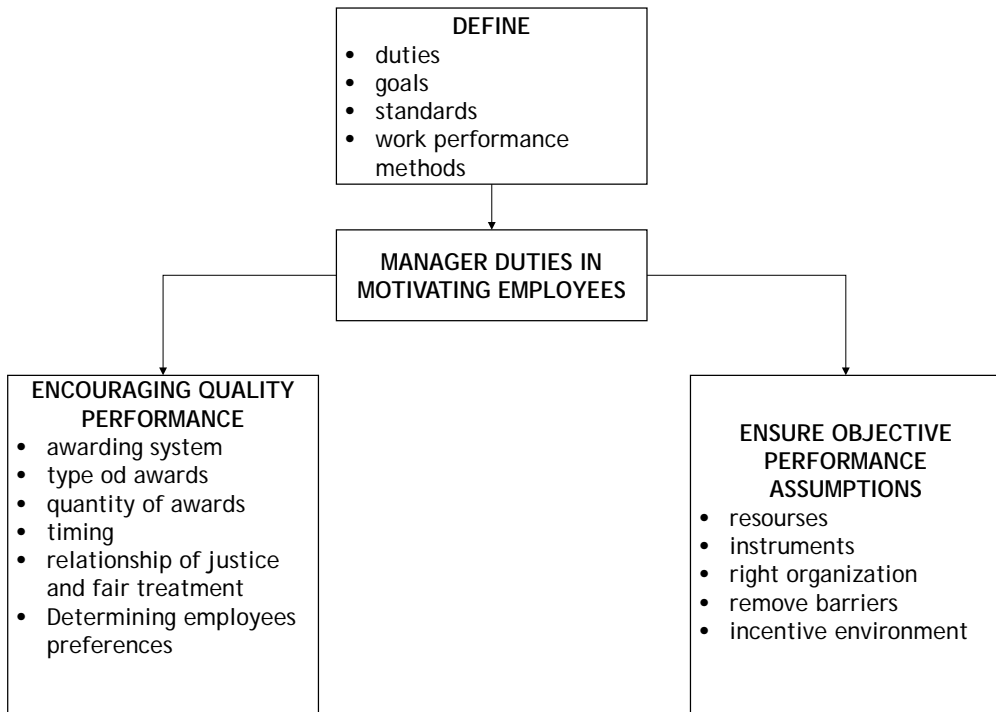
	TRADITIONAL MODEL	MODEL OF INTERPERSONAL RELATIONSHIPS	MODEL OF HUMAN RESSOURCES
Assumptions	The work is inherently hateful to most people. For people it is important how much they earn, not what they do. Very few people want to or can perform work that requires creativity, self-direction and self-control	People want to feel useful and important. People want to belong to a group and be recognized as individuals. In motivating people to work their social needs are more important than money.	People want to work and contribute to the achievement of the objectives in which they participated from the beginning. Most people can perform more creative and more responsible jobs than those they perform, with more self-direction and self-control .
Politics and tasks of a manger	The main task of managers is the strict supervision and control of subordinate. The separation of tasks into simple, repetitive operations that are easy to learn. Determining the detailed operating procedures and firm, but fair demand for their application	The main task of managers is to make each worker feel useful and important. Information subordinates and listen to their comments on its proposals. Enabling and allowing self-direction and self-control of subordinates in routine matters.	The main task of managers is to develop and use the unused human potential. Creating an environment in which all members can make contributions to the limits of their capabilities. Promoting full participation of employees in important issues and are constantly expanding their autonomy and self-control
Expectations	People will tolerate work if they have decent and fair wages. If the tasks are simple enough, and people are strictly controlled, they will be effective	Providing information to subordinates and their inclusion in routine decisions will satisfy their basic needs for belonging. Satisfying these needs will improve morale, reduce resistance to formal authority and increase the willingness of subordinates to cooperate.	Increasing influence, self-determination and self-control of the staff will lead to direct improvements in operational efficiency. As a result of the full use of employee

Source: Bahtijarević - Šiber F. (1999). Management ljudskih potencijala. Zagreb, Golden marketing, p 677

Figure 1 shows managers' duties at motivating their employees (Bahtijarević-Šiber, 1999, p 680) while presented management models in

Table 1 introduce: traditional model, model of interpersonal relationships and model of human resources. Given expectations in the table show how the influences of managers increases (Bahtijarević-Šiber, 1999).

Figure 1: Managers' duties in motivation



Source: Bahtijarević - Šiber F. (1999). *Management ljudskih potencijala*. Zagreb, Golden marketing, p 680.

Hubbell and Chory-Assad (2005) presented indicators that influence motivation of the employees and can be considered when introducing new list of intangible motivation factors. Studying perception of justice they deal with openness of communication (introduce the importance of listening process), behavioral consistency of managers, honesty, holding promises, showing concern, explaining decisions, protection of employees' interest etc.

Working condition from the perspective of a modern employee can include several unusual aspects (Khvostova, 2014) such as accepting pets in the offices or having organized child care for young mothers or one extra week of holidays (Google) or even possibility of using spa center within the corporation sites (Microsoft Co.). By other words each employee need a

unique approach according to their specific personal needs arose from the private life or personal characteristics. Contemporary managers need to design environment where it is possible for the employee to grow with the organization. Mutual growth (ibid.) sees as the only way organization can develop loyalty of employees. As well different field of organization actions influence motivational preferences. It is proved that employees in education find intangible factors of motivation significantly more important than others and specifically value professional education as the more important factor within them (Buntak et al., 2016).

Barankey (2010) conducted a field experiment designed to see how people adjust their effort when they are given feedback about their place in rankings along dimensions that does explicitly not affect their current or future compensation. In the treatment group workers receive feedback about their rank so that they update beliefs about their rank. The author concluded that in general, given effort after receiving feedback about the ranking with their peers is lower. He points out two reasons why workers do not change their effort. Employees with a lot of experience or very good access to information about others' performance could be less responsive to feedback as they already know their rank order position. The other reason is often argued that providing feedback generates a competitive environment that entices people to work harder as they are seeking status. This assumption is not the case as a status seeking employee who loves being ahead but hates being worse than the reference. Whether the worker will work harder depends on the worker's ability parameter and whether the update (feedback about ranking) is better or worse than the prior belief.

2. DIFFERENCES AT PERCEPTIONS BETWEEN EMPLOYEES AND MANAGERS

Kovach (1987) gives insight into to 40-years survey in America conducted with the aim to see the differences in perception of what motivates employees according to the managers and workers point of view. During this period three researches showed how the perception changed. The first one took place in 1946 and employees were given ten 'job rewards' to rank according to personal preferences. The list changed and the most important factor became 'interesting work'. It is very important to notice that when supervisors (managers) were asked to evaluate what motivates their employees, in all three researches the answer remained unchanged and the rank of motivational factors differs from the rank given by employees (table 2).

Table 2: Comparison of 40 years survey about 'What motivates employees'?

	1946.	1981.	1986.
1.	Full appreciation of work done	Interesting work	Interesting work
2.	Feeling of being in on things	Full appreciation of work done	Full appreciation of work done
3.	Sympathetic help with personal problems	Feeling of being in on things	Feeling of being in on things
4.	Job security	Job security	Job security
5.	Good wages	Good wages	Good wages
6.	Interesting work	Promotion and growth in the organization	Promotion and growth in the organization
7.	Promotion and growth in the organization	Personal loyalty to employees	Good working conditions
8.	Personal loyalty to employees	Good working conditions	Personal loyalty to employees
9.	Good working conditions	Sympathetic help with personal problems	Tactful discipline
10.	Tactful discipline	Tactful discipline	Sympathetic help with personal problems

Source: Author of the paper according to data from Kovach (1987)

Silverthorne (1992) carried out the same research with the aim to distinguish the differences between the perception of what employees want among US, Russia and China (Taiwan). The results showed a very strong discrepancy in perception of ten intangible motivation factors between employees and managers but as well a reasonable match at perception of the same at Taiwan sample. Fisher and Ya Yuan (1998) discussed the same American survey and conducted research to compare American and Chinese responses. They view the factors 'sympathetic help with personal problems' and 'personal loyalty from superiors and the organization' from perspective of social relationship in Confucian ideology where obligation has important role. Obligations incurred through good treatment and doing favors for subordinates ensure that employees will cooperate when needed and in ways that the formal system may be unable

to demand. Many other motivational factors are deeply discussed from the cultural aspect highlighting the difference of the west and east and the cultural dimensions determined by Hofstede (1993) who describes Chinese culture as high in power distance, low in individualism, moderate in uncertainty avoidance and masculinity, and high in long term.

3. RESEARCH METHODOLOGY

The aim of this research study was to determine whether there are differences in the perception of the intangible factors of motivation significance between employees and managers and to see if the results differ from a similar study conducted in 1986 within the 40-years survey in US (Kovach, 1987). Results of the study from 1986 show that there is a difference in the range of preferences (perception of significance) of employees and managers and can be seen in Table 3 (Bahtijarević-Šiber, 1999, p 168). In the previous research the respondents had to evaluate the significance of good payment as the material factor of motivation among several other factors of intangible motivation. The results show significant discrepancies in what factors are significant to employees and managers and it is important to emphasize that the payment according to the employees is only in fifth place while the managers assess it the most important factor of motivation of all. It is noteworthy that the most important three factors of motivation among employees occupy only the fifth, eighth and tenth place in the rankings of the importance when assessed by managers.

Table 3: Differences between perception of managers and employees about what employees need

What employees want?	RANK OF EMPLOYEES' ASSESSMENT	RANK OF MANAGERS' ASSESSMENT
Interesting job	1	5
Full respect for the job done	2	8
Being informed about news	3	10
Safety of job position	4	2
Good payment	5	1
Promotion and development within organization	6	3
Good working conditions	7	4
Personal loyalty of a manager	8	6
Discipline with a lot of tactfulness	9	7
Empathy and help with personal issues	10	9

Source: Bahtijarević - Šiber, F., Management ljudskih potencijala, Golden marketing, Zagreb, 1999, str 681

The research presented in this paper set the initial hypothesis: H1 There are statistically significant differences between the perception of importance of intangible motivation factors between employees and managers.

The additional hypothesis was stated: H2 Today respondents in Croatia perceive intangible motivation factors differently compared to respondents in US in 1986.

For the purpose of this study a questionnaire was designed that in the first part determined the demographic data of respondents, while in the other part respondents used scale of 1 to 5 (1 = totally unimportant factor, 5 = very important factor) to express their perception of the importance of intangible factors of motivation. Based on the previously identified intangible factors respondents were offered 18 factors with an open possibility to state the rank of importance according to their opinion as well as the possibility to add important intangible factor that is not provided by the researchers. Offered intangible factors of motivation were: interesting work, full respect for the job done, being informed about

news within the organization, safety of job position, promotion and development of the organization, good working conditions, professional education (seminars), personal loyalty of managers, discipline with a lot of tactfulness, empathy in personal issues, flexible working hours, recognition of success, participation in decision making process, feedback, motivation and self-motivation, the status within the company, social climate and organizational culture.

The study included a total of 793 respondents from different groups of professional activities of which there were 51.1% of male and 48.9% of female. The age of the respondents included the highest percentage of 46% of people in the age of 31 to 40. The educational structure of the respondents is diverse with the largest percentage of 39.3% of respondents with secondary education. For the purposes of the research the following groups of employees were included:

- officials (including hospital nurses) make 5.6% of the total number of respondents;
- independent experts of production department (controllers, technicians, IT support) make 15.8%;
- employees in the non-production sector (sales, logistics, accounting, procurement) are 34% of the total;
- employees in the production process (maintenance, installation, preparation, machining, surface treatment) make 15.8% of respondents.

Another group of respondents marked as managers include the following:

- top management (directors, representatives of the administration) makes 7,1% of the respondents;
- middle management makes 10.8% of respondents and
- lower management (managing directors, heads of departments) make 10.9% of respondents.

The survey was conducted in the fall of 2016 in northern regions of the Croatia.

4. RESULTS AND DISCUSSION

The analysis of the results showed that the attitudes of the importance of intangible motivation factors between managers and other employees differ in more than 95% of the total number of factors that are offered in the study. Total of 17 factors offered out of 18 have different importance in the ranking between managers and other employees. Only one factor "professional education, seminars" has the same importance in the rankings and is at 14th place in the ranking scale (Table 4).

The analysis shows that according to the attitude of managers the first place at ranking list in order of importance has "interesting job" while the last place is occupied by factor "empathy in personal issues". For the other employees the first place at ranking list of important is "safety of job position" and the last place is occupied by "flexible working hours". From a total of 18 factors from research managers underestimate the importance of these nine: safety of job position, discipline with a lot of tactfulness, feedback, organizational culture, empathy in personal issues and personal loyalty of managers. Managers underestimate: good working conditions, being informed of the news within the organization, promotion and development with the difference of only one ranking place. The most underestimated factor is safety of job position with 6 places rating difference between their perception and the assessment of employees. A total of eight factors are overestimated by the managers. According to the ranking places the smallest difference of importance is found at the following factors: flexible working hours, interesting work, full respect for the job, motivation and self-motivation and social climate. Factor 'status within the company' is overestimated by a difference of 5 ranking places but the biggest difference was found in the factor 'participation in decision making process'.

Displayed results suggest that there are significant differences between the perception of importance of intangible motivation factors between the employees and managers and that the initial research hypothesis can be accepted.

Table 4: Differences in perception of significance of intangible motivation factors between managers and employees

INTANGIBLE MOTIVATION FACTORS	RANK OF EMPLOYEES' ASSESSMENT	RANK OF MANAGERS' ASSESSMENT
Safety of job position	4,312 (1)	4,136 (7)
Good work conditions	4,268 (2)	4,320 (3)
Interesting job	4,197 (3)	4,359 (1)
Full respect for a job done	4,158 (4)	4,340 (2)
Feedback	4,157 (5)	4,107 (8)
Organizational Culture	4,108 (6)	4,087 (9)
Motivation/Self-motivation	4,087 (7)	4,233 (5)
Recognition of success	4,073 (8)	4,262 (4)
Social climate	3,990 (9)	4,146 (6)
Being informed about the news	3,981 (10)	4,058 (11)
Promotion and development	3,932 (11)	4,049 (12)
Discipline with a lot of tactfulness	3,859 (12)	3,786 (16)
Personal loyalty of a manger	3,833 (13)	3,883 (15)
Professional education	3,810 (14)	3,913 (14)
Empathy at personal issues	3,761 (15)	3,447 (18)
Participation in decision making process	3,730 (16)	4,078 (10)
Status in organization	3,730 (17)	3,981 (13)
Flexible working hours	3,697 (18)	3,709 (17)

Source: Author's calculation according to the results of the survey

Compared to a survey that was carried out in 1986, this one is supplemented with eleven additional factors of intangible motivation and payment as a material and tangible motivation factor was omitted. It is evident that due to the time lag there are significant differences in the estimated importance of factors of motivation. It is found very interesting and important to notice that there is a managers' tendency to follow the scientific results (Table 5). This can be noted because in this research managers for the large part of factors show those results that were perceived desirable by the employees in the previous survey. Factors of intangible motivation: 'interesting work' and 'full respect for the job done' that are shown as the most important factors by the employees twenty years ago, modern managers assess the most important nowadays. The assessment of other factors as well shows the same tendency of displaying desirable results even though it is not an identical rank place.

Table 5: Comparison of result of assessing the importance of intangible factors according to the research from 1986 and 2016

INTANGIBLE MOTIVATION FACTORS	RANK OF IMPORTANCE ACCORDING TO THE RESEARCH 1986 (US respondents)		RANK OF IMPORTANCE ACCORDING TO THE RESEARCH 2016 (Croatian respondents)	
	EMPLOYEES	MANAGERS	EMPLOYEES	MANAGERS
Interesting job	1	5	3	1
Full respect for the job done	2	8	4	2
Being informed about the news	3	10	10	11
Safety of job	4	2	1	7
Good payment	5	1	-	-
Promotion and development	6	3	11	12
Good working conditions	7	4	2	3
Personal loyalty of managers	8	6	13	15
Discipline with a lot of tactfulness	9	7	12	16
Empathy at personal issues	10	9	15	18

Source: Authors complemented the results with the ones presented in Bahtijarević - Šiber, F. (1999). *Menadžment ljudskih potencijala*. Zagreb, Golden marketing, p 681.

From the presentation of results the significance of discrepancies in the assessment of the importance of intangible motivation factors is visible. It can be concluded that the additional hypothesis is confirmed and that respondents assess intangible motivation factors differently.

5 CONCLUSION

For the survival of business organizations in the modern environment and their development in very turbulent times characterized by strong competition it is important they achieve a high level of efficiency in many fields of operations at the same time. Motivation and employee satisfaction are becoming the basis of occupation of modern management of human resources because only the construction of quality motivational system can help the organization to increase its competitive ability and value of the company.

The proper way to motivate includes a collection of different methods of creating, maintaining and promoting behavior that results in achieving business goals. Employees vary in needs and the way they satisfy their needs so the main task of the superiors is to meet the preferences of each employee with the aim to be able to use the appropriate factors of motivation in the organization.

Manager must be able to identify and understand the different needs and goals of employees within his team. Humans tend to meet different needs and there are significant personal variations between them as well as different understandings of motivation among individuals. How the managers perform their tasks is directly related to motivation and will depend largely on the motivation of employees so will further on the success of the company.

Based on the results of this research it is evident that there is a statistical significant difference between what managers think that their employees want and what they really want. The opinions of managers about what motivates employees are often the result of their stereotypes about employees not truly knowing and monitoring their wishes and preferences. It is an important task of managers in motivating employees but as well in establishing and monitoring their needs and preferences with regard to remuneration they want to receive for their work. How the managers perform their tasks related directly to motivation will depend largely on the motivation of employees. Diversity in assessment of intangible motivation factors of the employees in twenty years period suggests that these changes should be monitored continuously even in frequent time span. Also, tendency of monitoring the results of scientific research of the topic by managers give more importance and duty to scientists who need to follow the trends change and accountability in the implementation.

6 REFERENCES

- Bahtijarević - Šiber F. (1999). *Management ljudskih potencijala*. Zagreb, Golden marketing
- Barankay, I. (2010) Rankings and Social Tournaments: Evidence from a Field Experiment, The Wharton School, University of Pennsylvania, <http://www8.gsb.columbia.edu/rfiles/CDA%20Strategy/Barankay%20-%20Rankings%20and%20Social%20Tournaments%20MS.pdf>, access January, 2017
- Buntak, K., Globočnik Žunac, A., Tišler, P. (2016) Impact of size of company on the perception of importance of intangible motivation, In: Conference Proceedings Advances in Business-Related Scientific Research Conference 2016 in Milan (ABSRC 2016 Milan) October 20-21, Milan, Italy, p 93-104
- Fisher, C.D., Ya Yuan, A.X. (1998) What motivates employees? A comparison of US and Chinese responses, *The International Journal of Human Resource Management*, 9:3. p 516-528
- Hobbell, A.P., Chory-Assad, R.M. (2005) Motivating factors: Perception of justice and their relationship with managerial and organizational trust, *Communication studies*, Vol 56, Issue 1, p 47-70
- Hofstede, G. (1993) Cultural Constraints in Management Theories, *Academy of Management Executive*, 7(1): 81-94
- Khvostova, Y. (2014) The intangible motivation tools, *New Recruiting Group*, No 6 (249), www.nrg-ua.com, access Dec 2016
- Kovach, K.A. (1987) What motivates employees? Workers and supervisors give different answers, *Business Horizons*, Sept. - Oct., page 58-65
- Marinković, V. (2010). *Upravljanje ljudskim resursima*. Beograd, Megatrend univerzitet
- Silverthorne, C.P. (1992) 'Work Motivation in the United States, Russia, and the Republic of China (Taiwan): A Comparison', *Journal of Applied Social Psychology*, 22: 1631-9.