

Janković, Marko

## Article

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## Kontakt/Contact

ZBW – Leibniz-Informationszentrum Wirtschaft/Leibniz Information Centre for Economics  
Düsternbrooker Weg 120  
24105 Kiel (Germany)  
E-Mail: [rights\[at\]zbw.eu](mailto:rights[at]zbw.eu)  
<https://www.zbw.eu/econis-archiv/>

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## Analysis of the Influence of Leaders in the Management of Public Utility Sector Enterprises of city Nis through Employee Motivation

Marko Janković<sup>1</sup>

**Abstract:** This paper analyzes the impact of leaders on the performance of companies in the public utility sector of the city of Nis through employee's motivation by their leaders. Firstly, it is analyzed how employees, to what extent and in which way accept modern motivational methods and models. Furthermore, it is examined which are the factors that affect the management style of the leaders in these companies, starting from their personal preferences, up to their moral principles and, as well as the possible negative approaches and mechanisms that can occur from the surrounding. The relevance of the fact that there is no prosperity in any of the enterprises unless there is conformity between the goals of all stakeholders and the synthesis of their efforts to achieve a high level of motivation is also considered here. At the same time, this analysis points out the most important leadership attributes for achieving high performance and high levels of productivity. Through the analysis of the motivational process, this analysis reaches the results of the importance of the impact of leaders on the motivation of employees, which directly impacts the final economic results in the observed companies.

**Keywords:** Public enterprises; Leader; Management style; Motivation; Analysis of results

**JEL classification:** H10; J53; L32

### 1. Introduction

Motivating employees to maximize their performance is one of the most important issues of business management and coordination activities (Kulic, 2003; 2008), which, by the importance, has dominated in the recent years. Leadership is the ability to influence others to achieve the objectives (Daley, 1989, p. 17) and, as well as the motivation, is one of the key issues of contemporary forms of business challenges. The strength and courage of leaders stems from their ability to affect others (Jukel, 2002, p. 7) and the energy that strongly affects overcoming problems. In order for a leader to be effective (Radžo-Sadžak, 2009, p. 1) and able to successfully motivate others, they must recognize themselves and their own abilities, in order to be able to motivate firstly themselves and then others. Motivation is essential and necessary condition, as well as psychological interaction between individual beliefs (Brum) to achieve not only personal success but also success in the region.

Leadership (Kotler, 1990, p. 25) and motivation of employees is a complex interaction (Fidderald, 1994, p. 242) that is particularly important in the Republic of Serbia, especially in the Local Communal Enterprise (LCE) in large cities such as Nis which is by population the second largest city in the Republic of Serbia. The transition in the economy is almost complete, except for some exceptions, but the transition in the LCE at the local level has not started yet and the laws have not been adopted. The LCE have, after the democratic changes, continued by inertia to do the same. A good part of these enterprises works with a loss, lack of funds, outdated equipment and static management.

Low salaries and the fear of being fired are huge problems for employees at the LCE, who are difficult to motivate to perform their duties effectively and conscientiously. It is even more difficult for the leaders, especially those who have their own dignity and desire to initiate change and introduce modern work organization and methods in management and governance. Nevertheless, some managers in LCE in Nis are trying to, by their personal example, become leaders, introducing

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<sup>1</sup> Managing Director, Corresponding author: marko.jankovic@nisparking.rs.

innovations in business and rewarding, trying to break the established forms and through rewarding and improving working conditions, try to motivate employees to increase their efficiency and achieve greater effects.

This paper, based on the case of the five largest and most important LCEs crucial for the functioning of the city of Nis, is trying to point out, through surveys, the important issues that mostly affect employees and which are primarily linked to motivation and leadership. The aim of the work is, based on a survey conducted in six LCEs, to identify key responses of surveyed workers to the questions carefully, in order to get certain results based on which conclusions can be made in order to further improve the motivation and loyalty of employees. The idea is to identify the strengths and weaknesses of the existing leaders and, based on that, make conclusions and propose more efficient solutions for the management and administration.

## **2. General Characteristics of the Survey**

This research was conducted among employees in five companies who are operating on the territory of Nis in Serbia. The study focuses on the association of the respondents' questions about their daily corporate life and the role of leaders in creating motivation for work. (Janković, 2016, p. 94) The main objective of the research is to systematize and analyze mechanisms with the strongest influence of leaders to the awareness and motivation of subordinates in a collective and to develop a model of the winning leadership behavior in specific business conditions of the analyzed economic units in Nis.

The subject is a group of employed people in the economically active and independent utilities in the territory of Nis during the year of 2016. Despite the generally accepted view that money is, as a means to satisfy all our desires, the strongest stimulation, we proceed from the assumption that people are influenced by various motivational factors that are noticeable when monitoring what they are trying to do to get the money.

## **3. Phases and Methodology of Research**

The logical sequence of activities performed during the research finds its materialization in a parole divided into three main stages: observation, grouping and analysis. Also provided is the fourth phase of research that should contribute to improving results. This applies to the behavior model that is formed in the specific conditions of the business climate in Nis region and can be represented in the form of modules for the training of managers of small and medium enterprises by organizations and institutions for vocational training, retraining and adjustment.

The research is based on a representative, reproducing a maximum near general totality of the deployment of units to the studied traits through a quota sample with an appropriate structure - model structure of general totality. The impossibility of calculating the stochastic error of the obtained results stems from the dynamics of economic activity and resulting from the inaccurate information on the number of economically active units, that is, the exact scope of the general totality and the number of their employees. The research objectives are implemented in both formed samples of 344 similar participants - employed people in five public utility companies in the city of Nis in Serbia. In preparing the model of the sample, its scope is limited by the requirement for transfer of funding and character data, where the subjects of research are the qualitative indicators. The structural characteristics are calculated - the relative parts are expressed, and ranked in the arithmetic mean. Based on the classification introduced, the research is partial and single-used, and was conducted using a systematized survey.

The final results will be presented by means of the comparative graph, the statistical information of the respondents' image group and the analysis of profiles. A statistical package of social science (SPSS) and Excel Spreadsheets will be used. The organizational plan provides the realization of the research - volunteers have been trained to conduct the survey in five conditional points/five

independent LCEs; the dynamics of the survey was determinate (08. 05. 2016 - 24 05. 2016) as well the systematizing and processing of the obtained data and expert analysis of the results.

### 3.1. Analysis Research

In the analysis we used the Chi-square statistical criteria for determining a significant relationship between the type of the studied unit and the studied statistical indicators. Hi-square is a statistical method by which the differences between observed and expected frequencies are tested. (M Mijanović, p. 115)

**Sample Structure.** The structure of the group is represented by a quota samples which is maximally approximated to representative sample. Quotas were placed in five shuffled companies and filled by randomly selected people, and, in fact, the quota of: 52 LCE "Mediana", 99 LCE "Parking service", 65 LCE "Naissus", 38 LCE "Directorate of Traffic" and 90 LCE "Marketplace". Randomly selected people were engaged, before filling a quota, at various levels of management. The survey covers 344 units incorporated within the quota sample.

#### *Profile of respondents*

Horizontal European policy on gender equality was applied in choosing the subjects and the participation of people was not limited based on that capacity. The sample is not targeted, but random.

**Table 4. General division by ages**

Organization	Men	Percentage	Women	Percentage	Total number	Percentage
LCE „Mediana“	28	0,12	24	0,19	52	0,15
LCE „Parking service“	66	0,31	33	0,26	99	0,29
LCE „Naissusu“	38	0,17	27	0,23	65	0,18
LCE „,Directorate of traffic“ “	30	0,13	8	0,07	38	0,11
LCE „Marketplace“	58	0,27	32	0,25	90	0,27
TOTAL	220	100	124	100	344	100,00

The summary results show that men are 63.95% of respondents, and women 36.05%. These results are adequate to the structure of employees in the companies where the respondents work. These facts help to organize the relevant conclusions about reality of the expressed attitudes about the leadership qualities of managers and motivational factors in organizations.

**Table 5. General distribution by age**

Organization	Up to 30 ages	Percentage	Up to 40 ages	Percentage	Up to 50 ages	Percentage	Up to 60 ages	Perce ntage
LCE „Mediana“,	9	0,24	14	0,12	12	0,15	17	0,15
LCE „Parking service“ Niš	23	0,59	58	0,49	10	0,13	9	0,08
LCE „Naissus“	4	0,10	14	0,12	12	0,15	35	0,31
LCE „Directorate of traffic“	1	0,02	15	0,13	17	0,21	5	0,05
LCE „Marketplace“.	2	0,05	16	0,14	27	0,36	45	0,41
In total	39	100	117	100	78	100	111	100

*Source: Author*

Our results show a harmonious age structure of the reference companies. These results can confirm the existence of sustainable company policy on the employee development and career advancement. The optimal use of human resources is an indicator of rational and effective practice in a company that provides good internal relations between different generations of employees.

**Table 3. Distribution of respondents by operations performed**

Organization	Leaders	Percentage	officials	Percentage	Workers	Percentage
LCE „Mediana“	2	0,12	33	0,14	17	0,17
LCE „Parking service“ Niš	7	0,45	52	0,23	40	0,40
LCE „Naissus“	3	0,19	45	0,20	17	0,17
LCE „Directorate of traffic“	2	0,12	30	0,13	6	0,06
LCE „Marketplace“	2	0,12	68	0,30	20	0,20
In total	16	100	228	100	100	100

Source: Author

The table shows that the study involved relatively more workers and officials. This is a prerequisite to analyze the opinion of employees and associates of the motivational factors in the organization and the attitude of the leadership qualities of subordinate managers. To some extent, it distorts the following characteristics, because it takes into account only the opinion of associates and to a lesser extent, the opinion of the managers themselves, but that is relative, since, the directors and managers from different levels of governance participated in the study.

#### *Horizontal analysis -general systematic individual factors*

This analysis includes answers to the questions in section 2 of the questionnaire. Its aim is to establish a connection between the motivation of perpetrators and mechanisms for additional and permanent motivation that managers have most commonly used. It required analysis level / degree of impact of such mechanisms on the motivation and the identification of powerful approach.

Grouping responses to the questionnaire 1

**Table 4. Partial general systemic individual factors (%)**

What incentives will be the strongest influence on increasing our efforts in the work?	Tangible	Intangible	Tangible and intangible	Did not answer	
	27,87	3,2	63,42	5,51	
How much hope does your manager provide for you at work?	Very	Average	Slightly	Not	Did not answer
	49,12	43,25	4,45	0,75	2,43
Do you approve of the manipulative style of managers in a critical situation?	Totally	Partly	Not approve	Others	Did not answer
	9,27	50,78	36,64	1,36	1,95
To what extent does the manager creates a friendly atmosphere at work?	Very	Average	Slightly	Not	Did not answer
	31,46	43,20	16,90	5,43	3,01
Does the manager delegate authority to subordinates so that they can take the responsibility?	In any case	Very often	Rarely	Never	Did not answer
	23,21	44,78	26,38	3,90	1,73
How often are you motivated by the manager promising you a reward?	Very often	Sometimes	Rarely	Never	Did not answer
	8,63	21,34	28,07	40,56	1,40
Do you think the work environment creates the motivation to do the job and to which extent?	To a large degree	Average	Slightly	Not	Did not answer
	42,90	41,24	14,46	1,28	0,12
Are the rewarded tasks usually done?	To a large degree	Is often true	Rarely exact	no	Did not answer
	20,14	53,56	20,63	2,05	3,62

Source: The author, a budget in the survey

Grouping answers to the questionnaire 1 gives the following results:

- The evaluation of the stimulation of ongoing motivation to effect the impact on employees to increase personal effort to work on the basis of respondents' answers (see tab. 4): Answers of the 63.42% of respondents indicate that for them, the strongest influence is the concomitant use of tangible and intangible incentives; 26.67% surveyed cited that the most powerful motivation is material stimulation; immaterial stimulation is preferred by only 3.2% of the respondents, and those who prefer other forms of stimulation or did not answer the question are 10 respondents or 5.51% of the total.\* Working environment for employees is the second strongest motivational factor (see tab. 4): 42.90% of respondents indicated that this is what motivates them greatly, and 41.24% rated the

degree of its impact on their motivation as average. 14.46% obtained responses consider the working environment to be insignificant, and 1.28% of them state that it has nothing to do with their motivation;

- Additional incentives for making greater efforts at work are created by the expectation that these efforts will be appreciated and will be rewarded. Employees opt for the tasks for which they are sure they will be rewarded. This is the reason why 20.14% of respondents largely believe in the proverb: "The rewarded tasks are usually done". The notion that the expected reward is often given is present in 53.56% of those answers. A great doubt in the rewarding effort is shown in the 20.63% of the responses, to whose opinion the provided proverb rarely turns out to be correct (see Tab. 4);
- The mechanism that executives commonly use to influence the staff is raising hope at work. Almost all respondents give a positive assessment of their managers. In Table 4, it can be seen that 49.12% of people considered that the managers give the hope to a great extent at work, and 43.25% to the average level;
- Creating a team environment at work appears as a skillfully used mechanism of influence. A good working environment strongly motivates if the leader manages to create a climate of a collective, calmness and confidence necessary to increase mental relaxation of the employees. The most luxurious office in no way contributed to the motivation of employees, if they are drowning in hostility, the continuing conflicts and harassment. In a hostile environment that endangers the lives, hostility increases the risk of accidents. 43.20% of respondents assess the work atmosphere created by the manager as an average factor of motivation, and 31.46% as excellent;
- Delegation of authority that allows subordinates to take responsibility and the head to show his confidence in them, proves to be frequently applied impact mechanism based on the 44.78% answers of respondents and 23.21% of those surveyed stated that managers rarely do so, that is, there is no small number of responses that there are still leaders who cannot transmit power, who do not entrust in their employees and risk to invest their efforts and energy on numerous, but less important tasks and make omissions in focusing when important issues whose resolution depends exclusively on them rise (see tab. 4);
- Although employees prefer the tangible and intangible incentives, as well as the expectations that the efforts to achieve set tasks will be rewarded, managers avoid motivating them by promising rewards. A set of responses of 40.56% to the question "How often are you motivated by a manager promising you a reward" shows that managers never promise prizes (see tab. 4);
- Manipulative style of the managers in a crisis is only partially supported by 50.78% of respondents or a large group of respondents, while 36.64% of them resolutely rejects it even in a crisis.

### 3.2. Research Results

According to the survey, it can be said that under specific operating conditions of economic units in the lower public sector, the strongest factor motivating employees is the use of material stimulation simultaneously with the intangible. A good model of stimulation is promising the additional prizes for heavy, extraordinary tasks that require greater efforts and stronger motivation. Maintaining a good working environment in combination with harmonious work atmosphere would facilitate the delegation of powers by a good leader. Renowned leaders, who sometimes neglect the moral norms to realize significant gains, should refrain from manipulative behavior even in crisis situations, if they are convinced that a large group of employees in a group does not approve and does not want to compromise.

#### *Horizontal-basic factors of the thematic directions*

Through the use of data what is formed are the profile of market and experience, motivation-priority profile, profile targets, determining the profile of the results, where these profiles are illustrated with selective matrices and charts. In the horizontal analysis ... the aim is to draw at the horizontal plane predominantly thinking about the dominant factor .../single or complex/in an appropriate thematic

direction. The survey has no questions to which those who did not provide answers could cross the lines and therefore, the corrections of the mentioned respondents' answers have not been made.

Grouping responses to the questionnaire 2

**Table 5. Cumulative basic facts of the thematic directions**

Does the manager encourage employees to execute the task?	To a large degree	Very often	Really rare	He does not participate in the execution	Did not answer
	26,12	4,65	3,78	2,02	0,33
Does the manager inspire his subordinates, and how?	Remuneration	Very often, by improving	Really rare	not responding to subordinate dialogue	Did not answer
	46,27	13,87	38,54	0,63	0,59
What are your relations with your manager?	Good, collegial	Strictly official	We don't have contacts with managers	A constant fear of layoffs	Did not answer
	74,08	17,95	1,35	2,61	1,01
Rank the following effective demotivating factors	Predictable and monotonous	Lack of recognition for achievements	Disparaging, according to personal feelings of associates	Few opportunities for training and advancement	Insufficient attractive reward system
1	18,42	13,23	28,23	19,03	19,07
2	7,97	29,67	17,14	21,00	13,78
3	15,73	25,48	20,19	18,90	13,56
4	20,14	17,56	14,36	21,78	17,90
5	31,68	8,79	11,90	12,78	28,04
Did not answer	6,06	5,27	8,18	6,51	7,65
What is, in your opinion, the most powerful factor in increasing loyalty of staff to the organization?	Trust	Clear objectives of the organization	Career opportunities	Respect for leadership	Earnings system
1	38,09	21,00	9,18	6,58	25,95
2	17,12	16,87	18,05	19,34	15,31
3	13,90	24,36	21,38	11,56	13,47
4	12,26	14,08	20,68	28,34	10,97
5	13,72	17,12	18,03	21,41	22,81
Did not answer	4,91	6,57	12,68	12,77	11,49
Order by relevance the following incentives used by managers	A demonstration of confidence in subordinates	Respecting the opinion of associates	Supportive attitude towards co-workers	The adaptive approach to managers	Rewarding
1	21,78	32,83	12,03	12,76	21,23
2	16,23	23,12	29,71	5,35	13,97
3	21,15	19,00	30,18	10,16	12,08
4	19,81	10,31	17,04	28,29	12,23
5	13,25	9,17	4,65	37,06	32,98
Did not answer	7,78	5,57	5,18	6,38	7,51
How to motivate employees affected by the following factors?	Good social climate	Stimulate innovation	Esprit de corps	internal competition among the members	Compassionate attitude towards members
Very strong	46,78	21,20	30,89	9,13	18,69
Strong	31,12	37,57	34,06	25,67	26,34
Average	15,65	24,09	20,65	42,89	37,09
Bad	1,49	11,12	8,88	14,65	9,76
Does not affect	2,98	1,97	1,54	3,23	3,90
Did not answer	1,98	4,05	3,98	4,43	2,22

*Source: The author, a budget in the survey*

Course Homepage of survey conducted among employees relating to the evaluation of the experience of managers, which was applied in the management of employees in the combination with the leadership qualities needed to motivate employees.

#### *Research results*

- The relationship between managers and employees is good and collegial- 74.07% of respondents declare and 20.74% of them said that the relationship between managers and employees is strictly business
- The manager personally encouraged his subordinates with praises and rewards- answered with 45.93% of total respondents.

- 39.26% of respondents answered that the head very often encourages employees to execute the task.

#### *Motivational-priority profiles*

It is important that the motivation-priority employee profile is analyzed in two phases: the analysis of the intensity of operation of disincentives and the analysis of motivational factors that managers used in order to identify the most important one. The selection was made according to the criteria of the largest number of responses that placed the factor in the first, second, third, fourth or fifth place according to the power of influence. The relative proportion is the structural size in which the total number of responses is compared to the appropriate place in relation to the number of all the participants, in the form of percentage. Valid % is the ratio between the total number of responses by the appropriate place and the total number of respondents corrected / reduced number of those who did not answer.

**Table 6. Selective matrix of de-motivational and motivational factors**

Order by demotivating effect the operation of the following factors	Answer	Answer frequency	Did not answer frequency	Rel. share of answered %	Valid %
Disparaging attitude towards personal feelings of the associates	1	97	28	28,19	30,69
Lack of recognition for achievements in work	2	102	18	29,65	31,28
Small opportunities for professional development and career development	3	66	23	22,70	20,56
Insufficiently attractive reward system	4	64	25	18,60	43,57
Predictable and monotonous job	5	139	21	40,40	
Order by the importance the following incentives used by managers	Answer	Answer frequency	Did not answer frequency	Rel. Share of answered %	Valid %
Respecting the opinion of associates and showing respect towards them	1	99	19	28,77	31,42
Supportive attitude towards co-workers	2	104	18	30,23	31,90
A demonstration of confidence in subordinates and delegating rights	3	93	27	27,03	29,33
The adaptive approach to management	4	97	22	28,19	30,12
Reward for a well-done job	5	113	26	32,84	35,53

*Source: The author, a budget in the survey*

#### *Profile targets*

The target profile generalizes answers to questions related to setting goals, evaluating the strongest factor which contributes to the realization of the goals and the evaluation of the level of achieving the goals. In this part, the survey focused on increasing the loyalty of employees and the organization as an objective condition for the achievement of other objectives. Leadership qualities can contribute to increasing the motivation of employees in achieving the specific objectives of the company, only if they are loyal to it or have the potential to increase their loyalty.



**Table 7. Factors loyalty**

What is, in your opinion, the most powerful factor in increasing loyalty to the organization?	Answer	Answer frequency	Did not answer frequency	Rel. share of answered %	Valid %
Trust	1	131	17	38,08	40,18
Respect for leadership	2	66	43	18,60	21,92
Clear objectives of the organization	3	84	23	24,41	26,16
Career opportunities	4	71	43	20,63	23,58
Pay system	5	78	39	22,67	25,57

*Source: The author, a budget in the survey*

As a result of selection, it is obtained that the trust and clear objectives of organization are the strongest factors influencing associates' loyalty.

#### *Profile of determining results*

In this profile, it is looked for the score of the strongest factor whose characteristic aspect is in the development of employees and which also affects their motivation and affirmation. This profile shows the possibilities that the formal leader can influence easier the motivation of harmonious team or vice versa, the need for greater efforts in the event of increased desire for individual affirmation. On the other hand, in concrete terms, it opens the possibility of functioning without a formal or informal leaders or their future emergence.

**Table 8. Selective matrix of factors that show the characteristics of the collective and simultaneous impact on motivation**

Question 3.7. "How do the following factors affect the motivation of employees?"	Degree	Answered frequency	Did not answer frequency	Rel. share of answered %	Valid %
Good social climates	Very strong	161	6	46,80	47,63
Stimulated innovation in the collective	Strong	129	13	37,50	38,97
Internal competition among staff members	Average	147	15	42,73	44,68
Compassionate attitude towards staff members	Bad	33	7	9,60	9,80
Collective loyalty	Does not affect	5	13	1,45	1,51

*Source: The author, a budget in the survey*

The result of selection shows that the collectives in these economic units are largely characterized by a good social climate in which the innovations are stimulated in terms of moderate/average competition among their members. It can be concluded that the leading innovator entrepreneur operates in a favorable environment for motivating staff in achieving innovative objectives and tasks, whereby a good social climate has the strongest impact on motivation.

#### *Factor-value profile*

The respective sides of this analysis can be divided into two parts. The first part refers to the assessment of the operation of the corresponding factor in the value system of those surveyed, while the second part comes down to evaluating the intensity of the impact of factors on the work of the team and increase of the efficiency of managers.

The first part includes scorecard image of importance of practical rules for motivating employees and simultaneously reveals and affirms the important characteristics and features of employees. Scaling is done on ordinate scale with five levels: very strong, strong, average, bad and does not affect. Summarized data for five economic units given in Table 4 show that over 50% of respondents cited the importance of practical rules as a very strong factor, such as:

- Own progress motivates us;
- We need to be motivated in order to motivate.

Rules with great importance are:

- A goal needed for motivation;
- Motivation is not eternal, it needs to be nurtured;
- Motivation needs recognition;
- Participation motivates.

Rules which have weak impact are, for example:

- Everyone has the motivation “fuse”

**Table 9. How would you rate the importance of the following practical rules for motivating employees?**

Serial number	Factors	Importance- response frequency				
		Very large	Large	Average	Small	No effect
1	We need to be motivated in order to motivate	138	130	64	3	0
2	A goal needed for motivation	92	184	51	0	0
3	Motivation is not eternal, it must be nurtured	102	23	76	5	5
4	Motivation needs recognition	79	137	94	13	6
5	Participation motivates	54	150	104	13	3
6	Own progress motivates us	61	40	22	5	0
7	The challenge motivates only if you can win	54	84	140	33	23
8	Everyone has the motivation fuse	42	92	125	43	8
9	Belonging to a group motivates	41	143	99	33	8
10	Inspirational leadership motivates	69	110	94	33	18

*Source: The author, a budget in the survey*

The visualization of the ratings importance of practical rules for motivating employees is done in the form of a radial diagram (fig 1). Rating each rule/frequency response is put in respective radial axes with the joint center, which cut off sectors of equal angles. Despite the purposeful selection rules that promote motivation for team work, most respondents rated a rule with great character to be “Own progress motivates us.” A leader is one who is not compared with others, but is compared with himself. The leader is an individual when he needs to cross the line, to break the frame, to reach creative solutions and when he needs to pull himself and others and motivates them with his faith in the success that has already been achieved. Very great importance of the “We need to be motivated in order to motivate”, also confirms this conclusion. Greater significance is given to the principles that assist the leader in his training. Less significant are the principles that underpin his work with the team and its development. There follows the conclusion: an established, strong formal leaders are a requirement so that the employees work well in hierarchical structures. Under certain circumstances it is perhaps too early to be thinking about the teams without formal leaders.

**Table 10. Frequency answer to the question “If you were the manager-leader, how would you rate the importance of these principles?”**

	Factor	Important-frequency response					
		Very large	Large	Average	Small	No part	Did not answer
1	Define goals	163	141	30	0	0	10
2	Show personal example	190	122	17	0	0	15
3	Always be better	102	151	52	7	0	22
4	Give yourself a time for thinking	76	135	98	15	0	20
5	Manage without rushing	63	112	122	22	5	20
6	Judging by the results	116	128	69	5	5	21
7	Build belief	104	162	52	5	1	20
8	Expect criticism	89	125	96	15	0	19
9	Think about	171	120	27	7	0	20
10	Think like a winner	151	83	65	22	9	15

*Source: The author, a budget in the survey*

Model of leader’s behavior in concrete terms cannot be drawn up without any assessment of the character of basic attributes of leadership.

#### 4. Summary of the Results of the Factor Analysis and Possibility

If the sample was larger, it would show significant leadership attributes clearer. There is a need for a hierarchical analysis of the topical combination of factors, but a small sample volume does not allow the use of this statistical method for processing a relatively small number of factors that form a sustainable group on the basis of the standard connections. The latter establishes the correlation between the independent variables, which is reflected in the individual extent of the adequacy of the model. The formation of integrated system (hidden behind the set of variables of the determinants) takes place at a specified level and determines the characteristics of the new synthetic factors, which in itself accumulates functioning of the given (according to weight and the corresponding combinations) factors. Through factor analysis, several regression equations were obtained to "share" a small number of variables and large weight in a particular combination. These factors explain certain integral parts of the variation on the survey data. After each to integration, finding new summary factors reduces the amount of unexplained variation. The basic in the factor analysis is not the search for the dependent variable (it is set as a general name based on independent variables which determine a), but the generation of new factors that change the structure of the factor of space.

The newly factors can be grouped into three parts:

- A) The common factor in which all the variables are involved;
- B) Group factor that involves only a few variables;
- C) Specific factor that makes a single variable.

At the process level, factor analysis using the SPSS is interpreted in the following order:

- Model evaluation using measures Kaiser - Meyer - Olkin. In general, this rate should be above 0.70. 0.00:0.50 coefficient below shows the complete inadequacy model. If it is in the range of 0.50 - 0.60, adequacy is insignificant, within 0.60 - 0.70 average adequacy, 0.70 - 0.80 good adequacy and above 0.80 perfect adequacy.
- The rating Bartlett's test of sphere city. This ratio expresses the level of importance and demonstrates the chance to be a random model. The aim is to measure the importance of being 0.
- Improving the model, if the individual measures of adequacy (AIC coefficient) some of the variables in relation to the model below 0.50 and thus increasing its adequacy. Things are so called rotated factor space or optimal variant models.
- Determining factors in the first, second etc. level and score their content values. This requires the exact delimitation of the newly formed components and factors of its conjunctive elements. Determining factors in the first, second etc. level and score their content values.

#### 5. Conclusion

From the research, several basic confirmations of theoretical assumptions have been carried out and the new demands have been placed upon modern leaders to work effectively in organizations:

1. Employees of the organizations feel, create and apply modern requirements for motivation, achieving at the same time the main goal;
2. The research results confirm a position elaborated to the level of behavior models: first motivate yourself, motivate and inspire others by overcoming doubts, offer effective incentives, avoid disincentives, upgrade yourself in the process of achieving current corporate goals. No matter that people do not have the necessary knowledge about management leadership, they adhere to the guidelines of the motivational rules and clearly recognize the importance of leader-managers for the final economic results;

3. Research shows that the management style is not affected only by the very existence of certain tendencies in the manner of management, but also in the manner of a clash of personal preferences, characteristics of a leadership character, the demands of the hierarchical roles and different values and moral behavior of leaders, but also individual team members;
4. The negative approaches and mechanisms in a leader's practice are differentiated and discarded, independent of the pressure situations in a changing economic environment. At the same time, the relevant factors fostering high moral values between the leaders – subordinate are affirmed;
5. The research has confirmed in the umpteenth time that there is no permanent imperative step in a good and efficient management for every situation and every organization. Efficient management is a synthesis of multiple approaches and action in specific areas. That is only one thing which is indisputable: leadership effectiveness can be expected only and only when you achieve harmony in meeting the needs of the organization through the contribution of staff and the needs of the individual using the corporate mechanisms for achieving personal goals;
6. It is strongly confirmed that for each manager the most important leadership attribute is the requirement for self-improvement, self-development and continuous adjustment of knowledge and skills of a dynamic economic and organizational environment that is constantly changing;
7. Some of the key tasks of effective leaders have to make an adequate impact on the employees and to create such a working environment in which people effectively perform their tasks and in that way achieve the goals of their working organizations;
8. Effective managing of employees towards the realization of common interests requires leaders to be good psychologists, organizers, communicators and animators to be able to work with people, to convince them and take to set goals.

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