



THE INFLUENCE OF INTERNAL COMMUNICATION ON EMPLOYEES MOTIVATION IN ORGANIZATIONS IN SERBIA

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Abstract: Extremely motivated and satisfied employees lead an organization towards the desired results. One of the strategies for motivating people is communication. The condition for functioning of the organization and achieving the individual goals of employees as well as those of the organization a good communication between managers and employees. The bearers of good communication are managers and their commitment to employees, readiness to find out about problems of employees, and solving them. The aim of this paper is, based on systematization and analysis of a) relevant theoretical sources and b) results of research on the impact of communication on development of employees' motivation in the organization, to examine the existing differences in managers' and employees' attitudes about the influence of communication on the increase of motivation. Therefore, the paper analyzes: the nature of employees' motivation; the importance of communication among employees for development of motivation; the influence of employees' position in the organization on the evaluation of certain communication factors of motivation, and the influence of appropriate communication in organization on the increase of motivation for work.

Keywords: motivation, communication, motivational communication factors, managers, employees, organization.

JEL classification: M14, M12, D22.

1. Introduction

Despite the revolutionary development of technique and technology that changes all previous human experiences and the matrix of human species itself, employees are still the key resource in achieving goals of the organization and the dominant factor of competitive advantage. Despite all the achievements in the technical-technological sphere, at this stage of development of human civilization, extremely motivated and satisfied employees lead the organization towards the desired goals.

Employees are a specific success factor of functioning of an organization, because people are different in personality structure, with specific knowledge and skills, different preferences and interests, needs and desires. Reconciling different human characters and expectations, organizing and motivating them, is not an easy task for the organization's management, especially if we keep in mind that the organization may also have informal management processes that are not managed by managers, but informal leaders (Simić, 2020), as well as social influence behavior where individuals strive to achieve their interests, which may or may not be in line with goals of the organization (Jovanović, 2019). Communication can be a crucial factor of successful management of employees who are in constant interaction. Namely, constant communication at all levels, and in all directions, creates a specific organizational climate and culture of the organization.

For any organization, it is important to determine how much formation of a communication climate (in which a specific spirit of togetherness, commitment and readiness for highly productive work is nurtured) contributes to the development of employees' motivation. In addition, it is important to determine how adequate communication at all levels leads to the development of motivation, who then achieve supreme results and the organization consequently achieves high efficiency. Strongly motivated employees help the organization survive and thrive. More dynamic and productive employees (Aleksić-Glišović, Jerotijević & Jerotijević, 2019) are strengthening competitive position of their organization in a turbulent and increasingly uncertain market. The balance between business and private life could play a crucial role in the development of organizational culture where employees focus on work activities, at the same time, creating a healthy counterbalance in form of personal interests and family activities, and thus ultimately increasing productivity and performance of the organization (Mladenović & Krstić, 2021; Domanović, V., Bogićević, J., & Krstić, B., 2020).

To prove the existence of differences in attitudes of managers and employees towards the impact of communication on the increase of motivation, the authors systematized and analyzed knowledge from relevant literature and conducted a research on the role of communication in developing employees' motivation in organizations. The empirical research is based on the application of surveys. Quantitative data were processed using the statistical methods, and generalization

and comparative methods were used for conceptual determining. For the analysis of the collected data, methods of analysis and description, synthesis and logic were applied, and for the formation and formulation of appropriate conclusions, the deductive and inductive methods were applied.

The authors analyzed the nature of employees' motivation, the importance of communication among employees for the development of motivation, the impact of the position of employees in the organization on the evaluation of individual communication motivational factors and the impact of appropriate communication in the organization to increase work motivation.

2. Nature of employees' motivation

Motivation is a process of initiating, directing, and maintaining human behavior towards a particular goal (Maslov, 1982, p.14), a psychosomatic process that directs people to behave and respond in a way that helps them meet certain unmet needs (Latham, 2012), provides them stimulation and direction to which they can perform obligations of the organization (Lauby, 2005). Motivation is a psycho-sociological category derived from the individual's attitude towards work and his/her willingness to dedicate him/herself to achieving work goals (Dobre, 2013), encompasses energy of the individual that causes persistence in undertaking activities in order to achieve certain goals. Motivation is a management process that affects behavior of people, the process of achieving organizational goals by working with people and resources of the organization (Certo & Certo, 2012). The development of enthusiasm among employees who focus their efforts on achieving goals of the organization, leads to better results (Vorina, Simonič & Vlasova, 2017).

There is a number of ways to increase motivation and improve the quality of work, proven in practice: recognizing that subordinates can be motivated by something that is not directly related to their work; teaching subordinates to measure the degree of success of the work performed; monitoring motivation levels; getting acquainted with the wishes of subordinates; talking to employees about their work; introducing subordinates to the adopted reward system; strengthening interactions; forming a bank of ideas; motivation by knowledge; rewarding individuals for group contributions; supporting positive exchange of information between subordinates; finding out whether the subordinate is suitable for his/her job; looking for people with intrinsic motivation; often rewarding subordinates with smaller rewards; motivation by reducing control; asking questions with the expectation of detailed answers; clearer task setting (Hiam, 2003).

The role of manager is to help employees achieve their goals and the goals of the organization by: enabling employees to feel like partners instead of workers; show them how they contribute to and profit from the "big picture"; encourage them to take intelligent risks and show its positive effects; develop an organization

with two-way communication from top to bottom; hire people who want to keep and build a culture they would want to stay for; to transform a group of individuals into a single, results-oriented team (Bruce, 2002, Mladenović & Krstić, 2021).

It is crucial for managers: to be able to quickly distinguish between “can do” from “will do” problems; to determine correct diagnosis of employees’ motivation; to use the strength of employees to increase their commitment; to change the way employees think about work and initiate effective visions of employees about the future; to dive deep into employees hidden motives and use a feedback to encourage motivation (Crouse, 2005).

A complex and creative manager task consists of detailed study of needs, values, interests and priorities of employees and a formation of methods for activating their full potential (Pritvorova & Tasbulatova, 2019). Motivating employees is one of the policies of managers aimed to increase the efficiency of work management in the organization (Shadare & Hammed, 2009). The success of manager is reflected in an ability to assign employees those jobs where their characteristics can be best expressed and thus give maximum contribution to the efficiency of the organization (Petković & Stanković, 2011). In the era of knowledge economy, the intellectual resources of the organization become an important determinant of creating and improving competitiveness of the enterprises (Krstić, 2009) as a consequence of globalization and development of information and communication technologies (Zlatković, 2018), and managers have the responsibility to effectively manage intellectual performances of the organization and a great challenge to achieve and maintain efficiency of the organization in a highly heterogeneous, complex, uncertain and unpredictable environment (Domanović & Janjić, 2018).

Organization's employee motivation system is designed based on the requirements to meet the needs and desires of most employees, starting from a position that employee's motivation is directing his/her activities towards the desired goal using their unsatisfied needs. In the process of building a system of motivation, taking into account the fact that the work of employees is influenced by both motives and anti-motives, the research led to nine factors of motivation of individuals that decisively affect his/her attitude towards work, and thus work efficiency: 1) salary, 2) career growth, 3) psychological climate in the team, 4) self-realization, 5) content of work performed, 6) social package, 7) working conditions, 8) management style of senior managers and 9) perspective of the organization (Koshelev, 2015, p. 224), where the psychological climate in the team is influenced by the employee communication at all levels and the style of managing of the directors at higher levels by their intern managing communication.

Successful communication between managers and employees results as a consequence of being ready to reject any privileges for the benefit of other members of the organization (Bećirović, et al., 2020). Communication in an organization is important because of the control function in hierarchical authority respect, motivation

encouragement, possibility of emotional expression and fulfilling of social needs, as well as the information background for making decisions (Robbins & Judge, 2013). The key element of employees' motivation from the manager-employee communication aspect is employee's self-confidence which brings to the immaterial trust of the employees in a certain organization (Bećirović, et al., 2020).

Besides the material stimulation, as one of the basic factors on which the organizational motivation practice is based, which is directly influenced by the organization, its policy and practice, organizations use a whole range of intangible incentives. Visible mechanisms for allocating specific rewards and valuing work within the policy and practice of each organization are, in addition to salaries and other material compensations, the possibility of advancement, status symbols, recognitions. Material, i.e. financial compensation is composed of various forms of motivation aimed to ensure and improve the material position of employees and financial compensation for work. Given the degree of material or financial income, there are two basic types of compensation: direct financial gains, received by an individual in cash, and indirect material gains, which contribute to raising material standard of employees, and which are not received through salary or any form of money (Čerović, 2013, p.212).

Employee compensations acquired for successfully completed work and special engagements would have motivational strength only in the case of being adequate to employees' needs. Employees' needs are different and it is the managers who should recognize and define the appropriate reward system. (Đorđević & Đukić, 2005). Since the motivation of employees to work is increasingly moving from material aspect to immaterial, managers try to "enrich" work of employees through: creativity, innovation, greater autonomy in work, flexibility of working hours, teamwork (Aleksić-Glišović, Jerotijević & Jerotijević, 2019), confidence-relied communication, readiness to listen and understand, empathy and respect, rewarding even a small success, tolerance of small mistakes, career possibilities (Bećirović, et al. 2020.), as well as avoid vaguely defined roles of team members, lack of trust between them, inadequate reward system (Lazarević & Lukić, 2018).

If employees are allowed to set goals by themselves, they will rather achieve greater effects than the organization sets the goals for them. The autonomy in work increases self-confidence and leads to setting goals that are achieved faster rather than goals imposed by superiors. An employee who is too constrained and limited is less likely to be more motivated than an employee who is left to participate in goal-setting and decision-making processes (Purcell, et al., 2003). The introduction of advanced technologies and modern means of work, with increased wages and a fairer distribution of income, has the greatest impact on the feelings of employees, showing the respect of organization for their commitment and the results at work (Rakić & Živković, 2017).

3. Importance of communication for the developing of motivation

Communication is the most important life skill for a person who, by the nature of human relations, is instructed to communicate with other people throughout his life. It is the crucial element of socialization of any individual and has the key role in family relations, friendships, and communication between cooperatives and business partners (Bolfek, Milković & Lukovac, 2017.). It is represented in almost all human activities, and especially inseparable from work being an important prerequisite for success in any business. Investigations show that employees spend 80% of their working hours in communication, such as: in writing 9%, reading 16%, listening 45%, and in conversation with other employees 30% (Kaser, 2013).

Communication is the most common means of exchanging information between employees at work and between the organization and its business environment, the process where thoughts and ideas are transmitted from one person to another (Francesco & Gold, 2005), p.70). While transmitting the thoughts, the sender takes care about the form of expressing the ideas, so that the recipient can get them properly. Both the sender and recipient are supposed to start from the same basis, so that the message is understandable (Clark & Brennan, 1991), such as education, experience, origin, system of values, attitudes (Đorđević & Ivanović-Đukić, 2013). It should be appreciated that people have the unique experience system, at the basis of which their mental perception filter is defined.

Communication is one of the main preconditions of successful business; it contributes to the good relations between the employees, important factor of influence to the employee's satisfaction at work, resulting in higher business productivity (Bolfek, Milković & Lukovac, 2017), and representing the basis for successful external communication (Smiljković & Stojanović, 2015). There is no business activity possible without communication, so the organizations are naturally forced into communication which may be successful only due to the good communication between the employees inside of it (Kolev & Tadić, 2017).

Communication is one of the employees' motivation strategy used by organizations. Good communication between managers and employees ensures that basic human needs are met, so managers must be the bearers of good communication. Their affection for employees, readiness to find out their problems and solve them, will ensure that employees feel safer, that they have a sense of belonging to the organization, and thus a sense of self-affirmation. Security, belonging and self-affirmation are the basic needs of members of the organization, and communication is one of the basic means to meet these needs.

Investigation show that the increased efficiency of communication between employees is directly responsible for the growth of employees' motivation and their performances (So, et .al., 2018), that the communication climate between the team members directly influences creativity and inner motivation, additionally encouraged

by the external motivation (Zhu, Gardner & Chen, 2016). A good communication provides avoiding possible situations for employees not to be engaged, or be disorganized, inactive, uninformed, unconscious, uninterested, inert, unmotivated, unsatisfied, and on the other hand, the perception is molded by lessening the possibilities of wrong understanding and interpretation of ideas (Kolev & Tadić, 2017).

The way organization communicates with its employees reflects through moral, motivation, and effectiveness of the employees, having the lasting effect to the motivation (Stojanović Aleksić, Bosković, 2017): if the employees consider the communication effective enough, it may bring pleasure to work, devotion to the organization and commitment at the working place (Rajhans, 2012)¹. The leaders express confidence in knowledge of employees' capabilities, encouraging their self-confidence and efficiency by sending the positive and encouraging messages while spreading enthusiasm and optimism for the possibility of goals' realization (Mihajlov & Mihajlov, 2010).

Managers must be leaders, they differ from each other depending on how they perform certain leadership functions: goal setting; affirmation and regeneration of important group values; motivating others to achieve goals; managing processes through which collective goals are achieved; achieving the unity of efforts within the context of pluralism and diversity; creating an atmosphere of mutual trust; education and learning; serving as a symbol of group identity; representing group's interests externally; the renewal and adaptation of the organization to changes in the environment (Milisavljević, 1999, p.10-11; Talić, M., Ivanović-Đukić, M., & Rađenović, T., 2020).

Leaders are personalities primarily occupied by the vision, intentions, people and effectiveness of the organization. They have the following characteristics: they are role model for employees; they know their strengths and weaknesses and are realistic about themselves; they look at current situations in a completely realistic way; they are visionaries; they are not afraid of changes and they are seen as one's own chance of gaining a competitive advantage; they constantly learn and improve their knowledge and skills; they are socially responsible and ethically motivated; they possess the ability to build interpersonal relationships and adequately convey messages through the creation and maintenance of a communication network within

¹ This paper shows the study that covers the effects that communication in an organization has on employees' motivation and results on the example of Vanaz Engineers Ltd., a big production company, well-known in India for the production of various high-quality products, specialized in production of alternative fuels, car components, valves, control pressure/flow appliances and automatic stations for TNG intake. In the conclusion of the study, it is pointed out that the effective communication, as a result of managing human relations, plays a vital role in employees' motivation; the studies on contemporary organizations are faced with a new reality – increased requirements for the employees, longer working hours, higher risk and tasks, while the communication between employees has the main role in managing trials to redirect the employees already confused by changes, with the aim to inform and motivate those easier to adapt.

the organization; they constantly discover new possibilities and give creative answers to problems in a positive, optimistic attitude; they are enthusiasts with true faith in what they do and say and with the increased will to achieve the set goals; they think holistically and are firm in making decisions (Mašić, 2010, p.419-421).

Brian Tracy (2019) for the American Management Association, analyzes four motivational factors: leadership style, reward system, organizational climate and job structure, and he singles out the leadership style as a key factor in employees' attitude towards the organization and their motivation, and points out that changing a leadership style changes the psychological climate of the organization, which leads to improving the overall performance of the employees, while when the structure of work is in question, organizations that strive for success, they always try to organize the work to harmonize the nature of work with the nature of the employee and try to make the work as interesting and enjoyable as possible.²

In a risky and unpredictable business environment, there is not one correct approach to leadership; it is determined by the state of the organization, the level of development and the readiness to face the challenges of the environment (Berber, et al., 2019).

4. Research methodology

Researching the influence of communication on development of employees' motivation in organizations of the Nisava district was realized through a survey containing 45 questions, in the period March - May 2018. The research included 500 participants of both sexes, different ages and years of service, different education, social origin of parents, type of household, employment status, current position in the organization, predominant activity of the organization, number of employees in the organization and form of organization. The analysis includes 412 valid questionnaires.

The research is aimed at determining the importance that employees, depending on their position in the organization, assign to communication motivational factors of the increased commitment to work and how they assess the impact of appropriate communication in organization on increasing the motivation to work. Relevant theoretical sources from the field of management, psychology, sociology and marketing are analyzed. Empirical research was conducted using the test method. In order to determine the basic concepts, starting points and

² Brian Tracy is the Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. One of the top business speakers and authorities in the world today, he has consulted for more than 1,000 companies and addressed more than 5,000,000 people in 5,000 talks and seminars throughout the United States and more than 60 countries worldwide. He has written 65 books and produced more than 500 audio and video learning programs on management, motivation, and personal success.

appropriate assumptions, the method of generalization was used. The comparative method was used to record the differences between the individual categories, so that these categories could be more finely defined in relation to each other, and the methods of analysis and description were used to record and consider the key features of certain factors. Synthesis and logic methods were used to contribute to the adequate analysis of the influence of factors on employee behavior. The deductive method was used to suggest appropriate solutions from the initial hypotheses used in the research, while the inductive method enabled a formation and formulation of appropriate conclusions.

The paper investigates the influence of communication on the development of employees' motivation in the organization with the aim of testing the importance of certain forms of communication within this process. The quantitative data collected using the survey technique were processed in the SPSS program, and the use of statistical methods - descriptive statistics, χ^2 test, the correlation analysis via Spearman's correlation coefficient and Kruskal Wallis test contributed to the formulation of reliable conclusions.

When evaluating the influence of motivational communication factors for the increased commitment to work, the following factors were evaluated: a) good approach of superiors, b) ability to present ideas to superiors, c) recognition for well-done work, d) clearly and precisely defined work tasks, and e) teamwork, while the evaluation, as far as appropriate communication can increase motivation, was performed through participants choice of one of the offered grades: a) to a large extent, b) quite, c) not too much, and d) not at all.

Of the total number of participants, according to the current position in the organization, 8.50% is in the top management level, 13.83% is in the middle management level, and 14.81% is in the first level management, which makes a total of 37.14%. 62.86% of respondents are in the position of employees: 31.07% in the position of administrative jobs (a.p.), and 31.79% in the position of technical jobs (t.p.) (Table 1).

Table 1. Current position of participants in the organization

Current position in organization	Number of participants	% of participants
a) top management level	35	8,50
b) medium management level	57	13,83
c) first management level	61	14,81
d) administrative positions (a.p.)	128	31,07
e) technical positions (t.p.)	131	31,79
Total	412	100,00

Source: Author's research

In researching the impact of communication on the development of employees' motivation in the organization, the authors asked the following research questions:

- a) *Does the position of people (managers and other employees) in the organization affect the evaluation of certain motivational communication factors?*
- b) *Do managers value the impact of appropriate communication in the organization on increasing the work motivation more, in comparison to the employees?*
- c) *How much could appropriate communication increase the motivation to work?*
- d) *Is there a difference in the opinion of the participants about the impact of appropriate communication on work motivation?*
- e) *Is there an influence of different positions in the organization on the position on appropriate communication role in increasing the motivation to work?*
- f) *Do respondents in all positions in the organization consider the impact of appropriate communication on work motivation positively?*

5. Discussion on research results

a) In order to answer the first research question, the χ^2 test was used. The results of the χ^2 test of the participants' position in the organization, and their influence on the evaluation of the motivational communication factors of the increased commitment at work are shown in Table 2.

Table 2. Results of the χ^2 test of the influence of the position on evaluating motivational communication factors

Motivational communication factor	Grade	Management			Employees		χ^2	sig
		top	mid. l.	first l.	a. p.	t. p.		
Adequate approach of superiors to subordinates	1	0	4	0	7	8	55,39	0,000
	2	4	0	0	4	8		
	3	0	4	8	21	12		
	4	23	21	12	40	32		
	5	8	28	41	56	71		
Ability to suggest ideas	1	0	0	0	12	0	80,60	0,000
	2	0	4	0	5	19		
	3	4	16	4	19	28		
	4	7	17	9	28	32		
	5	24	20	48	64	52		

Acknowledgment for well-done work	1	0	5	0	9	7	64,92	0,000
	2	0	0	0	4	16		
	3	0	8	12	20	28		
	4	15	20	9	40	16		
	5	20	24	40	55	64		
Clearly and precisely defined work tasks	1	0	0	0	8	3	56,41	0,000
	2	0	4	0	8	4		
	3	0	0	12	24	24		
	4	16	29	16	29	24		
	5	19	24	33	59	76		
Teamwork	1	0	0	0	4	4	35,07	0,004
	2	0	0	4	9	16		
	3	8	9	12	43	36		
	4	7	20	13	24	24		
	5	20	28	32	48	51		

Source: Author's research

Based on the results of the realized χ^2 test, it can be concluded that there is a connection between the influence of the observed motivational communication factors of the increased commitment at work and the position of the participants in the organization. Based on the presented frequencies, it is identified that all five categories of human resources (3 managerial and 2 for other employees) evaluate the impact of all five communication factors of motivation with higher grades.

b) For the second research question: Do managers assign more value to the impact of appropriate communication in organization on the increase of motivation to work in comparison to the to employees? Spearman's correlation coefficient was used (Table 3). The results of the analysis show that the percentage of managers with higher grades is much higher than the percentage of employees with high grades.

Negative correlation coefficient value is caused by the fact that higher positions in the organization are graded with smaller numbers. This means that with the increase of a position in the organization, the evaluation of factors grows: "the ability to suggest ideas to superiors", "acknowledgement for well-done work" and "team work".

Table 3. Spearman's position in organization correlation coefficient and the motivational communication factors of the increased commitment at work

Correlation of position in organization and communicational factors of motivation	Coefficient	Adequate approach of superiors	Ability to suggest ideas	Aknowledgement for the well-done work	Clearly and precisely defined work tasks	Team work
Position in organization	Rs	0,020	-0.173	-0.135	-0,019	-0,184
	sig	0,662	0,000	0,006	0,702	0,000

Source: Author's research

c) Assessing how appropriate communication can increase work motivation, out of total number of participants, 35.68% believe that it can greatly increase it, and 43.93% believe that it can significantly increase it, which indicates the awareness of the importance of influence of the communication on the increase of motivation. As many as 79.61% of the participants believe that appropriate communication can greatly and significantly increase the motivation to work. On the other hand, 17.48% of the participants believe that communication does not affect the work motivation too much, and 2.91% of the participants believe that communication cannot affect the work motivation at all (Table 4).

Table 4. Evaluation of communication as a factor of the increase of work motivation

Evaluation of communication as a factor of the increase of work motivation	Number of participants	% participants
a) greatly	147	35,68
b) significantly	181	43,93
c) not too much	72	17,48
d) not at all	12	2,91
Total	412	100,00

Source: Author's research

d) To examine the differences in opinion in appropriate communication impact on work motivation, among the respondents on different positions in the organization, the Kruskal Wallis test was used (Table 5).

Based on the obtained significance levels, it is clear that there is a significant difference (sig = 0.000) between the participants at different positions, in relation to opinions on appropriate communication's influence on work motivation. From the average values, it can be seen that managers have a more positive attitude about

appropriate communication impact on work motivation than employees. Besides, it is clear that first level managers have the most positive attitude, and employees on technical jobs the most negative.

Table 5. Average values of attitudes about appropriate communication's influence on work motivation among participants at different positions

Position in organization	Average value	Stand. deviation	sig
a) top management	1,67	0,68	0,000
b) middle management level	1,79	0,68	
c) first management level	1,60	0,72	
d) administrative positions	1,81	0,85	
e) technical positions	2,15	0,79	
Total	1,87	0,80	

Source: Author's research

e) The χ^2 test was used for the analysis of the organization position influence on the opinion on appropriate communication role in the increased motivation for work, (Table 6).

Table 6. Results of χ^2 test on position in the organization influence on role of appropriate communication opinion on the increased motivation to work

Communication increases motivation to work	Management			Employees		χ^2	sig
	top	mid level	first level	admin. posit.	tech. posit.		
a) greatly	16	21	32	52	28	44,93	0,000
b) significantly	15	28	20	56	59		
c) not too much	4	8	9	12	40		
d) not at all	0	0	0	8	4		

Source: Author's research

Based on the χ^2 test results, it can be noticed that there is a connection between the evaluating impact of appropriate communication on the increase of motivation to work and the position of participants in an organization. From the presented frequencies, it can be seen that all five categories of participants, according to their positions in the organization, generally have a positive view of appropriate communication impact on the increase of work motivation. What makes the

difference is that the percentage of managers with a positive opinion is significantly higher than the percentage of employees with high grades.

f) To provide an answer to research question: Whether the participants in all positions in the organization observe the appropriate communication impact on the work motivation positively? Spearman's correlation coefficient was used (Table 7).

Table 7. Spearman's correlation coefficient of the position in organization and the assessment of appropriate communication impact on the increase of motivation to work

Correlation of the position in the organization and the assessment of appropriate communication influence on the motivation to work	Communication increases a motivation to work	
Position in the organization	Rs	0,225
	sig	0,662

Source: Author's research

The value of Spearman's correlation coefficient is statistically significant and positive. The participants in all positions in the organization positively observe appropriate communication impact on work motivation, but the percentage of managers with a positive opinion is much higher than the percentage of employees with high grades. This confirms the fact that with the increase of participants' position in organization, the higher is the opinion about communication as a motivational factor.

6. Conclusion

Despite the revolutionary technique and technology achievements, employees are still the key resource in achieving organizational goals. Only highly motivated and satisfied employees lead an organization to a success. Starting from the position that employees' motivation is directing employees' activities towards a desired goal using their unsatisfied needs, employees' motivation system is created in organization based on requirements to meet the needs and desires of most of the employees.

Communication is the main tool for meeting basic employees' needs - security, belonging and self-affirmation, but also the first strategy to increase and develop employees' motivation. Influencing employees' behavior in order to direct their potential and potential of the organization as a whole towards maximum achievements, implies the construction of a communication system that will stimulate the motivation of employees.

Managers, who must possess leadership qualities, are the bearers of good communication in organization, whose attitude towards employees, readiness to understand their problems and solve them, depends on how much the employees will feel safe, how they feel about belonging to organization and self-affirmation.

The results of the research confirmed that there are differences in the attitudes of managers and employees about the communication impact on the increase of motivation through answers to research questions. With an increase of participant's position in an organization, the opinion on communication as a motivating factor becomes more positive:

- There is a connection between the evaluation of the observed motivational communication factors impact on the increase of commitment at work and the position of participants in the organization.
- Managers value appropriate communication impact in organization on the increase of work motivation compared to employees.
- The majority of participants believe that appropriate communication in the organization can greatly and significantly increase the motivation to work.
- There is a significant difference in opinions about appropriate communication impact on the work motivation - managers have a more positive attitude about appropriate communication impact on the work motivation than employees.
- There is a correlation between the evaluation of appropriate communication impact on the increase of motivation to work with the position of the participant in the organization – the participants in all positions in the organization generally positively see appropriate communication impact on the increase of motivation to work.
- The participants in all positions in the organization positively see appropriate communication impact on the work motivation, but the percentage of managers with a positive opinion is much higher than the percentage of employees with high grades.

The results presented in the paper are important in pointing out the differences between the attitudes of managers and the employees in evaluating motivational communication factors impact and the impact of appropriate communication on the increase of motivation to work. Although the survey is extensive in terms of statistical population, it also has limitations that are reflected in covering the local geographical area in which the survey was conducted, using data from only one period - the period when the survey was conducted. These limitations can be removed by future surveys with a greater coverage of statistical population in a wider geographical area and by repeating the survey.

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UTICAJ INTERNE KOMUNIKACIJE NA MOTIVACIJU ZAPOSLENIH U ORGANIZACIJAMA U SRBIJI

Apstrak: Izuzetno motivisani i zadovoljni zaposleni vode organizaciju ka željenim rezultatima. Jedna od strategija motivisanja ljudi je komunikacija. Uslov funkcionisanja organizacije i ostvarivanja individualnih ciljeva zaposlenih i ciljeva organizacije je dobra komunikacija između menadžera i zaposlenih. Nosioci dobre komunikacije su menadžeri i njihova posvećenost zaposlenima, spremnost da saznaju njihove probleme, ali i da ih rešavaju. Cilj rada je da se, na bazi sistematizacije i analize a) relevantnih teorijskih izvora, i b) rezultata istraživanja uticaja komunikacije na razvoj motivacije zaposlenih u organizaciji, ispita postojanje razlika u stavovima menadžera i zaposlenih o uticaju komunikacije na povećanje motivacije. Stoga se u radu analizira: priroda motivacije zaposlenih; značaj komunikacije među zaposlenima za razvoj motivacije; uticaj pozicije zaposlenih u organizaciji na vrednovanje pojedinih komunikacionih faktora motivacije i uticaj odgovarajuće komunikacije u organizaciji na povećanje motivacije za rad.

Ključne reči: motivacija, komunikacija, komunikacioni faktori motivacije, menadžeri, zaposleni, organizacija.

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Nebojsa M. Petkovic defended his master's thesis in 2014 on the topic "*The Role of Marketing Communication in Creating a Brand*" at the Faculty of Economics in Nis, where he previously completed his undergraduate studies. He has published several scientific and professional papers in the field of economics and law. For the needs of preparing a doctoral dissertation on the topic "*Communication as a Factor in Motivation Development in Organization*", he conducted an extensive research in 2018. He is a teacher at the School of Economics in Nis in subjects of Marketing, Auditing and Business Correspondence and Communication. Areas of interest and research are economics, law and psychology. Since 1997, he has been a court expert witness in the field of economics and finance before the courts of various jurisdictions of the Republic of Serbia, with a large number of expert reports. In addition to teaching and expertise, he was engaged in implementation of bankruptcy and liquidation proceedings and provided consulting services.

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