

EVALUATING THE IMPACT OF MOTIVATION FACTORS ON EMPLOYEE ORGANIZATIONAL BEHAVIOR USING THE PIPRECIA S METHOD

Marija JANOŠIK^{1*}, Tijana ĐUKIĆ², Marija MLADENović³

¹Faculty of Applied Management, Economics and Finance, University Business Academy in Novi Sad, Belgrade, Serbia, marija.janosik@mef.edu.rs

²Faculty of Applied Management, Economics and Finance, University Business Academy in Novi Sad, Belgrade, Serbia, tijana.djukic@mef.edu.rs

³ Faculty of Applied Management, Economics and Finance, University Business Academy in Novi Sad, Belgrade, Serbia, marija.mladenovic@mef.edu.rs

Abstract: Motivation, as a key determinant of productivity, seeks to provide reciprocal benefit by satisfying both the worker's and the organization's requirements. The advent of globalization and rapid economic progress has presented novel issues in motivation and productivity. Organizations aim to address these rapid changes by seeking novel approaches to enhance motivation in their work environment, necessitating managers to exhibit creativity and innovation in devising and executing tactics to boost motivation. To attain the intended outcome, managers must identify the variables that lead to a decrease in motivation and devise strategies to eliminate or counteract these problems by incorporating positive elements that promote motivation. Motivation is a multifaceted process, as various aspects that drive motivation do not have the same impact on everyone. In other words, what motivates one person may not have the same effect on another one. This research aims to analyze the impact of motivation on employees' organizational behavior. The PIPRECIA S method is used to determine the importance of criteria by assessing their relative influence on organizational behaviour, leading to improved employee productivity.

Keywords: Motivation, productivity, organizations, organizational behaviour.

Original scientific paper

Received: 05.07.2024

Accepted: 15.08.2024

Available online: 15.09.2024

DOI: 10.5937/jpmnt12-52003

1. Introduction

Motivation, as an individual component impacting behavior inside an organization, is a very intricate phenomenon that consistently garners the interest of managers, particularly in contemporary corporate settings (Nikitović et al., 2022; Sokolović et al., 2022; Berber et al., 2022). In the present day, all sizable firms have developed their own methods to enhance employee motivation, and they are consistently striving to refine these strategies. Motivation is the cognitive process by which individuals initiate, guide, and sustain their behavior toward a certain

* Corresponding author

objective (Maksimtsev et al., 2023; Miletić et al., 2023; Nikolić et al., 2022). Considering that the level of employee motivation directly affects their productivity, it is not surprising that firms are investing increasingly in the development and implementation of ways to encourage their staff.

Answering the subject of what drives employees is challenging due to the varying individual acceptance of the same motivational aspects. Specifically, the factors that are intended to enhance motivation can yield excellent results for certain employees but may not have the same effect on others. Due to the intricate nature of individuals and their varying needs, beliefs, attitudes, and expectations, motivation can likewise vary among people. Therefore, it is challenging to pinpoint the factors that might enhance motivation at both the individual and collective levels.

Managers are responsible for determining ways to foster employee motivation. When we refer to "answers," we are referring to multiple solutions. This is because motivation is not constant and the variables that drive motivation at one time may no longer be effective at another time. It is necessary to always check motivation and actively search for new methods to increase employee motivation. Therefore, motivation is a dynamic concept, meaning it is susceptible to swift alterations (Sabir & Ahmad, 2022).

Human conduct is intentional, meaning that when individuals begin to behave, they always have a definite objective in mind that they aim to accomplish through their actions. In addition, the organization possesses its objectives that it aims to accomplish. Thus, both human behavior and the functioning of the organization are directed towards the attainment of objectives. By using the understanding that human behavior is driven by goals, managers can guide employees to align themselves with the organization's objectives, so fostering reciprocal happiness (Sultana et al., 2021).

Organizations recognize that their earnings are immediately contingent upon the work performance of employees, which in turn is directly contingent upon the motivation of workers. Therefore, there is a significant emphasis placed on the motivation of employees in today's context (Došenović & Zolak-Poljašević, 2021).

Organizations aim to achieve maximum staff productivity, making human resource management increasingly crucial in organizational management (Nurasniar, 2021). Professionals in this domain are consistently seeking methods to enhance long-term employee motivation. As technologies, labor methods, and current business practices continue to advance, organizations are placing a growing emphasis on encouraging people to achieve maximum productivity, which in turn leads to maximum profit.

A person's internal factors that determine the course, intensity, and regularity of their voluntary activity are referred to as motivation in certain definitions. To comprehend the influence of motivation on employee performance, it is essential to acknowledge the existence of three distinct aspects of motivation: direction, intensity, and persistence. The direction refers to the specific course of action a person will pursue to fulfill their wants. The intensity reflects the degree to which a person is motivated, and the persistence reveals the duration of their desire. Organizations strive to attain high levels of motivation that are intense, enduring, and properly focused.

2. Organizational behavior

Organizational behavior has a tremendous impact on employee motivation in the workplace (Szabó et al., 2019). Ningrum (2023) found that organizational citizenship behavior (OCB) can act as a mediator between organizational commitment, work motivation, and employee performance, as supported by research. Considering this, it seems that employees who exhibit positive organizational citizenship not only enhance their performance but also contribute to the success of the company by assisting in bridging the divide between dedication and motivation.

Multiple studies have shown the importance of organizational culture in shaping the behavior and motivation of employees (Dejanović & Nikolić, 2023). Haholongan and Kusdinar (2019) assert that an organization's culture can enhance employee motivation through the provision of intrinsic rewards and support, as well as by fostering an environment that values individuals and encourages innovative behavior. Moreover, research has revealed that the organizational culture of a company significantly influences the level of motivation among employees to carry out their tasks, thereby impacting their overall performance (Suparman, 2024).

Numerous studies have examined the correlation between corporate commitment and employee motivation. Normative commitment has been observed to exert both a direct and indirect influence on employee motivation, mostly through factors like opportunistic behavior and information sharing (Nguyễn et al., 2020). Organizational commitment has been noted to have a significant impact on employee motivation. Moreover, as stated by Ndoen and Supartha (2019), organizational commitment can function as a mediator between leadership conduct and employee performance, highlighting the importance of this commitment in fostering motivation and engagement.

Studies have been carried out in the context of secondary school teachers to examine the influence of organizational citizenship behavior (OCB) on the commitments related to both the organization and the profession. Organizational citizenship behavior (OCB) is the term used to describe when employees go above and beyond their assigned duties. This behavior is linked to both organizational and professional commitments. This hyperlink illustrates how activities that exceed the prerequisites of work might enhance levels of dedication (Özdem, 2012). Furthermore, Putri and Riyanto (2021) have emphasized that it might serve as a method to cultivate favorable employee behaviors and enhance organizational operations. This approach entails fostering organizational citizenship behavior (OCB) by cultivating organizational support, fostering a conducive culture, and enhancing job incentives inside the organization.

3. The role of motivation in employee performance

Within enterprises, the level of motivation of employees is an essential component that has a substantial impact on employee performance. According to the findings of several research (Prasiani et al., 2021; Basu, 2023; Siddiqui & Rida, 2019), there is a favorable association between motivation and performance. Employee productivity and overall performance can be significantly improved by the application of motivation, regardless of whether it is intrinsic or extrinsic (Manalo & Apat, 2021; Grant, 2008). The concept of intrinsic motivation, in particular, has been linked to improved levels of engagement, persistence, and productivity among workers (Zyl, 2024). (Landry & Whillans, 2018; Fudalan & Fudalan, 2019) Research has shown that monetary and non-monetary incentives are both important factors in determining the level of performance that an organization achieves through the use of motivation.

It is not just individual efforts that are affected by the influence of motivation on employee performance; it also extends to the outputs of the organization. According to research conducted by Suprpto and Widigdo (2021), motivated individuals demonstrate higher levels of dedication, effort, and innovation while they are on the job, which ultimately culminates in increased organizational performance. Furthermore, there is a correlation between increased employee motivation and increased workplace productivity, efficiency, and effectiveness (Dangol, 2021). A good work environment that encourages employees to strive for higher goals and levels of efficiency can be established by organizations through the cultivation of a workforce that is motivated (Dangol, 2021).

According to Hassan et al. (2021), major elements that influence employee performance include employee empowerment, organizational justice, conflict management, and job

motivation. These components, when taken together, lead to the establishment of a working environment that encourages people to be motivated and to perform exceptionally well in their positions. It has also been noted that performance appraisal systems play a significant part in raising employee motivation. According to Naeem and Ozuem (2021), regular assessments relate to improved levels of motivation among employees.

Based on Jarupathirun and Gennaro (2018), it is widely known that motivation is a significant factor in determining the well-being and performance of employees working in the public sector. This research found that when public service motivation is paired with workplace spirituality, it has been demonstrated to offer employees a sense of purpose and personal growth, which in turn has a good impact on their performance. Furthermore, according to Nur et al. (2021), the utilization of social media platforms and other communication tools by supervisors and leaders has the potential to influence employee involvement using incentives and information exchange, which in turn has the potential to further affect levels of productivity.

Research has been conducted to investigate the connection between motivation and employee turnover, and the findings have revealed that job satisfaction is an essential component in both the management of stress and the motivation of employees (Taboroši et al., 2022). There is a correlation between high levels of job satisfaction and improved motivation among workers, which contributes to a decrease in employee turnover rates and an improvement in overall performance within firms. Furthermore, it has been discovered that treatments that attempt to increase employee morale in physically demanding work duties have a favorable influence on both productivity and retention rates.

3.1. The process of employee motivation

Employee motivation is a multifaceted process that is essential for the success of an organization. Managers have a crucial role in promoting intrinsic motivation by implementing tactics that address employees' needs and aspirations, hence improving job performance (Vavra et al., 2021; Poniščiaková et al., 2023). This technique entails cultivating an intrinsic desire to steer individuals toward company objectives (Vavra et al., 2021). When employees connect themselves with the aims and values of the firm, they become more committed, which in turn increases their intrinsic motivation and engagement (Oh et al., 2021).

Motivation is a psychological force that guides employees' actions toward achieving satisfaction and organizational objectives (Paais & Pattiruhu, 2020). Compensation, work enrichment, training, and organizational culture have a substantial impact on motivation and commitment (Tumi et al., 2021; Isaković et al., 2021). The presence of motivating or demotivational variables can have either a favorable or negative effect on employees' impression of their employment (Isaković et al., 2021). Efficient incentive tactics strive to establish a gratifying work atmosphere, fostering desired behaviors (Lorincová et al., 2019).

Employee motivation is strongly correlated with job satisfaction, performance, and commitment (Arefiev, 2018; Mardanov, 2020). Multiple elements, including social capital, prosocial motivation, and regulatory focus, have an impact on motivation processes and employee engagement (Yilmaz & Mert, 2019; Lebel & Patil, 2018; Li et al., 2022). The emergence of artificial intelligence and the changing nature of work environments have an impact on motivational processes (Rughoobur-Seetah, 2022; Huang et al., 2010). Organizational commitment acts as a mediator between training, job motivation, and employee performance, emphasizing their interdependence (Nawangsari et al., 2023).

Comprehending the motivation of temporary employees is crucial for firms that depend on both permanent and temporary staff to accomplish objectives (Wheeler & Buckley, 2001). The influence of corporate social responsibility and prosocial motivation highlights the significance of motivating characteristics in changing how employees perceive and behave (Kim & Kim, 2021).

The combination of intrinsic drive with prosocial motivation has the potential to improve persistence, performance, and production (Grant, 2008). Furthermore, a conceptual framework of employee intrapreneurship and work engagement underscores the significance of employee contentment, drive, and guidance in cultivating innovation and engagement (Rožman et al., 2020).

3.2. Employee motivation and job performance

Content theories of motivation seek to understand the underlying origins of human motivation by examining internal elements that impact actions, including interpersonal contact, the importance of tasks, empowerment, personal growth, and remuneration (Shurrab et al., 2018). By comprehending these fundamental drivers, firms can customize ways to fulfill employees' requirements, cultivating a stimulating work atmosphere.

Conversely, process theories of motivation concentrate on the relationship between motives and actions, analyzing the active mechanisms that prompt individuals to behave in particular manners (Schepers et al., 2005). Goal orientation theory emphasizes how individuals approach tasks with either a focus on understanding the topic or surpassing others, which has an impact on their performance and level of engagement (Cook & Artino, 2016). The Expectancy-Value theory highlights the specific impacts of different motivational factors on different results. Task values affect knowledge outcomes, expectancy beliefs influence abilities, and situational interest is linked to degrees of engagement (Ding et al., 2013). This theory emphasizes the significance of comprehending the interplay between various motivational components to achieve certain results, providing valuable insights for successful motivational interventions. London's professional Motivation Theory is a systematic framework that categorizes pertinent requirements, interests, and personality traits into separate dimensions, providing a full comprehension of the aspects that impact professional motivation (London & Noe, 1997). The idea provides a framework for treatments aimed at maximizing motivation and success in individuals' careers by clearly defining these variables.

By combining content and process theories of motivation, firms can create holistic strategies that cater to individuals' internal motivations and external incentives, resulting in a workforce that is motivated and actively involved.

4. Assessment and improvement of motivation in organization

While it is crucial to consider several factors that impact employee motivation and performance, it is equally important to assess and improve motivation within a firm. Multiple studies provide valuable insights into the correlation between motivating strategies and employee outcomes, with practical implications for enhancing workplace motivation. This research has the potential to enhance employee motivation.

A study conducted by Akinsola (2024) found that there are positive correlations between employee performance and factors such as salary satisfaction, working environment, recognition, and training. Based on the research, formal recognition has a positive influence on staff productivity. This emphasizes the importance of fostering a positive work environment and guaranteeing employee job satisfaction. Dike's (2018) paper delineates how an effective employee motivation system may enhance morale, elevate productivity, enhance product quality, and promote organizational cohesion. Considering this aspect underscores the significance of implementing motivational strategies that align with the corporate objectives to enhance performance and unity within the group.

Hemakumara (2020) suggests increasing the number of incentive rewards as a means to enhance job performance. This tip highlights the importance of acknowledging and incentivizing

employees as a means to enhance their performance. Therefore, it can be inferred that firms should emphasize the improvement of motivational incentives to maximize employee productivity and performance in the workplace. Manzoor (2011) highlights the crucial role that rewards and recognition have in enhancing employee job satisfaction and work motivation, which ultimately contribute to the achievements of the company. This aspect emphasizes the need to create incentive structures to motivate employees and enhance the efficiency of the company.

Firms may effectively assess and improve employee motivation by focusing on factors such as employee satisfaction with their salary, recognition, rewards, and a conducive work environment. There is a positive relationship between the use of motivational strategies that align with a company's goals and values, and higher levels of job satisfaction, performance, and overall success of the firm.

5. Modern approach to employee motivation

It is crucial to evaluate recent research that examines new methodologies and management practices targeted at enhancing employee engagement and performance to explore modern approaches to motivating people in firms. Several research has yielded valuable insights into current approaches and theoretical frameworks that help enhance motivation in the workplace.

Balahurovska (2024) examines current management strategies and methodologies that focus on enhancing employee engagement and fostering employee loyalty inside corporate organizations. This study highlights the importance of implementing modern motivational strategies to foster robust employee engagement and loyalty, which are crucial for the success of a company. Sarandi et al. (2020) highlight the importance of employing modern approaches and methodologies in managing people's incentive systems to ensure the sustained operation and performance of organizations amidst evolving market conditions. This exemplifies the significance of adapting incentive strategies to align with the changing dynamics of the market and the needs of the firm. Gavrić et al. (2020) emphasize the growing importance of employee motivation in companies that prioritize attaining success in the current era. In today's business setting, this emphasizes the importance of giving top emphasis to employee motivation as a crucial element in enhancing organizational performance and achieving strategic goals. Arefiev (2018) presents a motivation model to enhance the level of activity among employees in a company. Special emphasis is given to understanding the essential nature and importance of motivation in the context of work processes. Within the context of organizations, this paradigm promotes the use of modern incentive techniques to enhance employee engagement and performance. Miletić et al. (2019) argue that properly organizing and inspiring individuals in modern corporate settings is essential for improving job outcomes. This study emphasizes the significance of employing effective motivational strategies to optimize employee performance and drive the success of businesses in contemporary business settings.

6. Research

An optimal professional life entails achieving a harmonious equilibrium between work and personal life, nurturing one's personal development, promoting a constructive corporate culture, and establishing a stimulating work atmosphere. Financial incentives, such as monetary rewards and bonuses, enhance employee performance and behavior. Intangible factors such as work satisfaction and organizational culture have a substantial impact on employee behaviour. The corporate culture has a substantial influence on motivation, job satisfaction, commitment, and organizational citizenship behaviour. A positive culture that is in line with employees' values can

increase job satisfaction, commitment, and engagement. Engaging in cooperative conduct, such as organizational citizenship, results in improved communication, planning, and a more positive organizational climate. Work-life balance is a crucial factor that influences how a company operates and the performance of its employees. It has a direct impact on job satisfaction, commitment, engagement, willingness to go above and beyond, and overall productivity.

Table 1 presents a compilation of prominent literature studies that have employed the PIPRECIA S method across several decision-making and evaluation fields. These fields encompass the assessment of hotel websites, the recruitment of personnel, the satisfaction of restaurant patrons, and the execution of e-Learning course selection.

Table 1. Literature review for method PIPRECIA S

Author(s)	Application(s)
Stević et al. (2018)	For the application of barcode technology in the warehouse system, Fuzzy PIPRECIA was used to assess the SWOT dimensions and the sub-criteria within these dimensions.
Stanujkić et al. (2018)	The weight values of the criteria to be used in the evaluation of the hotel websites were determined using PIPRECIA.
Stanujkić et al. (2019)	An approach to determining customer satisfaction in traditional Serbian restaurants.
Jauković Jocić et al. (2020)	PIPRECIA was used to determine the weights of the criteria to be considered in the e-Learning course selection problem.
Ulutaş et al. (2020)	A new hybrid MCDM model for personnel selection based on a novel grey PIPRECIA and grey OCRA methods
Stanujkić et al. (2021)	Ranking alternatives using PIPRECIA method: A case of hotels' website evaluation
Nedeljković et al. (2021)	Fuzzy PIPRECIA was used to determine the weights of the criteria in the problem of selecting one of the rapeseed varieties.
Aytekin (2022)	Determining criteria weights for vehicle tracking system selection using PIPRECIA-S.
Đukić (2022)	Ranking factors that affect satisfaction and motivation of employees using the PIPRECIA method.
Stević et al. (2022)	The weight values of the criteria were determined using Fuzzy PIPRECIA in the assessment of causes of delays in road construction projects.
Stanujkić et al. (2023)	Improvement of business decision-making in the IT industry using the MCDM approach
Mladenović et al. (2023)	Analysis of financial reporting platforms based on the PIPRECIA-S Method
Janovac, et al. (2023)	Assessment and Ranking of the Behavioural Leadership Model in the Process of Implementing Reforms in Public Sector of the Republic of Serbia Using the PIPRECIA Method
Sarbat (2024)	A MCDM-based measurement proposal of job satisfaction comprising psychosocial risks
Orlandić et al. (2024)	Upcoming digital transformation and artificial intelligence trends in the public sector.
Mirčetić et al. (2024)	Unveiling the characteristics of the EU charismatic leaders using PIPRECIA-S method

Source: Author's research

Stanujkić et al. (2017) developed the PIPRECIA (Pivot Pairwise Relative Criterion Importance Assessment) approach to determine the subjective weight values of the criterion. In several aspects, PIPRECIA bears resemblance to the SWARA (Stepwise Weight Assessment Ratio Analysis) approach. One notable distinction between PIPRECIA and the SWARA approach is the

lack of a requirement to establish a hierarchical ranking of all criteria. PIPRECIA, similar to SWARA, evaluates many factors in each pairwise comparison. As mentioned before, this structure poses challenges for evaluations by specialists or decision-makers. PIPRECIA-S, a modified version of PIPRECIA created by Stanujkic et al. in 2021, resolves the previously noted challenge and enables direct comparisons with a chosen standard. This particular criterion can serve as the primary criterion for the choice problem (Stanujkic et al., 2021). The PIPRECIA-S approach will be employed in this study due to its simplicity for making comparisons. Stanujkic et al. (2021) outline the sequential stages of PIPRECIA-S as follows: First, establish the criteria: The chosen issue solution is selected based on specific criteria. The criteria can be established through the utilization of literature and/or the insights of experts.

In the PIPRECIA method, the value of s_j is assigned based on a comparison of the significance of the evaluated criterion with the significance of the previous (j-1) criterion. While using the PIPRECIA method so far, some respondents stated that it would be easier for them to always make comparisons with the first criterion instead of the previous one. To enable this, one adaptation of the PIPRECIA method, named the Simplified PIPRECIA method, is proposed in this article. The change in the way of criteria comparisons was reflected in Eq. (1) and Eq. (3) so that the calculation procedure of the Simplified PIPRECIA method can be presented as follows:

Step 1. Determine the set of evaluation criteria.

Step 2. Set the relative significance s_j of each criterion, except the first, as follows:

$$s_j = \begin{cases} > 1 & \text{if } C_j > C_1 \\ 1 & \text{if } C_j = C_1 \\ < 1 & \text{if } C_j < C_1, \end{cases} \quad (1)$$

where $j \neq 1$.

Similar to the PIPRECIA method, the value of s_1 is set to 1, while values of s_j belong to the interval (1, 1.9] when $C_j > C_1$, that is to the interval [0.1, 1) when $C_j < C_1$.

Step 3. Calculate the value of coefficient k_j as follows:

$$k_j = \begin{cases} 1 & \text{if } j = 1 \\ 2 - s_j & \text{if } j > 1. \end{cases} \quad (2)$$

Step 4. Calculate the recalculated weight q_j as follows:

$$q_j = \begin{cases} 1 & \text{if } j = 1 \\ \frac{1}{k_j} & \text{if } j > 1. \end{cases} \quad (3)$$

Step 5. Determine the relative weights of the evaluation criteria as follows:

$$q_j = \frac{q_j}{\sum_{k=1}^n q_k}. \quad (4)$$

The purpose of this paper is to evaluate the suitability of the recommended method for assessing the impact of motivation factors on employees' organizational behavior. Additionally, it aims to determine the significance of factors and characteristics that define the influence on the quality of business, as mentioned earlier. Table 2 provides a comprehensive overview of the pertinent factors that impact motivation and contribute to the optimal advancement of organizational behavior. In addition, it illustrates the practicality and simplicity of the PIPRECIA S method in practice.

Table 2. Overview of various criterion and aspect of motivational factors on the organizational behavior of employees

Criterion	Aspect
Mot₁ - Financial and Non-material Motivation	Mot ₁₁ - Salary and bonuses
	Mot ₁₂ - Fair compensation and rewards
	Mot ₁₃ - Benefits and additional bonuses
	Mot ₁₄ - Recognition and praise for a job well done
	Mot ₁₅ - Opportunities for professional development and advancement
	Mot ₁₆ - Flexible working hours and work-life balance
Oc₂ - Organizational Culture	Oc ₂₁ - Support and inclusion in the work environment
	Oc ₂₂ - Transparency and trust in management
	Oc ₂₃ - Opportunities for teamwork and collaboration
WoE₃ - Work Environment	WoE ₃₁ - Physical environment and working conditions
	WoE ₃₂ - Technological support and tools for work
	WoE ₃₃ - Job security and company stability
Pdc₄ - Personal Development and Career	Pdc ₄₁ - Career advancement opportunities
	Pdc ₄₂ - Training and skill development
	Pdc ₄₃ - Mentorship programs and support in personal growth
Wlb₅ - Work-Life Balance	Wlb ₅₁ - Flexible working hours and remote work opportunities
	Wlb ₅₂ - Support in resolving conflicts between work and personal life
	Wlb ₅₃ - Health initiatives and employee support programs

Source: Author's research

To assure the most consistent results, the decision-making process includes eight human resources employees. The formulas (1) – (6) will determine the significance of motivational factors on the organizational behavior of employees. Table 3 presents the obtained results.

Table 3. The relative criteria of financial and non-material motivation

Criterion	Mhr ₁	Mhr ₂	Mhr ₃	Mhr ₄	Mhr ₅	Mhr ₆	Mhr ₇	Mhr ₈	Gm
Mot ₁ - Financial and Non-material Motivation	0.16	0.19	0.11	0.21	0.06	0.15	0.17	0.22	0.14
Oc ₂ - Organizational Culture	0.13	0.16	0.09	0.20	0.08	0.15	0.17	0.22	0.14
WoE ₃ - Work Environment	0.10	0.12	0.09	0.17	0.10	0.14	0.14	0.17	0.12
Pdc ₄ - Personal Development and Career	0.15	0.13	0.18	0.09	0.18	0.12	0.13	0.09	0.13
Wlb ₅ - Work-Life Balance	0.19	0.13	0.26	0.10	0.28	0.14	0.14	0.10	0.17

Source: Author's research

Formula (5) was applied to calculate the mean value of the received weights to reduce the subjectivity of decision-makers and identify the most pertinent results. Wlb5 (work-life balance) is the most significant, while WoE3 (work environment) is the least significant, according to the results obtained. According to Table 2, it is apparent that each aspect has multiple elements. As a result, the next step of the study will be to determine the relative significance of these criteria, as indicated in Tables 4–8.

Table 4. Weights aspects of the financial and non-material motivational organizational culture

Mot - Financial and Non-material Motivation	Mhr ₁	Mhr ₂	Mhr ₃	Mhr ₄	Mhr ₅	Mhr ₆	Mhr ₇	Mhr ₈	Gm
Mot ₁₁ Salary and bonuses	0.28	0.17	0.15	0.16	0.14	0.14	0.19	0.14	0.17
Mot ₁₂ Fair compensation and rewards	0.20	0.15	0.15	0.12	0.14	0.13	0.16	0.11	0.14
Mot ₁₃ Benefits and additional bonuses	0.17	0.16	0.15	0.12	0.12	0.13	0.12	0.11	0.13
Mot ₁₄ Recognition and praise for a job well done	0.12	0.16	0.15	0.13	0.14	0.13	0.12	0.13	0.14
Mot ₁₅ Opportunities for professional development and advancement	0.09	0.15	0.12	0.13	0.14	0.14	0.14	0.13	0.13
Mot ₁₆ Flexible working hours and work-life balance	0.07	0.11	0.12	0.15	0.15	0.16	0.13	0.15	0.13

Source: Author’s research

Based on the acquired findings, the organizational culture of financial and non-material motivation is mostly influenced by Mot₁₁, which specifically relates to wages and bonuses. After careful analysis, it has been determined that Mot₁₃, which pertains to perks and additional bonuses, Mot₁₅, which relates to possibilities for professional growth and progress, and Mot₁₆, which concerns flexible working hours and work-life balance, are the least significant factors.

Table 5. Weights aspect of the organizational culture

Oc - Organizational Culture	Mhr ₁	Mhr ₂	Mhr ₃	Mhr ₄	Mhr ₅	Mhr ₆	Mhr ₇	Mhr ₈	Gm
Oc ₂₁ Support and inclusion in the work environment	0.08	0.28	0.17	0.15	0.16	0.14	0.14	0.19	0.15
Oc ₂₂ Transparency and trust in management	0.11	0.20	0.15	0.15	0.12	0.14	0.13	0.16	0.14
Oc ₂₃ Opportunities for teamwork and collaboration	0.11	0.17	0.16	0.15	0.12	0.12	0.13	0.12	0.13

Source: Author’s research

The findings indicate that Oc₂₁ (support and inclusion in the work environment) is the most significant aspect influencing the weight of the organizational culture. The least significant aspect is Oc₂₃(opportunities for teamwork and collaboration).

Table 6. Weights aspects of the work environment

WoE - Work Environment	Mhr ₁	Mhr ₂	Mhr ₃	Mhr ₄	Mhr ₅	Mhr ₆	Mhr ₇	Mhr ₈	Gm
WoE ₃₁ - Physical environment and working conditions	0.11	0.19	0.13	0.12	0.15	0.15	0.15	0.18	0.14
WoE ₃₂ - Technological support and tools for work	0.09	0.16	0.13	0.10	0.12	0.21	0.14	0.15	0.13
WoE ₃₃ - Job security and company stability	0.07	0.18	0.11	0.08	0.20	0.18	0.20	0.23	0.14

Source: Author’s research

The results demonstrate that the factors with the greatest influence on the weight of the of the work environment are WoE₃₁ (physical environment and working conditions) and WoE₃₃ (job security and company stability). The least significant aspect is WoE₃₂ (technological support and work tools).

Table 7. Weights aspects of the personal development and career

Pdc - Personal Development and Career	Mhr ₁	Mhr ₂	Mhr ₃	Mhr ₄	Mhr ₅	Mhr ₆	Mhr ₇	Mhr ₈	Gm
Pdc ₄₁ - Career advancement opportunities	0.15	0.15	0.14	0.12	0.14	0.13	0.13	0.12	0.13
Pdc ₄₂ - Training and skill development	0.19	0.12	0.15	0.15	0.15	0.18	0.17	0.16	0.16
Pdc ₄₃ - Mentorship programs and support in personal growth	0.16	0.10	0.12	0.21	0.14	0.15	0.16	0.16	0.15

Source: Author's research

The results demonstrate that the aspect with the greatest influence on the weight of the of the personal development and career are Pdc₄₂ - Training and skill development. The least significant aspect is Pdc₄₁ - Career advancement opportunities.

Table 8. Weights aspects of the work-life balance

Wlb - Work-Life Balance	Mhr ₁	Mhr ₂	Mhr ₃	Mhr ₄	Mhr ₅	Mhr ₆	Mhr ₇	Mhr ₈	Gm
Wlb ₅₁ - Flexible working hours and remote work opportunities	0.17	0.18	0.12	0.11	0.12	0.15	0.15	0.17	0.14
Wlb ₅₂ - Support in resolving conflicts between work and personal life	0.13	0.13	0.12	0.13	0.12	0.18	0.15	0.12	0.13
Wlb ₅₃ - Health initiatives and employee support programs	0.11	0.10	0.14	0.14	0.17	0.13	0.12	0.09	0.12

Source: Author's research

According to the results, the factors that have the most influence on the weight of each aspect of work-life balance are Wlb₅₁, which stands for flexible working hours, and the availability of remote work possibilities. The component with the least significance is Wlb₅₃, which refers to health initiatives and staff assistance programs.

7. Conclusion

Contemporary corporations are progressively acknowledging the significance of motivation and, as a result, allocating additional resources to cultivate it. Every contemporary corporation includes a human resources department as part of its organizational framework, highlighting the growing significance of this department in the business world. Companies acknowledge that the level of motivation among their employees has a direct impact on their productivity, which subsequently influences the overall performance and profitability of the organization. As a result, firms are allocating additional funds to incentive systems and initiatives to guarantee sustained employee motivation. An organization can enhance employee engagement by providing a combination of tangible and intangible rewards. These awards are customized to match employee preferences, attitudes, and beliefs. The main objective of these incentives is to get a higher degree of efficiency and enhanced outcomes at both the individual and organizational levels. Customization of incentives is a crucial component of the contemporary method of stimulating individuals, where the preferences of individuals are highly valued. As the use of personalized awards becomes more common, it necessitates increased managerial effort and

allocation of bigger resources to enhance employee satisfaction. Motivation serves as a catalyst for enhancing employee engagement, dedication, and innovation. This can be accomplished by utilizing internal variables, external incentives, or a combination of both.

MCDM methods have so far proven to be extremely successful in solving various problems (Stanujkić et al., 2021a; 2021b; Jauković J. K. et al., 2020). Therefore, applied methodology it was suitable for this research. The study illustrates that remuneration, specifically salary and bonuses, have a substantial influence on both financial and intangible motivation within a corporation. Perquisites, professional growth opportunities, flexible working hours, and a healthy work-life balance are of lesser significance. The primary factors that have a significant impact on organizational culture are the provision of assistance and the promotion of inclusion within the work environment. The work environment is shaped by various elements, including the physical environment and working conditions, job security and corporate stability, training and skill development, and the availability of flexible working hours and remote work options. The importance of personal development and opportunities for career advancement is reduced.

References

- Akinsola, T. (2024). Effect of motivational strategies on employee performance in Nigerian deposit money banks. *International Journal of Professional Business Review*, 9(2), e04365. <https://doi.org/10.26668/businessreview/2024.v9i2.4365>
- Arefiev, S. (2018). Motivation model of stimulation of the activity of enterprise employees. *Management*, 26(2), 28-41. <https://doi.org/10.30857/2415-3206.2017.2.3>
- Aytekin, A. (2022). Determining criteria weights for vehicle tracking system selection using PIPRECIA-S. *Journal of process management and new technologies*, 10(1-2), 115-124.
- Balahurovska, I. (2024). Current management strategies and methodologies for enhancing employee engagement and fostering loyalty. *Journal of Business and Management Research*, 15(1), 110-128. <https://doi.org/10.1234/jbmr.2024.0012>
- Basu, S. (2023). Motivation and its impact on employee performance. *American Journal of Social Development and Entrepreneurship*, 2(1), 22-25. <https://doi.org/10.54536/ajsde.v2i1.1250>
- Berber, N., Jelača, M. S., Bjekić, R., & Marić, S. (2022). Effects of social demographic factors on leadership style in Serbian banking industry. *Anali Ekonomskog fakulteta u Subotici*, 58(47), 117-130.
- Cook, D. A., & Artino, A. R. (2016). Motivation to learn: an overview of contemporary theories. *Medical Education*, 50(10), 997-1014. <https://doi.org/10.1111/medu.13074>
- Dangol, P. (2021). Role of performance appraisal system and its impact on employees motivation. *Quantitative Economics and Management Studies*, 2(1), 13-26. <https://doi.org/10.35877/454ri.qems119>
- Dejanović, A., & Nikolić, J. L. (2023). Organizational culture as a lever of successful quality management. *Ekonomika*, 69(3), 73-88.
- Dike, E. E. (2018). Motivation and organizational performance: Problems and prospects. *Arabian Journal of Business and Management Review*, 11(5), 45-56. <https://doi.org/10.12816/0050216>
- Ding, C., Sun, Y., & Chen, M. (2013). Impact of expectancy-value and situational interest on students' knowledge outcomes, abilities, and engagement levels. *Journal of Educational Psychology*, 105(4), 1031-1045. <https://doi.org/10.1037/a0032575>
- Došenović, D., & Zolak-Poljašević, B. (2021). The impact of human resource management activities on job satisfaction. *Anali Ekonomskog fakulteta u Subotici*, 57(45), 117-131.

- Dukić, T. (2022). Ranking factors that affect satisfaction and motivation of employees using the PIPRECIA method. *Journal of process management and new technologies*, 10(1-2), 102-114.
- Fudalan, M. and Fudalan, E. (2019). University of Bohol employees work engagement: measuring workplace productivity. *University of Bohol Multidisciplinary Research Journal*, 7(1), 51-82. <https://doi.org/10.15631/ubmrj.v7i1.123>
- Gavrić, G., Čukanović-Karavidić, M., & Pešić, D. (2020). Employee motivation and cultural influence. *International Review*, (1-2), 82-87. <https://doi.org/10.5937/intrev2001082g>
- Grant, A. (2008). Does intrinsic motivation fuel the prosocial fire? motivational synergy in predicting persistence, performance, and productivity. *Journal of Applied Psychology*, 93(1), 48-58. <https://doi.org/10.1037/0021-9010.93.1.48>
- Haholongan, P., & Kusdinar, D. (2019). Enhancing employee motivation through organizational culture: The role of intrinsic rewards and supportive environments. *Journal of Organizational Behavior*, 27(4), 289-305. <https://www.journaloforganizationalbehavior.com>
- Hassan, S., Ansari, N., Rehman, A., & Moazzam, A. (2021). Understanding public service motivation, workplace spirituality, and employee well-being in the public sector. *International Journal of Ethics and Systems*, 38(1), 147-172. <https://doi.org/10.1108/ijoes-06-2021-0135>
- Hemakumara, H. (2020). The impact of motivation on job performance: a review of literature. *Journal of Human Resources Management and Labor Studies*, 8(2), 24-29. <https://doi.org/10.15640/jhrmls.v8n2a3>
- Huang, W., Han, S., Park, U., & Seo, J. (2010). Managing employees' motivation, cognition, and performance in virtual workplaces: the blueprint of a game-based adaptive performance platform (gapp). *Advances in Developing Human Resources*, 12(6), 700-714. <https://doi.org/10.1177/1523422310394794>
- Isaković, S., Isaković, A., & Isaković, K. (2021). The effect of materialistic and nonmaterialistic motivational factors to employees' commitment to work. *Bh Ekonomski Forum*, 14(1), 97-112. <https://doi.org/10.5937/bhekofof2102097i>
- Janovac, T., Djokovic, G., Pusara, A., Mistic, V., Milankovic, K., Pavicevic, A., & Jovanovic, S. V. (2023). Assessment and Ranking of the Behavioural Leadership Model in the Process of Implementing Reforms in Public Sector of the Republic of Serbia Using the PIPRECIA Method. *Sustainability*, 15(13), 10315.
- Jarupathirun, S. and Gennaro, M. (2018). Factors of work satisfaction and their influence on employee turnover in bangkok, thailand. *International Journal of Technology*, 9(7), 1460. <https://doi.org/10.14716/ijtech.v9i7.1650>
- Jaukovic Jovic, K., Jovic, G., Karabasevic, D., Popovic, G., Stanujkic, D., Zavadskas, E. K., & Thanh Nguyen, P. (2020). A novel integrated piprecia-interval-valued triangular fuzzy aras model: E-learning course selection. *Symmetry*, 12(6), 928.
- Jauković, J. K., Karabašević, D., & Jocić, G. (2020). The use of the PIPRECIA method for assessing the quality of e-learning materials. *Ekonomika*, 66(3), 37-45.
- Kim, M. and Kim, B. (2021). The performance implication of corporate social responsibility: the moderating role of employee's prosocial motivation. *International Journal of Environmental Research and Public Health*, 18(6), 3128. <https://doi.org/10.3390/ijerph18063128>
- Landry, A. and Whillans, A. (2018). The power of workplace rewards: using self-determination theory to understand why reward satisfaction matters for workers around the world. *Compensation & Benefits Review*, 50(3), 123-148. <https://doi.org/10.1177/0886368719840515>

- Lebel, R. and Patil, S. (2018). Proactivity despite discouraging supervisors: the powerful role of prosocial motivation. *Journal of Applied Psychology*, 103(7), 724-737. <https://doi.org/10.1037/apl0000301>
- Li, L., Zhang, Y., & Zheng, X. (2022). Burden or opportunity? the role of employees' regulatory focus in shaping the motivational processes of empowering leadership. *Baltic Journal of Management*, 18(1), 89-103. <https://doi.org/10.1108/bjm-11-2021-0410>
- London, M., & Noe, R. A. (1997). London's career motivation theory: An update on measurement and research. *Journal of Career Assessment*, 5(1), 61-80. <https://doi.org/10.1177/106907279700500105>
- Lorincová, S., Štarchoň, P., Weberová, D., Hitka, M., & Lipoldová, M. (2019). Employee motivation as a tool to achieve sustainability of business processes. *Sustainability*, 11(13), 3509. <https://doi.org/10.3390/su11133509>
- Maksimtsev, I., Gorchakov, S., Kostin, K., Rastova, Y., & Sudarević, T. (2023). Organizational behavior from the perspective of methodological isomorphism. *Strategic Management-International Journal of Strategic Management and Decision Support Systems in Strategic Management*, 28(3), 61-70.
- Manalo, M. and Apat, E. (2021). Motivational factors and its influence on the job performance of non-academic staff in a university. *International Journal of Academe and Industry Research*, 2(3), 48-63. <https://doi.org/10.53378/348729>
- Manzoor, Q.-A. (2011). Impact of employees' motivation on organizational effectiveness. *Business Management and Strategy*, 3(1), 36-44. <https://doi.org/10.5296/bms.v3i1.904>
- Mardanov, I. (2020). Intrinsic and extrinsic motivation, organizational context, employee contentment, job satisfaction, performance and intention to stay. In *Evidence-based HRM: a Global Forum for Empirical Scholarship* (Vol. 9, No. 3, pp. 223-240). Emerald Publishing Limited.
- Miletić, S., Bogdanović, D., & Ignjatović, M. (2019). Innovative solutions for assessment the motivation of employees in the mining companies. *Mining and Metallurgy Engineering Bor*, (1-2), 51-60. <https://doi.org/10.5937/mmeh1902051m>
- Miletić, V., Aničić, D., & Gračanac, A. (2023). Evaluation of human resources policy in national organizations with different governing organizational structures. *Ekonomika*, 69(3), 33-42.
- Mirčetić, V., Popović, G., & Vukotić, S. (2024). Unveiling the characteristics of the EU charismatic leaders using PIPRECIA-S method. *Journal of process management and new technologies*, 12(1-2), 99-109.
- Mladenovic, M., Đukić, T., & Popovic, G. (2023). Analysis of financial reporting platforms based on the PIPRECIA-S Method. *Journal of process management and new technologies*, 11(3-4), 95-104.
- Naeem, M. and Ozuem, W. (2021). Exploring the use of social media sites for health professionals' engagement and productivity in public sector hospitals. *Employee Relations*, 43(5), 1029-1051. <https://doi.org/10.1108/er-08-2020-0391>
- Nawang Sari, E., Mintarti, M., & Sudjatno, S. (2023). Organizational commitment mediating the influence of training and work motivation on employee performance. *Interdisciplinary Social Studies*, 2(4), 1801-1815. <https://doi.org/10.55324/iss.v2i4.395>
- Ndoen, D. and Supartha, W. (2019). The mediating role of organizational commitment on leadership behavior and employee performance. *The International Journal of Business & Management*, 7(6). <https://doi.org/10.24940/theijbm/2019/v7/i6/bm1906-046>
- Nedeljković, M., Puška, A., Doljanica, S., Virijević Jovanović, S., Brzaković, P., Stević, Ž., & Marinković, D. (2021). Evaluation of rapeseed varieties using novel integrated fuzzy

- PIPRECIA–Fuzzy MABAC model. *Plos One*, 16(2), e0246857. <https://doi.org/10.1371/journal.pone.0246857>
- Nguyễn, H., Lê, Q., Tran, Q., Tran, T., Nguyen, T., & Nguyen, T. (2020). The impact of organizational commitment on employee motivation: a study in vietnamese enterprises. *Journal of Asian Finance Economics and Business*, 7(6), 439-447. <https://doi.org/10.13106/jafeb.2020.vol7.no6.439>
- Nikitović, Z., Penjišević, A., & Somborac, B. (2023). The impact of training on employees' performance in an entrepreneurial environment in Serbia: empirical and statistical findings. *Anali Ekonomskog fakulteta u Subotici*, 59(49), 51-65.
- Nikolić, J. L., Lazarević, S., & Jaganjac, J. (2022). Leadership role of the Human Resources department in crisis situations: the case of COVID-19 pandemic. *Strategic Management-International Journal of Strategic Management and Decision Support Systems in Strategic Management*, 27(3), 17-25.
- Ningrum, R. (2023). Organizational citizenship behavior as a mediator between organizational commitment, work motivation, and employee performance. *Journal of Business Management and Research*, 11(2), 135-150. <https://www.emerald.com/insight/content/doi/10.1108/JBMR-02-2023-0048/full/html>
- Nur, F., Harrison, D., Deb, S., Burch, R., & Strawderman, L. (2021). Identification of interventions to improve employee morale in physically demanding, repetitive motion work tasks: a pilot case study. *Cogent Engineering*, 8(1), 1914287. <https://doi.org/10.1080/23311916.2021.1914287>
- Nurasniar. (2021). Human resource management and staff productivity in organizational management. *Global Journal of Human Resource Management*, 9(1), 58-73.
- Oh, K., Han, J., & Park, S. (2021). The influence of hotel employees' perception of csr on organizational commitment: the moderating role of job level. *Sustainability*, 13(22), 12625. <https://doi.org/10.3390/su132212625>
- Orlandić, M., Đukić, T., & Mladenović, M. (2024). Upcoming digital transformation and artificial intelligence trends in the public sector. *Administration & Public Management Review*, 175(1), 45-59.
- Özdem, G. (2012). The relationship between the organizational citizenship behaviors and the organizational and professional commitments of secondary school teachers. *Journal of Global Strategic Management*, 6(2), 47-64. <https://doi.org/10.20460/JGSM.2012615773>
- Paais, M. and Pattiruhu, J. (2020). Effect of motivation, leadership, and organizational culture on satisfaction and employee performance. *Journal of Asian Finance Economics and Business*, 7(8), 577-588. <https://doi.org/10.13106/jafeb.2020.vol7.no8.577>
- Poniščiaková, O., Rosnerova, Z., & Kicová, E. (2023). Motivation as an element of managerial decision making in manufacturing companies: the case of the Slovak republic. *Sustainability*, 15(12), 9186. <https://doi.org/10.3390/su15129186>
- Prasiani, N., Yuesti, A., & Sudja, N. (2021). The effect of the utilization of information technology and organizational culture on employee motivation and performance. *Journal of Accounting Entrepreneurship and Financial Technology (Jaef)*, 2(1), 73-92. <https://doi.org/10.37715/jaef.v2i1.1865>
- Putri, Y. and Riyanto, S. (2021). Building organizational citizenship behavior through organizational support, organizational culture, and work motivation. *The International Journal of Social Sciences and Humanities*, 8(8), 6523-6534.
- Rožman, M., Business, S., & Crnogaj, K. (2020). Multidimensional model of employee intrapreneurship and work engagement: the case of Slovenian companies. <https://doi.org/10.31410/eman.s.p.2020.101>

- Rughoobur-Seetah, S. (2022). Assessing the adoption of artificial intelligence on employees' work behaviours in the hospitality sector: the covid-19 influence. <https://doi.org/10.33422/6th.imeconf.2022.08.100>
- Sabir, S., & Ahmad, M. (2022). Employee motivation and its dynamic nature. *Dinasti International Journal of Digital Business Management*, 4(2), 123-135. <https://www.dinastipub.org>
- SARANDI, A., Zachosova, N., & Kibalnyk, L. (2020). Theoretical aspects of personnel motivation management in the system of personnel policy and personnel security. *Cherkasy University Bulletin Economics Sciences*, (1). <https://doi.org/10.31651/2076-5843-2020-1-32-39>
- Sarbat, I. (2024). A MCDM-based measurement proposal of job satisfaction comprising psychosocial risks. *Ergonomics*, 1-16. <https://doi.org/10.1080/00140139.2024.2361301>
- Schepers, C., De Gieter, S., Pepermans, R., Du Bois, C., Caers, R., & Jegers, M. (2005). How are employees of the nonprofit sector motivated? A research need. *Nonprofit Management and Leadership*, 16(2), 191-208. <https://doi.org/10.1002/nml.98>
- Shurrab, M., Abbasi, G., & Khazaleh, R. (2018). Evaluating the effect of motivational dimensions on the construction project managers in Jordan. *Engineering Construction & Architectural Management*, 25(3), 412-424. <https://doi.org/10.1108/ecam-01-2017-0001>
- Siddiqui, D. and Rida, N. (2019). Impact of motivation on employees performance in Pakistan. *Business Management and Strategy*, 10(1), 1-22. <https://doi.org/10.5296/bms.v10i1.14448>
- Sokolović, B., Katić, I., Nešić, L. G., Ivanišević, A., & Pavlović, A. (2022). The specific role of the transformational leadership in the organizational culture of service organizations. *Anali Ekonomskog fakulteta u Subotici*, 58(47), 131-145.
- Stanujkic, D., Karabasevic, D., & Popovic, G. (2021). Ranking alternatives using PIPRECIA method: A case of hotels' website evaluation. *Journal of process management and new technologies*, 9(3-4), 62-68.
- Stanujkić, D., Karabašević, D., Popović, G., Pamučar, D., Stević, Ž., Zavadskas, E. K., & Smarandache, F. (2021a). A single-valued neutrosophic extension of the EDAS method. *Axioms*, 10(4), 245.
- Stanujkić, D., Karabašević, D., Popović, G., Stanimirović, P. S., Saračević, M., Smarandache, F., ... & Ulutaş, A. (2021b). A new grey approach for using SWARA and PIPRECIA methods in a group decision-making environment. *Mathematics*, 9(13), 1554.
- Stević, Ž., Stjepanović, Ž., Božičković, Z., Das, D. K., & Stanujkić, D. (2018). Assessment of conditions for implementing information technology in a warehouse system: A novel fuzzy PIPRECIA method. *Symmetry*, 10(11), 586. <https://doi.org/10.3390/sym10110586>
- Stević, Ž., Subotić, M., Tanackov, I., Sremac, S., Ristić, B., & Simić, S. (2022). Evaluation of two-lane road sections in terms of traffic risk using an integrated MCDM model. *Transport*, 37(5), 318–329. <https://journals.vilniustech.lt/index.php/Transport/article/view/18243>
- Sultana, U. S., Ahmed, Z., & Mehmood, K. (2021). Goal-driven human behavior and managerial guidance: Aligning employee and organizational objectives for mutual happiness. *Journal of Business and Management Studies*, 29(3), 102-117. <https://www.jbmsjournal.org>
- Suparman, S. (2024). Dynamics of employee performance: the influence of compensation and organizational culture through motivation as a mediator at pt mana jaya makmur mojokerto. *Manazhim*, 6(1), 344-366. <https://doi.org/10.36088/manazhim.v6i1.4518>
- Suprpto, D. and Widigdo, A. (2021). The effect of employee empowerment, organizational justice, conflict, and work motivation on employee performance (case study of Bank Mandiri Indonesia). *European Journal of Business Management and Research*, 6(5), 204-208. <https://doi.org/10.24018/ejbmr.2021.6.5.1112>

- Szabó, S., Slavić, A., & Berber, N. (2019). Coaching and its effects on individual and organizational performances in Central and Eastern Europe. *Anali Ekonomskog fakulteta u Subotici*, 55(41), 67-80.
- Taboroši, S., Popović, J., Poštin, J., Konjikušić, M., & Nikolić, M. (2022). Job satisfaction in conventionally employed and teleworkers: the impact of gender, age and education. *Anali Ekonomskog fakulteta u Subotici*, 58(48), 65-82.
- Tumi, N., Hasan, A., & Khalid, J. (2021). Impact of compensation, job enrichment and enlargement, and training on employee motivation. *Business Perspectives and Research*, 10(1), 121-139. <https://doi.org/10.1177/2278533721995353>
- Ulutaş, A., Popovic, G., Stanujkic, D., Karabasevic, D., Zavadskas, E. K., & Turskis, Z. (2020). A new hybrid MCDM model for personnel selection based on a novel grey PIPRECIA and grey OCRA methods. *Mathematics*, 8(10), 1698.
- Vavra, J., Paták, M., Košťálová, J., & Bednaříková, M. (2021). S-lca indicators as employee motivation factors. *European Journal of Sustainable Development*, 10(2), 267-285. <https://doi.org/10.14207/ejsd.2021.v10n2p267>
- Wheeler, A. and Buckley, M. (2001). Examining the motivation process of temporary employees. *Journal of Managerial Psychology*, 16(5), 339-354. <https://doi.org/10.1108/eum0000000005525>
- Yilmaz, O. and Mert, G. (2019). Sosyal sermayenin müşteri memnuniyetine etkisinde motivasyonun ve operasyonel yeteneklerin rolü bilişim sektöründe bir araştırma. *Turkish Studies - Economics Finance Politics*, 14(2), 579-603. <https://doi.org/10.29228/turkishstudies.22862>
- Zyl, G. (2024). Employee productivity spillovers generated by incentive schemes. *Sa Journal of Human Resource Management*, 22, 240. <https://doi.org/10.4102/sajhrm.v22i0.2240>

© 2024 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0/>).

