

MOTIVATING FACTORS IN TIMES OF NORMAL BUSINESS BEHAVIOUR AND IN TIME OF ECONOMIC CRISIS

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Motivating employees is one of the keys to provide their efficiency and quality of work.

In this research we wanted to establish the current situation of motivation of the employees in Croatian wood processing and furniture manufacturing companies in the time of crisis and compare it to normal economic behaviour.

We wanted this research to help managers in companies to address their efforts in motivating employees in a proper way to make a sustainable survival and development for their companies.

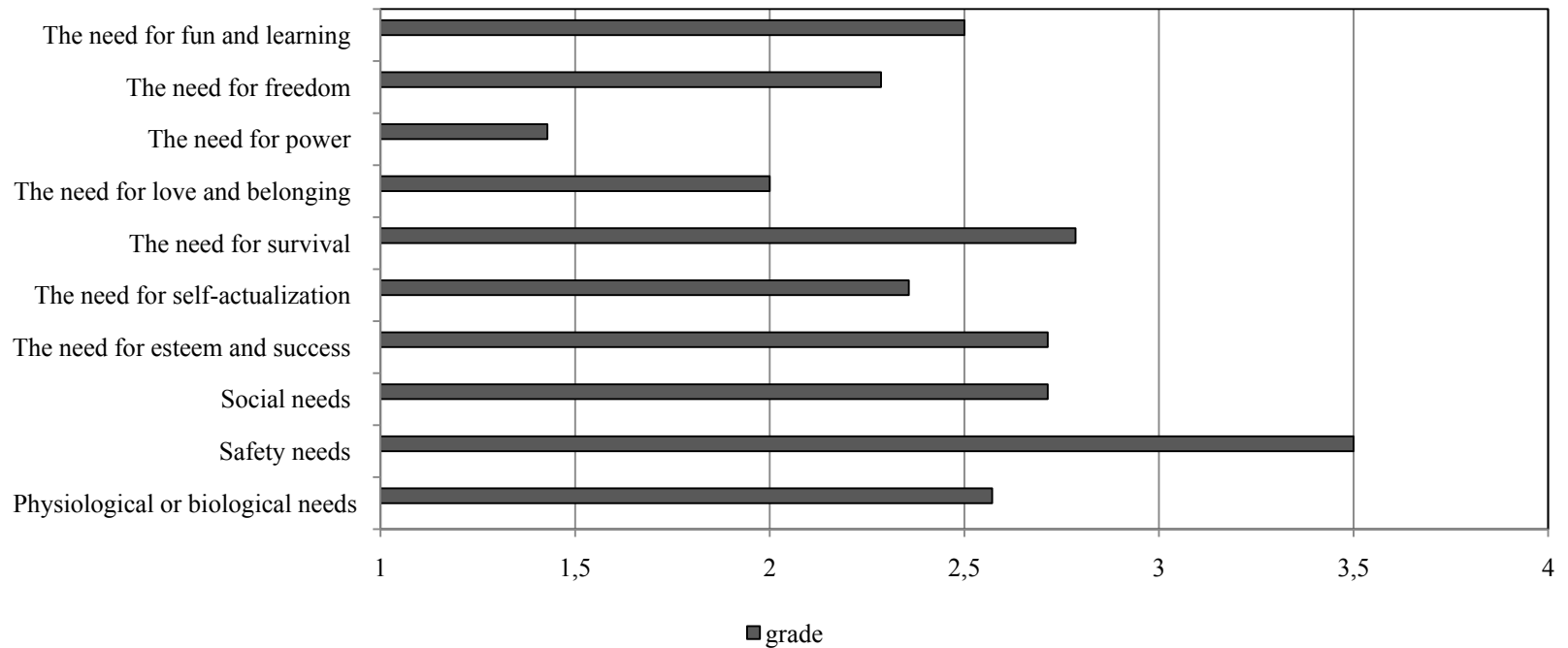
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- The information needed for the research was collected with questionnaires. Its purpose was to establish the actual condition in the field of employees' motivation in Croatian wood processing and furniture manufacturing companies in the time of economic crisis.
- Questions were of closed type and respondents were using Likert five or four-level scale of importance for each statement.
- The pool was conducted during the year 2010. As a communication channel we used the e-mail.
- The questionnaire was filled out by 14 Croatian randomly selected wood-industry companies of all sizes. Those were the same companies in which similar research was conducted in 2006.

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Results

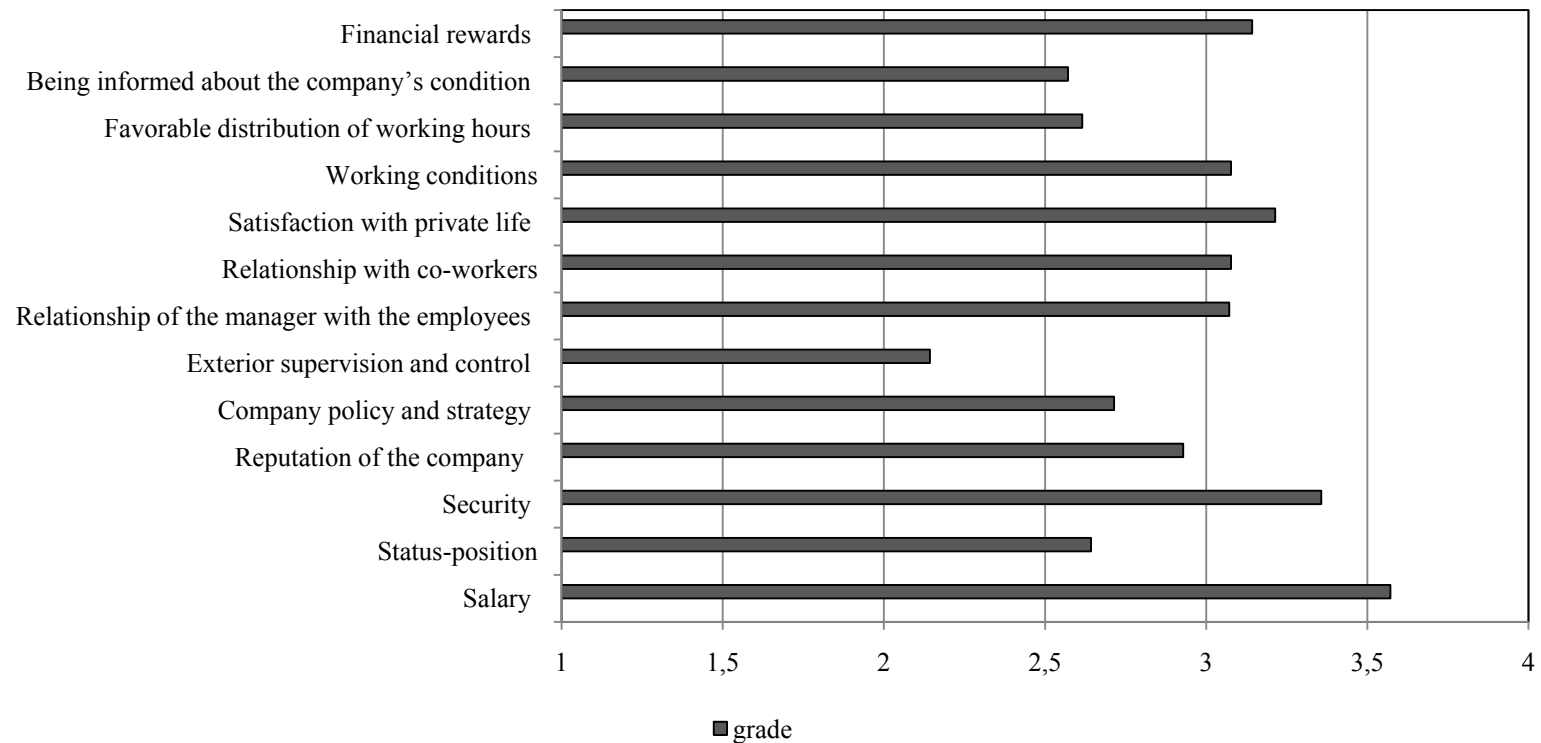
1. Needs



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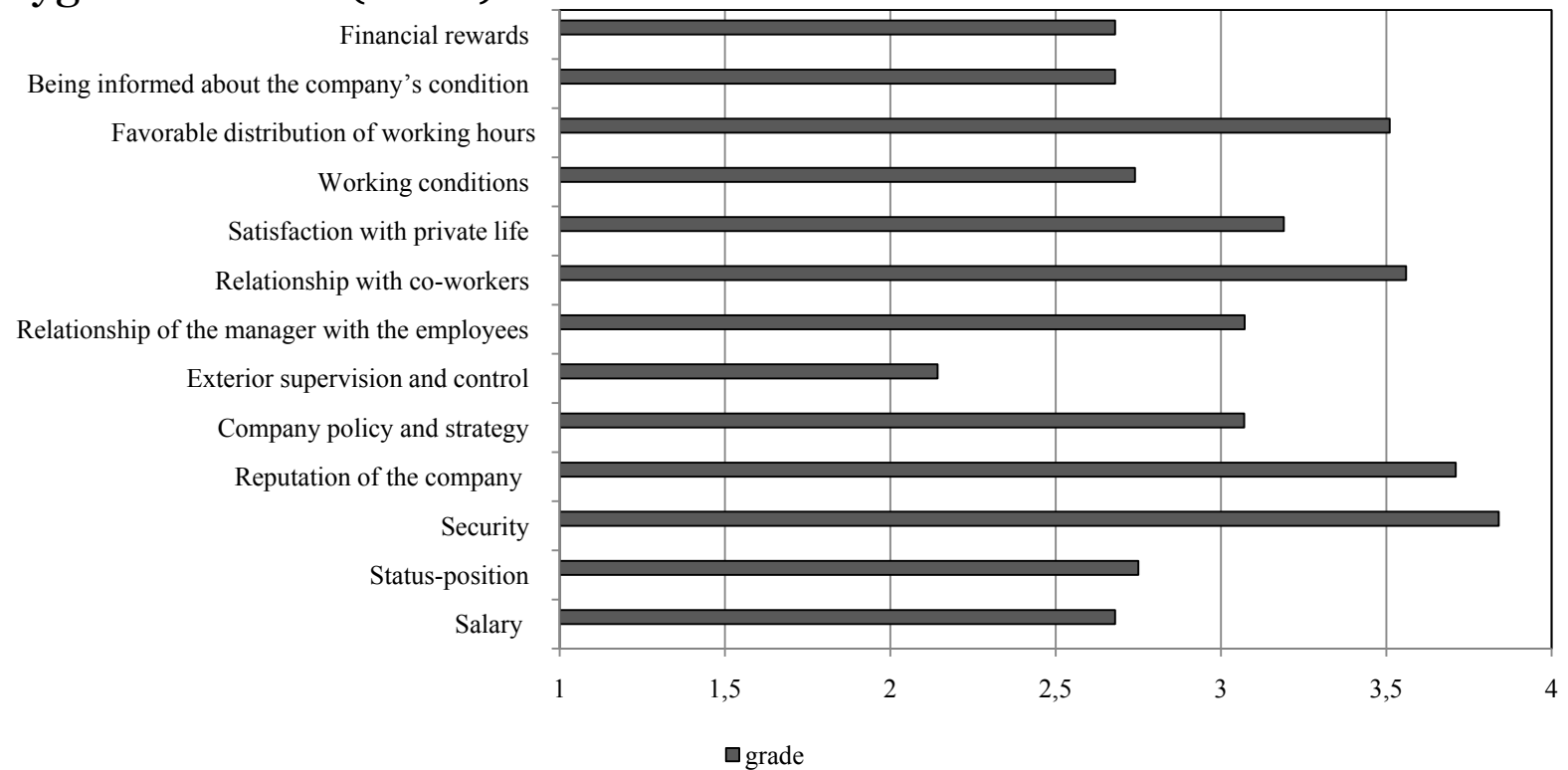
2. Hygienic factors (2010)



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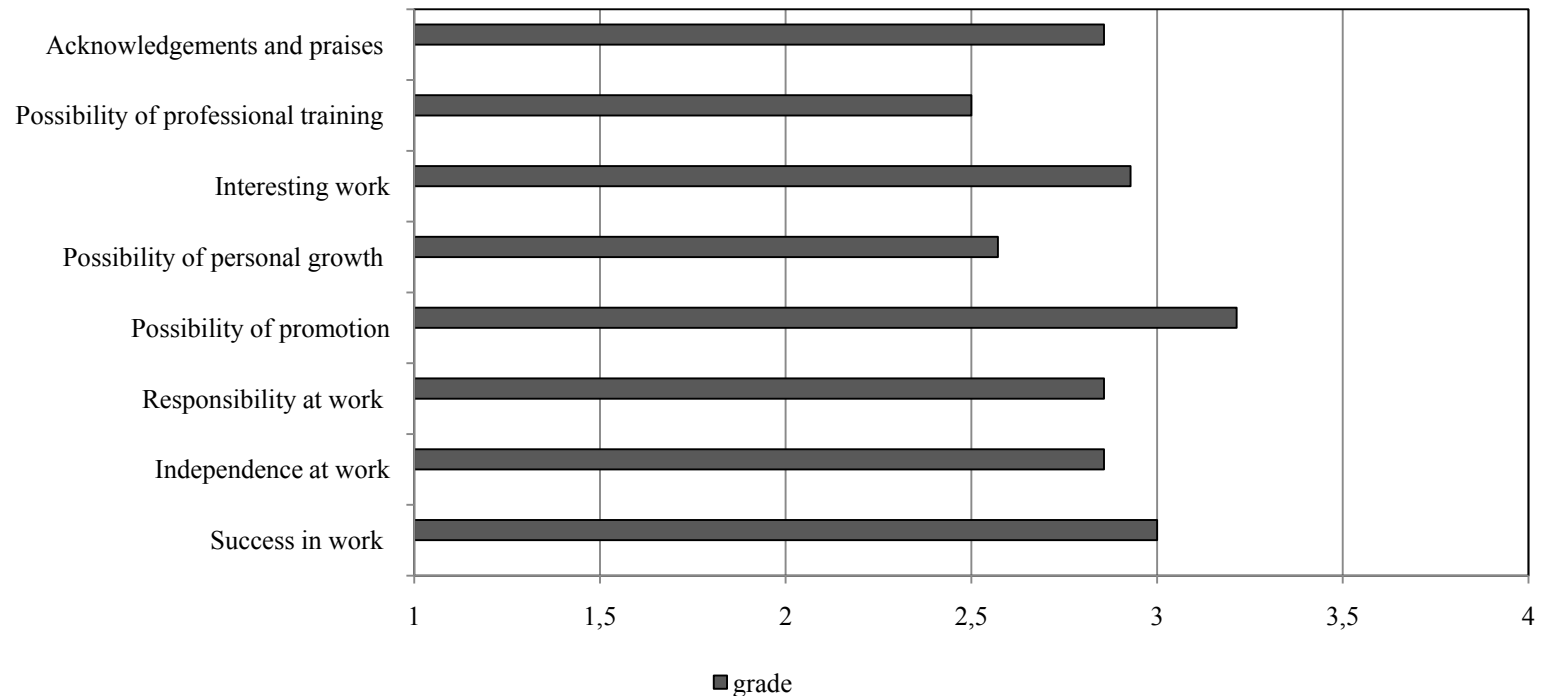
2. Hygienic factors (2006)



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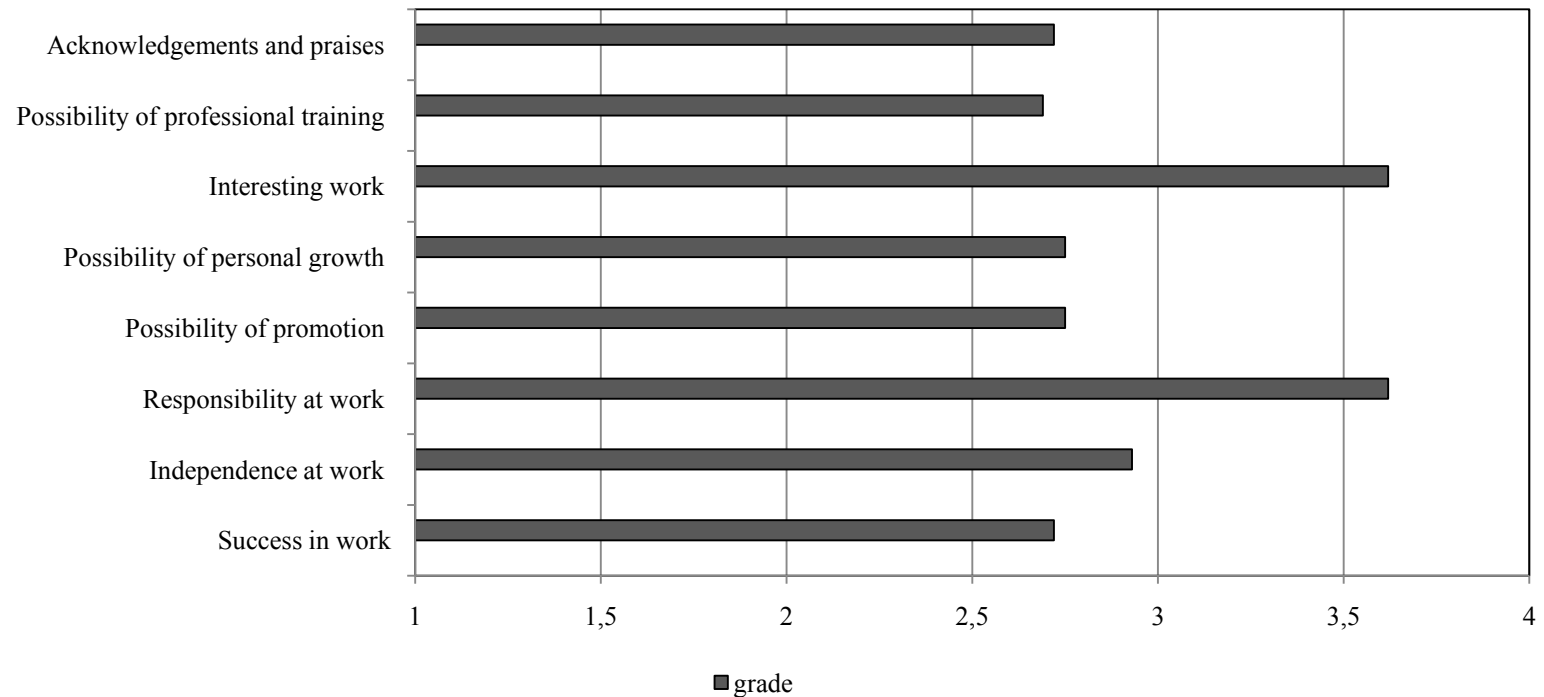
3. Motivators (2010)



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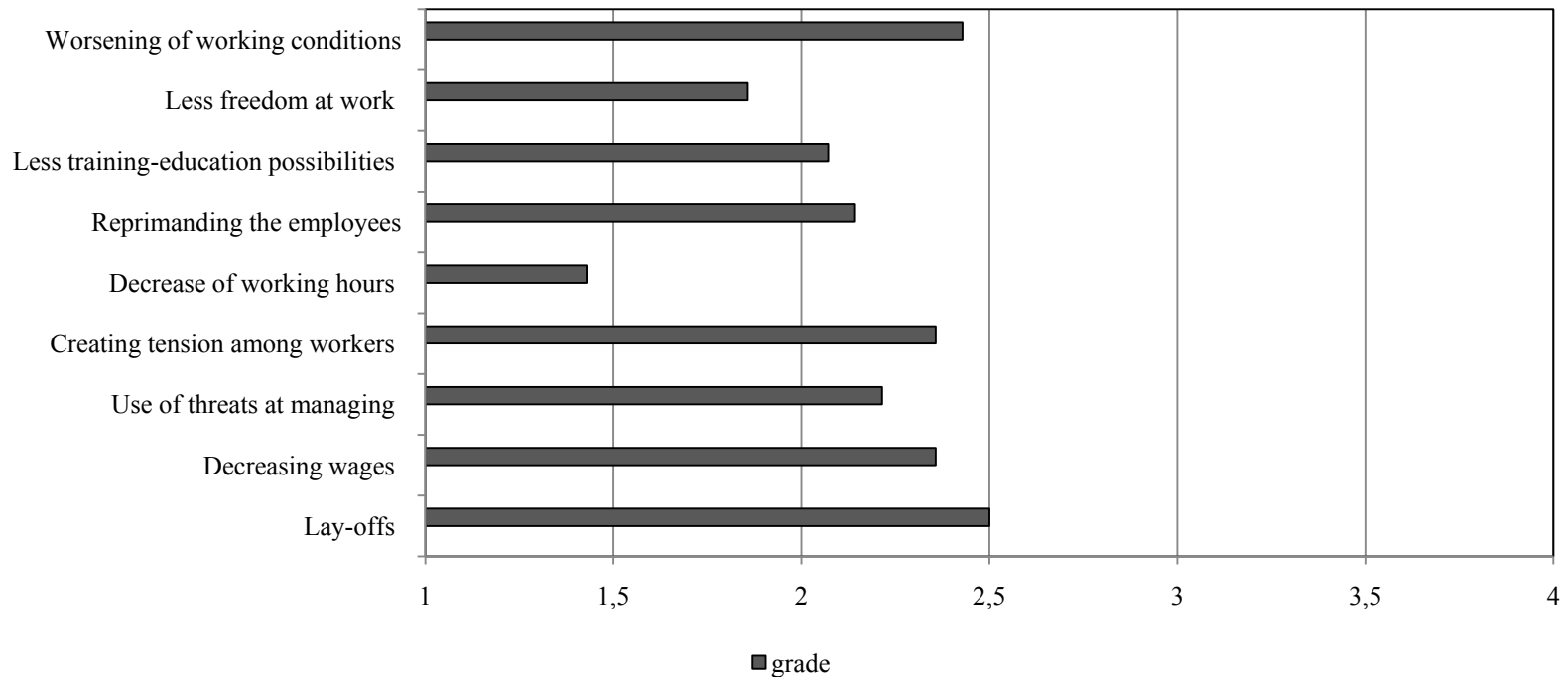
3. Motivators (2006)



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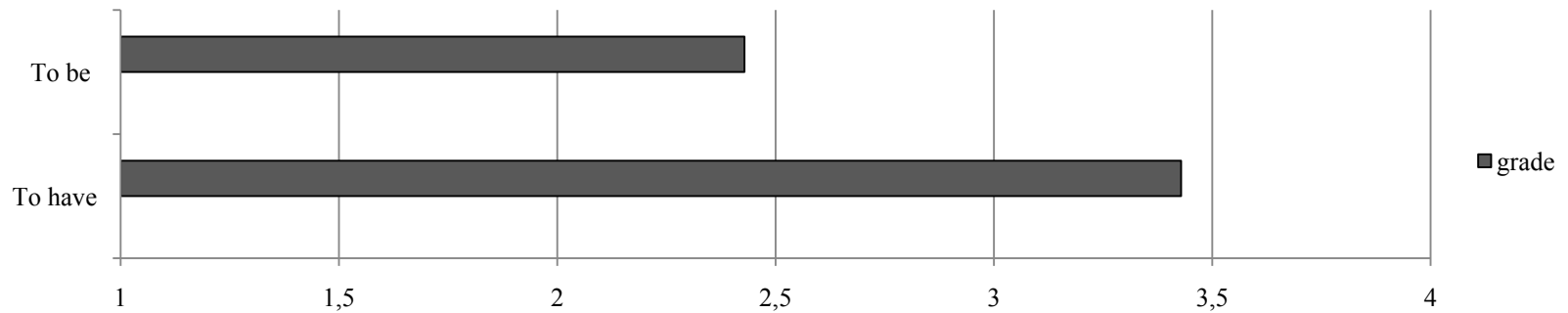
4. Demotivational factors



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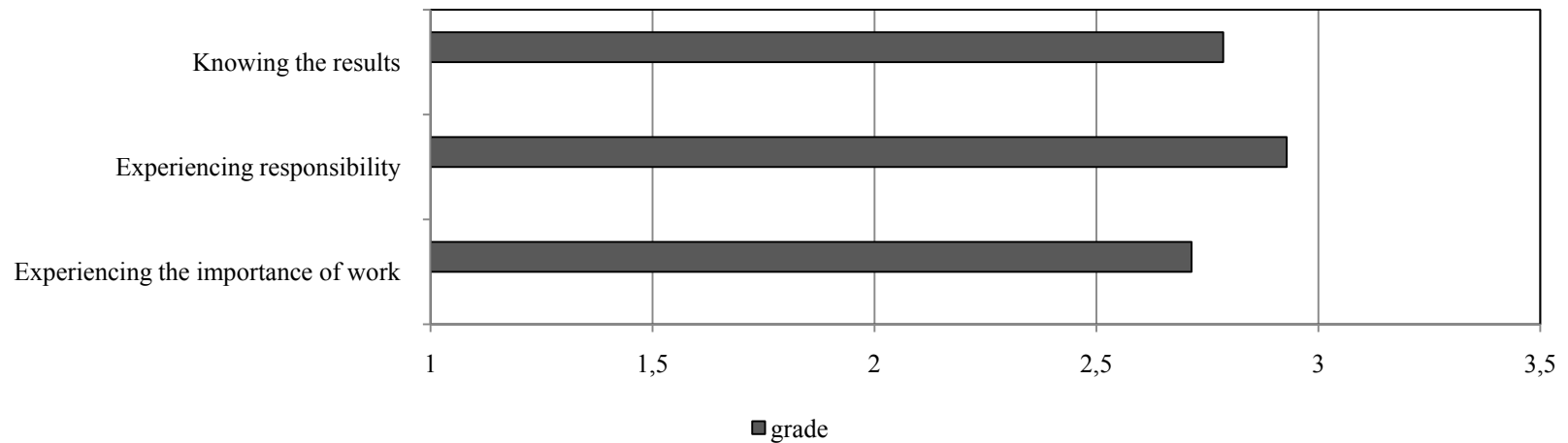
5. Reasons for work



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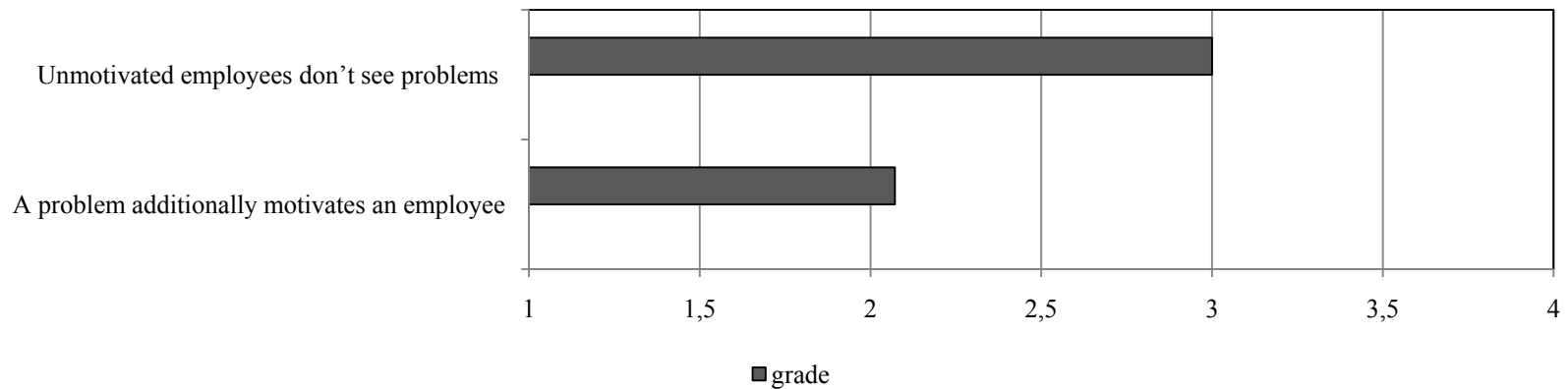
6. Key psychological circumstances



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7. Problem as a motivator



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Conclusions

The results of the research in Croatian wood processing and furniture manufacturing companies show that the respondent companies pay more attention to satisfying the need for safety of the employees, which is surely of great importance in this time of insecurity.

Safety and paycheck, which indirectly influences the safety, are among the most important hygienic factors as well.

All motivators and hygienic factors that apply to the relationships in the company according to Herzberg's theory are evaluated as more important, and by this it has been proven that in the time of recession, it is necessary to provide safety and establish trustworthy relations between employees to motivate them, which was also one of the objectives of this research.

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But the evaluation of the employees' need for power is alarming, as the managers don't pay much attention to it. The results show that the managers rarely enable the employees to satisfy their need for power, since as much as 75% of the respondents answered that they rarely or never pay attention to satisfying this need.

Here we can suggest rewards and praises, but also and above all including the employees into resolving problems, which also turned out to be very important in the research.

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Conclusions

We can conclude that Croatian wood processing and furniture manufacturing companies recognized some de-motivational factors, which are surely a consequence of the economic downturn. It is a positive thing that all of the studied companies focus on those motivational factors that can reduce the negative influence of aggravated circumstances in the environment. Providing for security and taking care of the relationship between the employees are among the most important guidelines of the companies for motivating the employees.

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**Thank you
for your attention
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