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IN SEARCH OF SOLUTIONS FOR EMPLOYEE MOTIVATION - FROM IDEAS AND GOOD PRACTICES TO WORKING MODELS

ABSTRACT

The modern world's dynamic environment dictates the necessity of developing new organizational behavior, leadership philosophies, creative approaches, and strategies for making decisions. Investing in human resources, the organization's most precious resource, is necessary to achieve the building of a new vision for the public realm. The primary objective of the current development is to demonstrate the necessity of boosting employee motivation through a variety of strategies and tactics that have been effectively applied in public organizations. When I observe good practices being used in other settings, they serve as a source of extra inspiration and motivation for individuals involved in their implementation. In addition, the presentation and dissemination of good practices function as a catalyst for the accumulation of ideas. When used more broadly, this method of spreading excellent ideas is strategically directed and resembles the work of a brilliant public visionary.

KEYWORDS: motivation, human resource management, manager, benchmarking, municipality

JEL: J58, M54, O32

INTRODUCTION

Today's world includes flying cars; renewable energy sources; tracking devices hidden in unexpected places; "smart cities"; cutting-edge software for analyzing any data; "internet folk alarm clocks"; a high-tech culture marked by virtual tours that transport us to different eras; audio books; elevating marketing by promoting individuals as brands; and an endless stream of information without first undergoing quality analysis.

Human resources are the one sustainable force in the modern world, despite its dynamism, urbanization, sociality, and transition to the information society. Without them, this continuous process would not be conceivable. The development puts the problem under consideration in a strategic light and gains attention with its wide comprehensiveness on the plane of unification of the activity of several modern scientific fields, which have always had intersections, but in

their essence perform rather different roles – human resources management (HRM), public relations (PR), and sustainable development (SD) (Vasilev, V., Stefanova, D. and Popescu, C.; 2023).

Here, the term "human resource management" takes on an even broader definition, encompassing both the majority of other human resources in their role as subordinates, who have different needs, attitudes, values, and beliefs, and the human resource unit in the manager in his capacity as a conscious leader, coming up with the right solutions through innovation.

"In a world where technologies are applied at a fast pace, it seems that every city is a smart city." (Georgiev, Ognianski, 2023) To become one, however, requires not only well-developed information and communication processes but also attentive citizenship, dedicated workers who view their jobs as careers rather than just smart goals, and capable leaders who can act effectively and creatively to bring about organizational development and change.

The recognition of each person as an individual, the need for continuous growth, and the requirement for developing so-called "soft skills" like empathy, collaboration, and communication are all coming into play (Vasilev, 2021).

Effective public management is focusing more and more on the value of internal communications. This is because of the fact that workers are not only the primary and most significant element of the company, but they also determine how organizational strategies are changed in unsteady, uncertain, and crisis-ridden periods. (Efremovski, Vasilev, Stefanova, 2023)

The public and private sectors' expectations of managers as well as those of current and potential employees in the corresponding organizations are rising in terms of both working conditions and management. Their position changes, and they go from being a strict enforcer of rules to an active listener, an empath, and even a little psychologist. The saying, "Good leaders inspire their followers to trust them," is not a coincidence. However, great leaders encourage their people to have confidence in themselves. (Maxwell, 2018)

Motivation is a key management function in this process. It should be noted that both internal and external incentives are being discussed here.

The value of the corporation as a whole will rise immediately when we recognize our personal worth. It's known as "synergy" in the domain of management. Generally speaking, three is equivalent to one plus one. Public sector organizations will alter both their overall reputation and the caliber of the services they provide if they follow this idea. New behavioral, mental, and communication habits will be imposed in this way. This is how beneficial organizational change may be confirmed, organizational development can be accomplished, and public confidence in public institutions can be restored. The 'problem-solving' approach is consistent with the rationality requirements of behaviour and takes account (collectively and in its individual elements) of uncertainty and risk in consumption (Valkov, A. and Stancheva, L.;2023).

Not only do policies and strategies, as well as the management style of leaders, need to change, but so do attitudes, thought processes, and inefficient decision-making habits.

Because of this, the primary goal of the current development is to demonstrate best practices in organizational growth and motivation as a component of efficient human resource management, as well as to argue for the necessity of a methodical study of employee motivation as part of organizational development.

ESSENCE AND ELEMENTS OF "MOTIVATION 4.0" MODEL

We can conclude that good working conditions are related to every aspect of human resource management, including planning for the need for human resources, selection, beginning of new hires, training and development, evaluation, and motivation. This is based on our empirical research and testing of its findings in the public administration. In the current setting, there is a growing need for new management roles in areas such as talent management, organizational stress and conflict management, emotional intelligence, and training in administrative culture and ethics.

For this reason and in view of the results of the research, we are developing and presenting a modern model, tailored to technological progress, the needs of employees, managers, and the organization as a whole, called "Motivation 4.0".

The model's primary components are emotional intelligence, benchmarking, social responsibility, and green HRM.

Each component will be discussed in the next section along with its nature and significance for the public administration's motivational policy.

By improving the company's reputation, the practice of corporate social responsibility is seen as a major chance to boost competitive advantage. (Maklan, Knox. 2004) It is important to note that towns are increasingly forced to compete with one another in order to secure funding for specific initiatives, given the functioning of the public realm.

Through the establishment of social and economic norms that foster competitiveness, the idea of corporate social responsibility is strategically connected to innovation. (Dimitrova; 2020).

Public administration meets the needs of the public by definition. This, along with its primary goal, which we have already discussed. However, the trust of the corresponding organization is reinforced when workers are involved in charity activities related to some sort of improvement, even outside of their work responsibilities. Higher levels of motivation follow, caused by the fulfillment of knowing that you have done something thoughtful and selfless for someone else.

Organizations should identify their unique selling point, competitive advantage, and contribution to the development of not only the industry in which they operate but also to the improvement of society at large through their activities. So for example, data from 1,605 employees in five countries indicate that power distance moderates the positive relationships observed between the discretionary green workplace behavior of leaders and their subordinates. In addition, an observed positive relationship between team green advocacy and individual discretionary green workplace behavior held across both collectivistic and individualistic cultures, contrary to our predictions (Jiang, Y., Jackson, S. E., and ; 2022).

This calls for a fresh approach to management as well as the application of cutting-edge instruments like Green Human Resources Management. It has to do with environmental preservation, sustainability, and our obligation to protect it. Green management can be used to every human resource function within the framework of the management process, from hiring and socializing to employee motivation. For instance, information technology-based procedures are becoming more and more popular for use in the selecting process.

These involve sending application materials online using a variety of websites, e-mail accounts, and web-based platforms for a particular post. Green can be applied to other HRM tasks as well (Blagova, Vasilev; 2022). For instance, a variety of methods can be used to conduct an online green evaluation. We may recommend the current research on motivation and organizational

development, which was carried out in multiple firms and using the web-based platform Google Forms, as a good practice.

Benchmarking is a management tool that is being utilized more and more for the successful implementation of public policies. In English, "benchmarking" is used. The word "benchmark," which denotes a "mark" or "sign" of a stationary item, is where it comes from. In simple terms, it is an item with a specific amount, characteristic, and capacity to serve as a benchmark when compared to other items. (Vasilev, 2022)

When it comes to self-motivation, benchmarking is a part of the motivational process. Our intrinsic need to learn new things and advance our careers drives us to look for innovative ways to improve as workers.

The leader's leadership style and attitude toward change, innovation, and development play a major role in how this tool is used (Stefanova, D. P., Vasilev, V. P., & Efremovski, I. P. ;2023).

The right recognition of practical approaches and unusual best practices in human resources management are critical to the survival of many public sector enterprises.

Effective communication between coworkers and management, as well as the absence of stress and conflict, peacefulness, and efficiency, are all indicators of a positive work environment. These variables are largely influenced by each employee's mindset as well as the leadership of the company. Because of this, the subject of emotional intelligence is becoming more and more important. Although the idea is relatively new, it has recently drawn attention and been the focus of investigation in a number of academic books and articles.

"The ability to motivate yourself, to show persistence in difficult moments, to control your impulses and delay the reward for your efforts, to regulate your moods and not let anxiety interfere with thinking, to show empathy and to live in hope" is what we should grasp when we talk about emotional intelligence (Golman, 2011).

Training on the application of emotional intelligence would be very helpful in the public administration process when it comes to employee-citizen interactions. On the other side, good conflict resolution and stress management in businesses would result from having emotional control.

The model can be shown as follows in a graphical and organized format:

Figure № 1 – Motivation 4.0 Model



MOTIVATION 4.0 APPLICATION

Practically, the "Motivation 4.0" model was presented and implemented for the first time in practice in the administration of the Municipality of Karlovo. With care for its employees, attention to detail and a desire for non-traditional organizational development, the management of the municipality takes an innovative approach to the management and development of human resources.

The motivational model we present is what allows for organizational development and the creation of a new, non-traditional, and innovative aspect of the Municipality of Karlovo's motivational policy. It is implemented through a workshop that includes a generalized and systematized theoretical part, as well as a specific strategy and exercises developed with the aim of increasing employee motivation. (<https://www.ipa.government.bg/bg/publications#cbp=/bg/sbornik-s-dobri-praktiki-2022>).

It has been effective to implement the "Motivation 4.0" approach in Capital Municipality's Ilinden District. Administration staff members were introduced to the non-traditional management tool at a one-day training, and they were pleased by the model's broad scope and range of applications. They also shared their best practices that can be successfully applied to the "Motivation 4.0" application during the discussion portion.

A creative workshop is a good tradition that has its roots in the Municipality's organizational culture. Every employee participates voluntarily and creates a variety of beauty with great zeal and dexterity using their own hands. The works' sale proceeds are donated to charities in support of different causes.

The Mayor of the Municipality distinguished himself with an innovative management style. On the eve of the Christmas and New Year holidays, he calls on all employees to get involved in the preparations by making a video of their culinary delights. He enthusiastically joins in himself.

Another municipality where the motivational model has been successfully presented is Maglzh. In the process of discussing good practices, employees do not fail to present their contribution to the development of public policies.

The Mayor has a major contribution to the dedication of the employees in the administration. With his appreciation and personal attitude, he motivates all his subordinates, and each of them receives an individual certificate of appreciation on the occasion of their birthday.

These practices demonstrate the value of interpersonal relationships and the value of non-financial incentives (Wang, B., & Gu, Y.; 2002)

It should be mentioned that the model can be replicated in other public or private sector organizations, following some initial research, and customized to the needs of the workers. Depending on the needs, resources, and mindsets of managers and employees, each of the individual components of "Motivation 4.0" can be applied to certain actions, practices, and public policies. The motivational model's adaptability is one of its benefits.

CONCLUSION

In view of the dynamism of the environment, periodic studies of the motivational environment of the organization in which the Model is used should be carried out, so that its individual

elements can be supplemented and amended with certain activities that are relevant at the present moment.

The concept of "Motivation 4.0" presents a new image, management approach, and vision that, if adopted by leaders, would create a new, contemporary institutional framework and modern European public administration.

The operation of the administrative machinery has a major role in the incarceration of youth in our nation. With the adoption of the "Motivation 4.0" model and the belief that they represent the most capable generation yet, public administration will be viewed as a more secure, tempting, and desirable place to work and grow.

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