



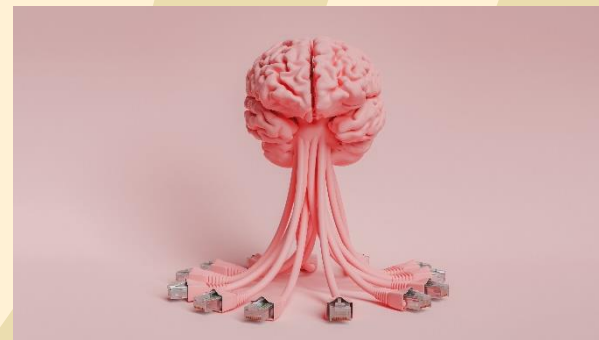
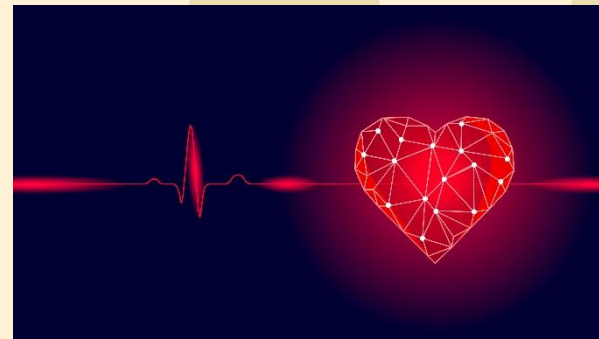
EMPLOYEES

our strength and weakness

dr. Sergeja Planko

Organizational Intellectual Capital

- Heart Capital
- Brain Capital



HR tools related to employee motivation

Basic Diagnostics of the Organizational Platform:

- Organizational culture, energy, employee satisfaction and engagement
- HR system processes: communication, rewards and motivation, leadership development, talent and career development (advancement and succession systems), competency models, senior employee management, etc.
- Implementation and actual realization of motivation (the human factor)

Sustainable orientation – organizational direction



Since employees are key stakeholders of any organization, social responsibility starts here.

Source: Ekvilib Inštitut

CERTIFIKATE SOCIALLY RESPONSIBLE EMPLOYER

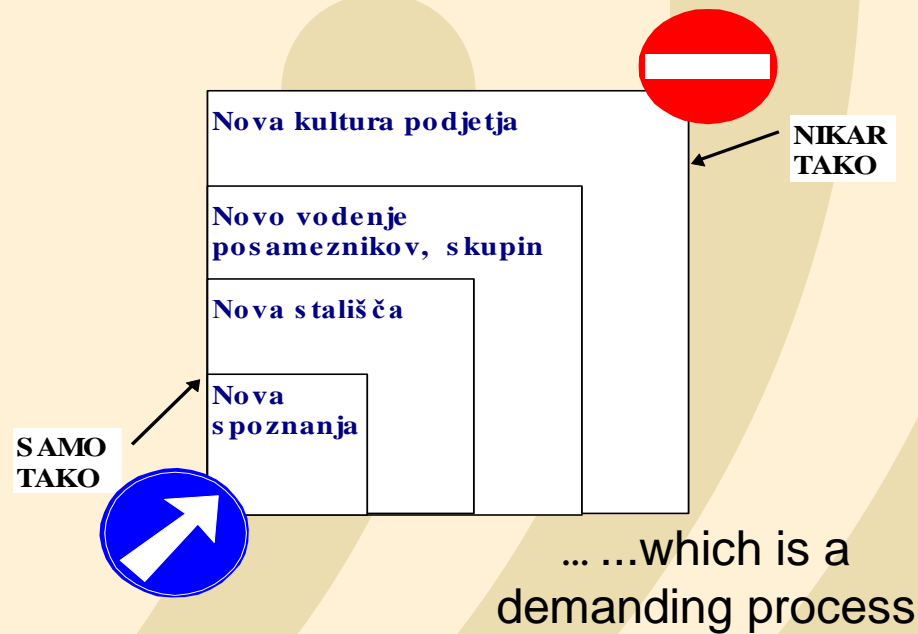


Vir: Ekvilib Inštitut

SUSTAINABLE EMPLOYEE ORIENTATION

...requires a change in
organizational culture...

,...



Organizational Energy and Motivation



SATISFACTION

Organizational Platforms for Working with People and Motivation

- Employee Satisfaction – Reference point is the individual
- Organizational Climate – Reference point is the organization as a whole
- Organizational Culture – Values, norms, behavior rules, symbols

This is how we do things here!



Is Employee Satisfaction Enough?

Engagement and Motivation

GROWTH

- Someone has talked to me about my progress in the last 6 months
- I've had opportunities to learn and grow in the last year

BELONGING

- I have a good friend at work
- My coworkers are committed to doing quality work
- The company mission gives meaning to my work
- My opinions at work matter

MOTIVATION

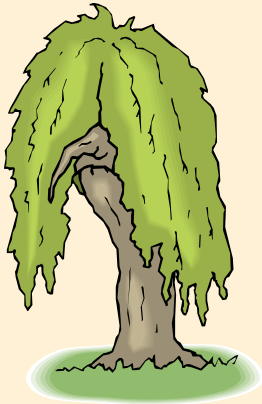
- Someone encourages my development
- I received recognition or praise for good work in the past 7 days
- I feel respected by my superiors and coworkers
- I get to do what I do best every day

BASIC NEEDS

- I know what's expected of me
- I have all the equipment I need to do my job well

What Affects Employee Engagement

- Sense of meaningful work (freedom, relevant tasks, work-rest balance)
- Appropriate leadership (clear goals, feedback, modern leadership development)
- Supportive work environment (flexibility, understanding, recognition, inclusion)
- Trust in leadership (company mission, development focus, communication style)



**We are all different, but we must
pursue common goals**

Leadership Responsibilities:



Leader Power and Employee Motivation

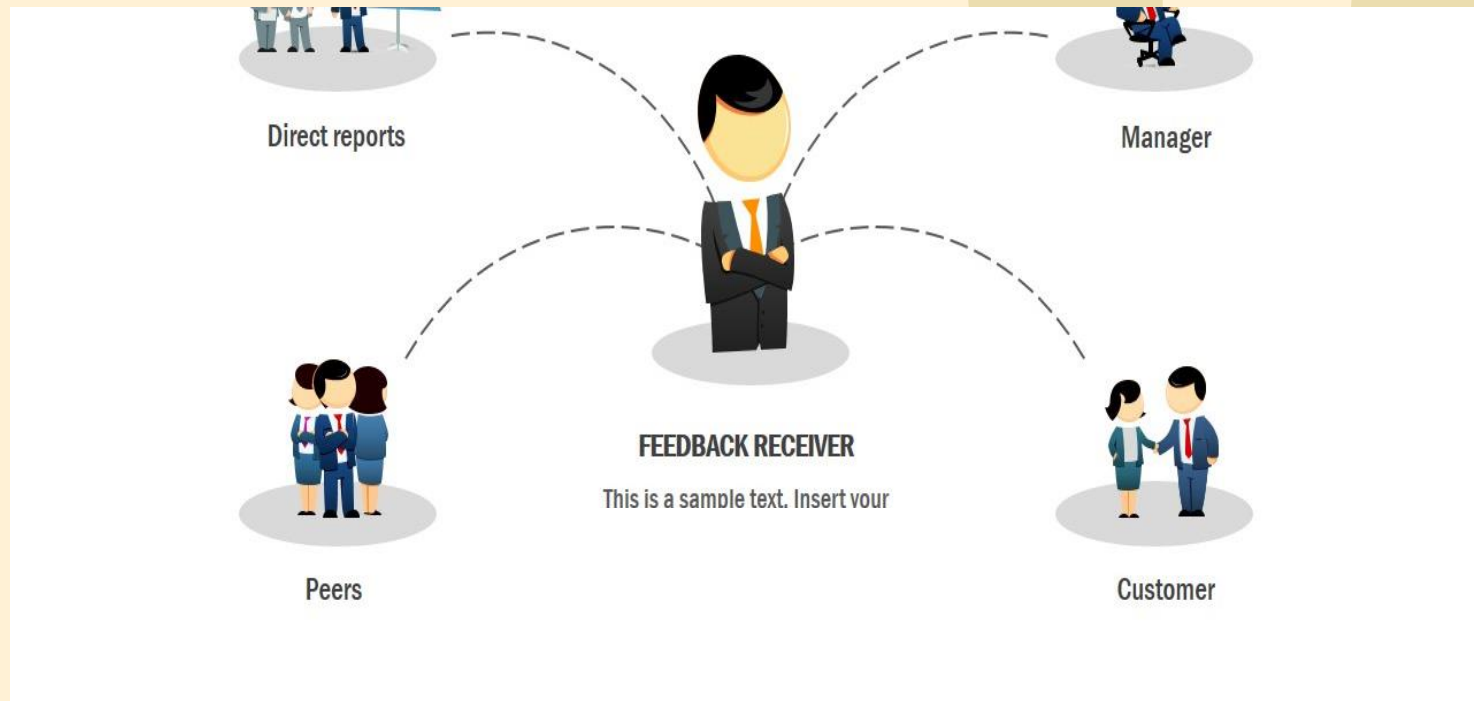
- Legitimate Power – from position
- Reward Power – ability to give rewards
- Coercive Power – fear of punishment
- Referent Power – identification with the leader
- Expert Power – based on knowledge
- Informational Power – access to information



Leadership, Behavior, and Motivation

- **What is the desired leadership behavior?**
- **How do we monitor it?**
- **How do we support leaders?**
- **Are we consistent in leadership development**

360-Degree Feedback Method





EQ

Personal Skills :

- Samozavedanje
- Samoobvladovanje
- Motiviranje

Social Skills :

- Empathy
- Social skills

Employee Characteristics and Motivation

- **Generational affiliation**
- **Career anchors**
- **Personality traits**
- **Matrix position**





Generational Classification

- **Baby Boomers (1946–1964)**
- **Generation X (1965–1980)**
- **Generation Y (1981–1996)**
- **Generation Z (1997–2012)**

Generational Traits and Motivation

- **Baby Boomers**: team workers, value hard work and loyalty, respect hierarchy
- **Gen X**: first to use computers, value work-life balance, challenge authority
- **Gen Y**: prefer social over formal authority, value enjoyment, disrespect institutions
- **Gen Z**: digital natives, impatient, shifted values and status symbols

Generations at Work – Motivation

Work Styles

Baby Boomers: Prefer teams, regular meetings, clear instructions

Gen X: Independent, prefer individual work

Gen Y: Like structure, coaching, mentoring

Communication

Baby Boomers: Prefer face-to-face

Gen X: Expect real-time communication

Gen Y: Prefer digital tools

Feedback

Baby Boomers: Expect annual reviews

Gen X: Want regular feedback

Gen Y: Expect instant praise

Motiviranje

Generations at Work – Motivation

Work-Life Balance

Baby Boomers: Prioritize work

Gen X: Value balance

Gen Y: Need time flexibility

Conflict Management

Baby Boomers: Prefer consensus

Gen X: Address conflict directly

Gen Y: Use learned techniques



Personality Traits and Motivation

- Temperaments: sanguine, melancholic, phlegmatic, choleric
- Introversion/Extraversion
- Self-image
- Communication skills
- Communication experience with leaders

HR Professionals as Diamond Shapers

HR as asset managers – competencies of future HR

- Sustainability orientation
- Gerontological understanding
- Marketing knowledge – co-creating and maintaining employer brand
- Understanding of modern work and working time models





“It's hard to be a candle. To shine, you must first burn.” – Rumi