

MOTIVACIJA I LIDERSTVO

Menadžment međunarodnog poslovanja,
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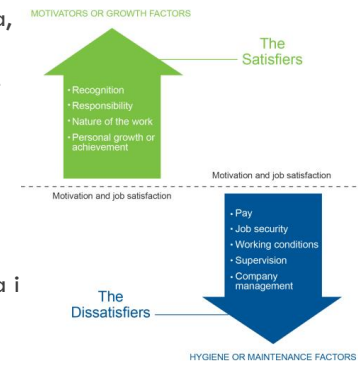
Motivacija je proces pokretanja, usmjeravanja i održavanja ljudskog ponašanja ka određenom cilju

Teorija dva faktora – Herzbergova teorija

- Dvije grupe faktora: **higijenski i motivacioni**
- **Suština:** zadovoljstvo i nezadovoljstvo određuju različiti faktori
- Zadovoljstvo i odustvo zadovoljstva
- Nezadovoljstvo i odsustvo nezadovoljstva

Dvofaktorska teorija*

- **Higijenski faktori:** plata, uslovi rada, poslovna politika, organizacija p-ća, odnosi sa šefom i sl.
- **Motivacioni faktori:** izazovnost posla, mogućnost učenja, napredovanje, priznanja i sl.



Teorija postavljanja ciljeva



Tri poruke teorije ciljeva

- Specifični i kvantifikovani ciljevi
- Teško ostvarljivi, ali dostižni
- Povratna informacija zaposlenima



Motivacija

- Smisao i značenje rada
- Ciljevi
- Kros-kulturne razlike
- Primjena Hofstedovih dimenzija kulture
- Religijske razlike



work ethic. However, favoritism, give-and-take, and paternalism have no place in the Arab their work and that favoritism, give-and-take, and paternalism have no place in the Arab

EXHIBIT 11-3 The Islamic Work Ethic: Responses by Saudi Arabian Managers

Item	Mean*
Islamic Work Ethic	
1. Laziness is a vice.	4.66
2. Dedication to work is a virtue.	4.62
3. Good work benefits both one's self and others.	4.57
4. Justice and generosity in the workplace are necessary conditions for society's welfare.	4.59
5. Producing more than enough to meet one's personal needs contributes to the prosperity of society as a whole.	3.71
6. One should carry work out to the best of one's ability.	4.70
7. Work is not an end in itself but a means to foster personal growth and social relations.	3.97
8. Life has no meaning without work.	4.47
9. More leisure time is good for society.	3.08
10. Human relations in organizations should be emphasized and encouraged.	3.89
11. Work enables man to control nature.	4.06
12. Creative work is a source of happiness and accomplishment.	4.60
13. Any man who works is more likely to get ahead in life.	3.92
14. Work gives one the chance to be independent.	4.35
15. A successful man is the one who meets deadlines at work.	4.17
16. One should constantly work hard to meet responsibilities.	4.25
17. The value of work is derived from the accompanying intention rather than its results.	3.16

*On scale of 1-5 (5 highest)

SOURCE: Adapted from Abbas J. Ali, "The Islamic Work Ethic in Arabia," *Journal of Psychology*, 126 (5) (1992): 389-400.

Internacionalna motivacija

- Potreba za hijerarhijom
- Šta motiviše zaposlene?
- Pr. Motivacija u Meksiku
- Sistem nagrađivanja



“Liderstvo je kao ljepota. Teško ga je objasniti, ali ga je lako prepoznati kad ga vidite.”



Warren Bennis

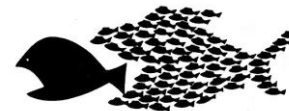
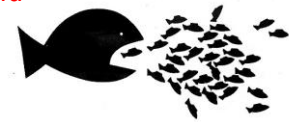
Liderstvo

- Uloga globalnih lidera
- 4T:
 1. Putovanje
 2. Timski rad
 3. Trening
 4. Transfere



Liderstvo i tehnologija

- Tehnologija kao determinanta
- Fleksibilnost
- Fokus na viziju
- Donošenje brzih odluka



Liderstvo i dimenzije kulture

- Distanca moći
- Muške vs. Ženske vrijednosti
- Kolektivism vs. Individualizam
- Izbjegavanje neizvjesnosti

