

Enhancing Employee Motivation in a Waste Management Company

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Abstract

The paper deals with the areas of organizational activity – employee motivation. This is a crucial factor that determines the efficiency of the company's operations and its long-term success. **The aim of this paper** is to investigate the possibilities for enhancing employee motivation in a waste management company. **The scientific problem** of the work can be formulated by posing the following research question: what motivation-enhancing measures can be used to motivate employees in a waste management company? According to data provided by the waste management company, the number of employees who have been working for more than a year has been steadily decreasing since 2020. Employees feel disengaged and are moving to competing companies or choosing other fields of work. Therefore, this study analyzes how to strengthen employee motivation in the company under discussion.

Research methods: analysis of scientific literature and other information sources, survey, structured interviews with the waste management company's managers, analysis of company data.

Practical significance and application possibilities of the research: The conducted research is significant because its results provide a basis for effectively applying employee motivation enhancement measures not only in the waste management company under study but also in other similar companies.

Keywords: Employee motivation, Employee motivation model, Waste management company.

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I. INTRODUCTION

Relevance and Novelty of the Topic. The analyzed topic is significant and timely as it pertains to one of the core areas of organizational operations—employee motivation. This is a critical factor that influences a company's operational efficiency and long-term success (Wozniak, 2018). Considering that employees in waste management companies often face unique working conditions, strengthening motivation in this sector becomes particularly important. Exploring aspects of employee motivation in this specific field may reveal new perspectives and practical tools to improve work efficiency, job satisfaction, and reduce employee turnover. This study emphasizes the importance of work motivation as a critical factor in companies, given that motivating employees is a complex process aimed at achieving profitability, growth, and maintaining competitive market positions.

An overview of research by scholars such as Addo (2020), Aleksić et al. (2019), Ansoglenang et al. (2019), Acquah et al. (2021), Arshad, Qasim, Farooq, and Rice (2021), Borowski and Daya (2014), Gleeson (2016), Kumari, Ali, Khan, and Abbas (2021), Omolawal (2023), Rahman (2021), Ruškienė (2021), Setyawati and Rianto (2022), Shaikh et al. (2022), Vveinhardt et al. (2016), Wozniak (2018), and other international and Lithuanian researchers on motivational theories reveals that employee motivation research has primarily focused on the healthcare, education, and manufacturing sectors. However, there is a noticeable gap in studies focusing on waste management companies. This gap motivates the current study, which seeks to address this deficiency.

The scientific problem of this research can be formulated as a question: What motivational tools can effectively motivate employees in a waste management company? According to data provided by the waste management company, the number of employees remaining in the company for more than a year has been decreasing since 2020. Employees feel disengaged and move to competing companies or choose other career fields. Therefore, this study examines ways to enhance employee motivation within the analyzed company.

Object of the Research: Employee motivation in a waste management company.

Aim of the Research: To explore opportunities for strengthening employee motivation in a waste management company.

Objectives:

1. To analyze theoretical aspects of employee motivation enhancement within a company.
2. To investigate employee motivation enhancement aspects in a waste management company.
3. To develop a model for enhancing employee motivation in the company.

The research employs the following **methods:** analysis of scientific literature and other information sources, a questionnaire survey, structured interviews with waste management company managers, and analysis of company data.

Research Characteristics: An online questionnaire survey was conducted in April 2024 to explore employee motivation enhancement in the waste management company. A structured interview method was used to conduct the survey with managers, consisting of five pre-prepared questions.

Practical Significance and Applicability of the Research. This study is significant as its findings provide a basis for effectively implementing employee motivation enhancement tools not only in the studied waste management company but also in other similar organizations.

II. THEORETICAL ANALYSIS OF EMPLOYEE MOTIVATION

2.1. The Concept of Motivation

A review of scientific literature reveals that motivation is a psychological process that drives and sustains behaviour aligned with specific goals or needs (Husna & Murtini, 2019). It is a psychological mechanism that triggers the initiation of action, directs voluntary behaviour, and fosters persistence in achieving a set goal (Wozniak, 2018).

The general consensus among researchers indicates that motivation is a complex process involving emotional states and both internal and external factors that encourage individuals to act and pursue their objectives. A synthesis of the analysed literature reveals diverse perspectives on the concept of motivation, which are summarized in Table 1.

Table 1: Perspectives on the Concept of Motivation by Various Researchers (compiled by the authors).

Researchers	Definition of Motivation	Key Element
Wozniak (2018)	Motivation is the desire to exert significant effort to achieve the organization’s common goals while addressing individual needs.	Organizational goals and individual needs
Husna and Murtini (2019)	A process initiated by a necessity and behaviour aimed at achieving a desired goal.	Need-driven process and goal orientation
Hong ir Ganapathy (2017)	Motivation is the factor that drives someone to consciously or unconsciously persist in pursuing set goals.	Conscious and unconscious goal persistence
Vinoy and Kumar (2019)	It is a factor encouraging people to strive for the best results and supporting the achievement of company objectives.	Performance and organizational objectives
Robert – Okah (2014)	A force that stimulates directed, voluntary effort and perseverance towards a goal.	Goal-directed effort and persistence
Badubi (2017)	A pleasant or positive emotional state arising from evaluating one’s work experience.	Positive emotional experience
Welewa (2019)	Motivation is the desire to engage in a process that may lead to enjoyment from the anticipated successful outcomes of specific activities.	Anticipation of enjoyment and success
Singh (2016)	A driving force compelling an individual to engage in activities aimed at satisfying needs.	Need satisfaction
Ruškienė (2021)	Motivation refers to the reasons behind actions that energize and direct individual behaviour towards coordinating desired activities.	Energizing and directing behaviour

This table highlights the multidimensional aspects of motivation, emphasizing its role as a psychological driver, goal-oriented process, and mechanism for aligning personal and organizational outcomes, it shows that researchers emphasize motivation as a significant force that drives actions and efforts toward achieving goals. It is described as a factor and energy directing individuals toward objectives, an emotional state, and a driving force.

A review of scientific studies reveals that motivation encompasses not only external and internal attributes but also depends on an individual's personality and expectations (Singh, 2016). Motivation is fundamentally rooted in needs that individuals strive to fulfill (Badubi, 2017). These needs may be physiological: such as food, water, and safety, psychological: such as belonging and communication, social: such as recognition and prestige (Marczak & Yawson, 2021). Stimuli can include various factors, such as rewards, punishments, a sense of intrinsic satisfaction, or the desire to avoid discomfort (Welewa, 2019).

From the analysis of scientific literature, it becomes evident that motivation is categorized into intrinsic and extrinsic types based on contributing factors (Agah, Kaniuka, & Chitiga, 2020; Alsuwailem, 2023; Badubi, 2017; Ruškienė, 2021; Welewa, 2019): Intrinsic motivation - driven without any obvious external

reward. Individuals are motivated by the enjoyment of the task itself or a desire to feel better. Extrinsic motivation - occurs when individuals are motivated by the benefits associated with accomplishing a task.

Vinoy and Kumar (2019) argue that motivation can also be classified as positive or negative: positive motivation enhances employee productivity; however negative motivation tends to reduce results. The primary goal of using positive and negative incentives is to continually motivate organizational members to advance organizational objectives. This distinction is summarized in Table 2.

Table 2: Differences Between Positive and Negative Motivation
(compiled by the authors, based on Vinoy and Kumar, 2019).

Positive Motivation	Negative Motivation
<ul style="list-style-type: none"> • Reward-Based Approach: Positive motivation is grounded in the concept of rewards. • Encouragement of Goal Achievement: Employees are encouraged to strive for desired goals through incentives. • Forms of Incentives: Common examples include higher pay, promotions, recognition for work, and other benefits. • Impact on Performance: Offering incentives positively influences employees, motivating them to willingly improve their performance. • Employee Loyalty: Positive motivators are crucial for fostering employee loyalty toward the organization. • Collaborative Effort: Positive motivation is achieved through collaboration between employees and management. 	<ul style="list-style-type: none"> • Fear-Based Approach: Negative motivation relies on fear or coercion as its driving mechanism. • Fear of Consequences: Employees are compelled to act in a certain way under the threat of punishment, such as demotion or dismissal. • Stimulus Mechanism: Fear can sometimes serve as a motivator to drive behaviour. • Emotional Impact: Although employees may perform well under negative motivation, it often leads to feelings of anger and frustration.

From Table 2, we can observe that positive motivation is created by certain material or psychological reward stimuli, such as remuneration, praise, and similar factors. Negative motivation, on the other hand, arises from aversive stimuli, such as punishment, blame, or the use of threats.

In summary, motivation is a complex process that drives behaviour and directs it toward goals or needs. Motivation influences immediate work outcomes, encourages the pursuit of new skills applicable to professional tasks, and contributes to personal and professional achievements. It is also associated with needs, incentives, goals, evaluation, rewards, personal beliefs, and the surrounding context and environment. These components interact to form the structure of motivation. Motivation can be divided into intrinsic and extrinsic types. Intrinsic motivation stems from the enjoyment of the activity itself, while extrinsic motivation arises from the pursuit of external rewards. It is important to note that motivation can be both positive, fostering high performance, and negative, which can decrease productivity. Overall, researchers agree that motivation is a vital force that shapes behaviour and directs individuals toward chosen goals.

2.2. Motivation Theories and Models

A review of the scientific literature reveals that motivation theories aim to explain how and why people act, how they choose their goals, and how they pursue them (Acquah et al., 2021). These theories define and explain how individuals acquire, maintain, and direct their behaviour to achieve certain goals or satisfy their needs. Motivation theories aim to explain why people act the way they do, and how their actions can be encouraged or sustained (Gupta, 2019; Ponta, Delfino, Cainarca, 2020).

Scholars typically distinguish between content theories and process theories of work motivation. Furthermore, motivation theories can be categorized into various types, such as hierarchy of needs, goal-setting and achievement theories, reward and punishment system theories, and interest theories, among others. Motivation theories are frequently used in organizational management. Acquah et al. (2021), Badubi (2017), and Urhahne and Wijnia (2023) identify several key motivation theories, including:

Hierarchy of Needs Theory (Maslow): Maslow proposed the idea that people have needs arranged in a hierarchical order. According to this theory, individuals first satisfy basic physiological needs (e.g., food, sleep), then safety needs, social needs, esteem needs, and, finally, self-actualization needs (Acquah et al., 2021). Only after meeting these physiological needs does the foundation for the development of higher-level needs emerge (Ruškienė, 2021).

Theory of Affiliation or Achievement (McClelland): McClelland emphasized human motivators such as affiliation, achievement, power, and collaboration (Badubi, 2017).

Theory of Positive and Negative Reinforcement (Deci and Ryan): This theory argues that people have a natural tendency to seek new challenges and pursue their goals if they are intrinsically motivated—when the activity itself is enjoyable and meaningful. On the other hand, monetary motivation based on external rewards may only lead to short-term results (Urhahne and Wijnia, 2023).

Vroom's Expectancy Theory (Vroom): According to this theory, people choose actions that they believe are likely to help them achieve desired outcomes (Acquah et al., 2021). The key belief is that effort will lead to results, and these results will be valued.

Each of these motivation theories has its advantages and drawbacks, which are summarized in Table 3.

Table 3: Advantages and Disadvantages of Motivation Theories (compiled by the authors)

Motivation Theories	Advantages	Disadvantages
Maslow's Hierarchy of Needs Theory	<ul style="list-style-type: none"> • The theory helps individuals understand what they are lacking and how they can pursue personal development. • It is applicable not only in organizational contexts but also in personal life, family, and society. • It helps identify an individual's needs, thereby motivating them to pursue their goals. 	<ul style="list-style-type: none"> • The theory lacks a comprehensive empirical foundation, as many aspects of the theory are difficult or impossible to measure empirically. • The theory is based on a Western individualistic perspective and may not reflect the context of other cultures. • Some studies suggest that the hierarchy of needs is not as rigid as proposed in Maslow's theory.
McClelland's Theory of Needs	<ul style="list-style-type: none"> • The theory posits that behaviour is shaped and maintained by consequences, which helps explain many forms of human behaviour. • It can be useful for organizations in developing effective learning and training programs, as well as motivating employees. • Many of the theory's principles have been empirically validated and can be beneficial in practical contexts. 	<ul style="list-style-type: none"> • It is criticized for having an overly mechanistic understanding of human behaviour, neglecting psychological and emotional aspects. • The theory suggests that individuals are solely dependent on environmental stimuli, disregarding personal choice and will. • The theory may successfully explain simple behaviour patterns but may be insufficient for understanding more complex or creative behavioural examples.
Deci and Ryan's Self-Determination Theory	<ul style="list-style-type: none"> • The theory focuses on intrinsic motivation, emphasizing an individual's internal needs and desires. • Organizations can apply this theory to better understand how to motivate their employees and foster their abilities and creativity. • The theory is applicable not only in organizational contexts but also in personal life, helping to understand how incentives can influence human behaviour. 	<ul style="list-style-type: none"> • In some cases, the theory may be too generalized and unable to explain specific situations or individual differences. • It can sometimes be difficult to apply the theory in organizational contexts, especially when it is necessary to assess the individual needs and motivational factors of different employees.
Vroom's Expectancy Theory	<ul style="list-style-type: none"> • The theory aims to align individual expectations with organizational goals, encouraging people to achieve high results and effectively contribute to the success of the organization. • Organizations can use this theory to design incentive systems, working conditions, and leadership practices to improve employee motivation and productivity. • The theory is supported by numerous empirical studies that validate its core principles and claims. 	<ul style="list-style-type: none"> • Interpreting an individual's expectations and efforts may lead to subjective assessments and a lack of transparency.

Each of the theories discussed has its own advantages and disadvantages, as well as different approaches to employee motivation. Today's organizations, by adapting the 21st-century motivation model, mainly emphasize flexibility, personal growth, and non-material incentives to align with the changing workforce culture and values, while promoting employee satisfaction and productivity. Thus, these models provide a comprehensive understanding of motivational factors in organizations and help develop effective motivation strategies.

2.3. Employee Motivation Tools

In the modern work environment, there are many ways to motivate employees, and companies around the world apply various strategies and methods to improve employee motivation. The basis for motivation-enhancing measures is usually material, which includes wages and other benefits, such as variable compensation, bonuses, and allowances. The significance of work compensation in the 20th century was highlighted by the pioneer of management science, W. Taylor, whose methods formed the methodological foundations of work payment, enabling the personalization of compensation based on the results achieved (Vveinhardt et al., 2016). However, according to Aleksić et al. (2019), the best motivation for employees is what truly impacts their lives. Moreover, different people may have different values and views, so the ability to understand employees' needs and use the right motivational methods can help increase motivation levels. According to Wozniak (2017), each organization has a wide range of motivation tools, but these can be categorized into financial and non-financial.

To maximize the advantages of motivation tools and minimize their drawbacks, organizations often use both types of tools, combining them according to their culture, needs, and goals (Aleksić et al., 2019). This

helps create a cohesive and effective motivation strategy that boosts employee satisfaction, productivity, and long-term commitment to the organization. All of this is because both financial and non-financial employee motivation-enhancing tools have their own advantages and disadvantages, and it is important to combine them based on the organization’s needs and situation (see Table 4).

Table 4: Advantages and Disadvantages of Motivation-Enhancing Tools (compiled by the authors)

Motivation-Enhancing Tools	Advantages	Disadvantages
Monetary Motivation Tools	<p>Clarity: Monetary incentive mechanisms are clear and easily visible, allowing employees to clearly understand what actions or results they are being rewarded for.</p> <p>Objectivity: Monetary compensation is objective, based on specific work outcomes or performance goals.</p> <p>High impact: Money is a very universal incentive tool that can be highly effective in motivating employees to achieve specific goals or attain better results.</p>	<p>Lack of long-term motivation: Money can be a good tool for short-term motivation, but it may hinder the development of long-term motivation and interfere with other important values, such as the pursuit of personal growth.</p> <p>Disparity: There is a risk that employees may feel unequal due to different salary levels or bonuses.</p> <p>Dependency on finances: If an organization relies exclusively on monetary incentives, it may encourage employees to value only financial rewards, disregarding other important factors.</p>
Non-Monetary Motivation Tools	<p>Longevity: Non-monetary motivation tools, such as recognition, career development, or improving working conditions, can have a long-term impact on employee motivation and satisfaction.</p> <p>Social integration: Tools like recognition and promoting community activities can strengthen the sense of community and collaboration among employees.</p> <p>Multifaceted impact: Non-monetary motivation tools can encourage employees' personal and professional growth, improving their job satisfaction.</p>	<p>Complexity in measurement: Non-monetary motivation tools can be more difficult to measure and evaluate, making their impact harder to assess and manage.</p> <p>Difficulty in assessing individual differences: Different employees may respond differently to tools like recognition or career development, making it challenging for the organization to determine the most effective methods for various employee groups.</p> <p>Risk of devaluation: Non-monetary motivation tools may lose their value if they become too routine or are not properly valued and promoted within the organization.</p>

Looking at the table, we observe that while monetary motivation tools are clear and objective, they may hinder long-term motivation and create inequality among employees. On the other hand, non-monetary tools, although they promote long-lasting motivation and a sense of community, can be difficult to measure and prone to devaluation. Therefore, it is important to balance the use of both types within the organization.

2.4. Employee Motivation Enhancement Theoretical Model

The analysis of scientific literature allows for the development of a summary theoretical model for employee motivation. The theoretical model designed to enhance employee motivation can offer several significant benefits in the work environment, as it can help understand different motivation theories and principles, enabling the identification of what drives employees to perform more efficiently (Ansoglenang et al., 2019). The model provides a structured approach to understanding how various motivating factors interact and how they can be combined to achieve maximum impact (Gupta, 2019). Theoretical models can serve as a foundation for creating strategies, allowing organizations to adapt motivational methodologies to their specific needs and situations.

In developing the theoretical model, Maslow's hierarchy of needs theory was used as a basis, emphasizing that physiological needs must be met first, followed by safety, social, esteem/recognition, and only then self-realization needs (Ansoglenang et al., 2019). Once these needs are met, employees are ready to pursue further goals (Acquah et al., 2021). After these basic needs are satisfied, both intrinsic and extrinsic motivation influence the employee. As is well-known, intrinsic motivation occurring without any obvious external reward, where the work process itself and the desire to feel better motivate the employee (Badubi, 2017). Extrinsic motivation typically arises from the reward an employee will receive for completing the work (Marczak & Yawson, 2021).

A proper combination of monetary and non-monetary motivation tools within the organization allows for enhanced motivation, making the employee feel either satisfied or dissatisfied (Singh, 2016). Increasing/strengthening employee motivation by creating job satisfaction also increases their loyalty to the organization (Ponta et al., 2020) (see Figure 1).

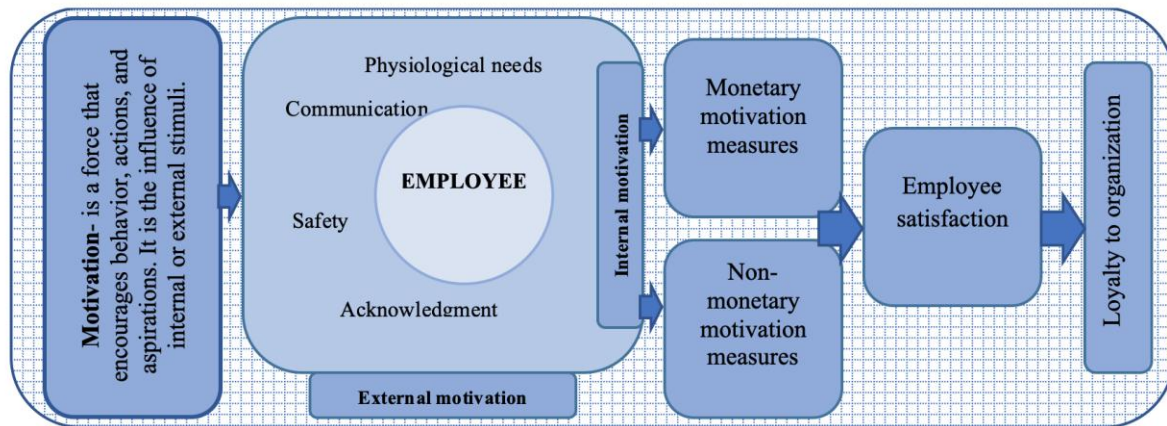


Figure 1: Employee Motivation Theoretical Model (created by the authors)

This theoretical model aims to understand how different motivational factors work and how they can be optimally combined in the organizational context. The model can help identify and utilize the most effective motivation strategies that would enhance employee motivation and productivity. Additionally, the theoretical model presented in the figure can allow the organization to develop a motivation enhancement model for a waste management company, based on scientific principles that would increase the effectiveness of employee motivation tools. Ultimately, with the help of this theoretical model, the goal is to create a positive work environment where employees feel valued and involved, encouraging long-term growth in their focus and loyalty to the organization, based on mutual trust and benefit.

The developed model serves as a foundation for creating strategies, adapting motivational methods to the needs of the organization, and promoting clearer communication between managers and employees.

III. ANALYSIS OF EMPLOYEE MOTIVATION IN WASTE MANAGEMENT COMPANY

3.1. Research Methodology and Organization

For organizations aiming to maximize the effective application of employees' professional knowledge, it is crucial to review and assess employees' perceptions of job motivation and the possibilities for updating the motivational system within the institution. The ability to implement an effective motivation-enhancement system, based on the latest research by scholars and experts in this field, will allow for the selection of appropriate motivational strategies that will ensure employee satisfaction and loyalty to the organization. The object of this study is employee motivation in a waste management company. The aim of the research is to conduct an analysis that reveals the measures for strengthening employee motivation in a waste management company and to propose a model for enhancing motivation. The research methods include a survey and structured interviews.

Research Stages. The study proceeded in five stages: 1) *Literature review*: The results of this analysis allowed for the creation of a theoretical motivation model; 2) *Formulation of the research objective*; 3) *Data collection*: Quantitative research was conducted using a survey, and qualitative research through structured interviews; 4) *Data analysis and summarization of results*: A motivation-enhancement model was created for the company; 5) *Conclusions and recommendations*.

Research Instrument. The research instrument (survey) was developed based on the reviewed scientific literature, presented in the theoretical section of this study. A uniform questionnaire was distributed to all participants. The survey contained 20 questions, divided into three sections: 16 diagnostic closed-ended questions, one diagnostic open-ended question, and three socio-demographic questions aimed at identifying specific factors relevant to the study.

For the qualitative research, structured interviews were chosen. Three informants were selected – regional managers from the waste management company. Interviews were conducted via video call, with pre-prepared and agreed-upon questions sent via email to the participants. The interview questions were related to strengthening employee motivation within the company. A total of five questions were posed. The order of the questions was maintained to facilitate easier data analysis and comparison.

Sampling and Sample Size. Probability sampling was used for this study. According to Gaižauskaitė and Mikėnė (2014), this sampling method ensures representativeness and quantitatively evaluates the accuracy of the sample. The questionnaires were presented to respondents working in the waste management company. This method is more accurate and convenient as it allows for selecting respondents who work in the company, ensuring that their answers reflect the essence of the research.

The sample size was calculated as follows: 218 respondents out of a total of 500 employees in the company. For the qualitative sample, three informants, regional managers of the waste management company, were selected, as Gaižauskaitė and Valavičienė (2016) state that a smaller number of participants in qualitative research has specific qualities that provide a deeper insight into the phenomenon being studied.

Research Procedure. The links to the surveys were sent to employees via their work emails. The survey was conducted from April 22, 2024, to April 28, 2024. The response rate was 95% (207 respondents). The structured interviews were conducted on April 29, 2024, via video call, with questions sent to the informants on April 22, 2024, via email.

Ethics of the Study. During the survey and structured interviews, the study adhered to the fundamental ethical principles of confidentiality, anonymity, respect, and privacy. Participants were informed about the purpose of the study and the person collecting the data.

Presentation of the Waste Management Company. The company was founded in 1998 and currently employs 500 individuals. Its primary activities include the collection and processing of secondary raw materials, packaging, production waste, municipal waste, and food waste. The main goal is to become the most efficient waste management company in Lithuania. A key focus is on ecology, continuously searching for environmentally friendly solutions, and encouraging the public to care more about the environment and sustainable resource use. The company has made efforts to educate the population on sustainable living. According to the company's website, the waste management company is innovative, understands the future it wants to create, and purposefully moves forward by discovering new and more advanced tools and methods for work, recognizing that innovation is the foundation of competitive advantage.

Upon reviewing the company's internal documents, it can be stated that both monetary and non-monetary motivational measures are applied to strengthen employee motivation. Monetary measures include bonuses for overtime, weekend work, and public holidays, as well as financial rewards for anniversaries, births of children, and mobile phones, company cars, and fuel allowances for commuting over 15 km. At the end of the year, after performance evaluations, bonuses are given for good results. Non-monetary measures include raising employees' qualifications, with the company participating in the "Human Resources Improvement in Companies" project from 2020 to 2023, where employees enhanced their professional qualifications and gained new knowledge and skills. Employees are also provided opportunities for career advancement, to express their ideas and innovative thoughts, and partake in trips and social gatherings.

In summary, it can be concluded that both monetary and non-monetary motivational measures are applied in the company. However, it would be advisable to present the employee motivation system as a separate document, as it is currently included as one of the points in the company's work rules. In a constantly changing competitive work environment, to maintain employee loyalty, the motivational measures should be reviewed regularly to address the current situation.

3.2. Data Analysis of the Study

3.2.1. Survey Research

To determine the demographic characteristics of the respondents, the first block of the survey asked questions regarding the participants' gender, age, and length of employment at the waste management company. The results show that the company employs primarily young and middle-aged employees, as the waste management business is specific and requires physical stamina due to working in field conditions. Regarding length of service, the largest group of respondents has worked at the company for 2 to 5 years (37%). Furthermore, the data indicates that nearly half of the participants (45%) identified the most acceptable definition of motivation as "motivation is the desire to put effort into a process that can lead to enjoying the result and achieving success in a specific activity."

The survey results revealed that the majority of participants (88%) considered motivation-enhancing actions important for improving work quality and efficiency. Additionally, over half of the respondents (60%) indicated external motivation as more important, while almost a quarter (24%) viewed both external and internal motivation as equally important. Only a small proportion (14%) emphasized internal motivation as a priority.

Respondents were asked to evaluate the most significant internal motivational factors. Based on the data, the employees of the waste management company considered various internal motivational factors important or very important. The majority of respondents (65.4%) indicated "The desire to feel better" as an important factor, followed by "The desire to learn" (63.2%), "Enjoyment of the activity" (62.6%), and "Opportunity to realize one's potential" (62.1%). Only a small fraction of respondents (0.5%) considered "The desire to learn" and "Opportunity to realize one's potential" as entirely unimportant. In conclusion, it can be seen that encouraging employees using internal motivation factors can effectively enhance their motivation at work. Respondents recognize that it is crucial to keep learning in order to adapt to the changing environment, improve qualifications, and express their potential through knowledge.

Based on the responses received, we can infer that nearly half of the employees are either unaware of or unwilling to improve their professional skills. Therefore, it is essential to consider this factor and explore the underlying reasons. When designing a motivation enhancement model, it is important to incorporate learning opportunities as a means to realize employees' potential, as 62.1% of respondents identified this as a key internal motivator. A clear structure for professional skill development should be established, as it is an integral part of strengthening the motivational system.

According to the respondents, half of the employees (46%) receive encouragement only once a year. In summary, we can state that employees are infrequently rewarded for their achievements. To enhance employee satisfaction, considering that this is a significant internal factor for 65.4% of respondents, it would be beneficial to implement monthly recognition or incentives.

From the responses of the survey participants, we observe that the majority (46.6%) emphasized the importance of additional benefits in the workplace. Slightly fewer (45.1%) considered financial compensation as highly important, while nearly half also valued material incentives (43.7%) and additional allowances (42.7%). We can conclude that external motivational factors are highly or moderately significant for most employees in waste management companies, and therefore, they should be appropriately integrated into the motivation enhancement model within the organization.

After reviewing both internal and external motivational factors, the next question aimed to assess how respondents perceive the monetary and non-monetary motivation measures applied within the company. The data show that both monetary and non-monetary incentives were evaluated similarly, with 33.5% rating financial rewards and 28.2% rating non-monetary incentives. The evaluation is slightly above average, indicating that the motivation enhancement model requires further improvement, taking into account the survey results. In conclusion, to strengthen employee motivation, greater attention should be given to monetary incentives, as these are currently rated only moderately. The data suggest that employees highly value their salaries, funding for training, and bonuses.

The results indicate that the waste management company lacks a clear and effective motivation system that meets the respondents' needs in the motivational process. Respondents expressed a desire to adjust the current motivation model, as the company's activities are specific and require continually updated motivational tools. To retain not only the administrative or managerial staff's loyalty to the workplace but also the motivation and commitment of drivers, waste loaders, and other workers, it is necessary to adopt appropriate measures to ensure better performance and satisfy both financial and non-financial needs.

In conducting the research, it was important to determine whether the lack of motivation measures would encourage participants to leave the company. The responses revealed that over half (61%) of the respondents would consider changing jobs due to the lack of motivation measures, a quarter (26%) were uncertain, and only about 12% would remain. This suggests that timely employee motivation is crucial, and consistently strengthening the motivation model is necessary to achieve mutually beneficial results for both the employee and the organization.

In summary, the quantitative research findings show that motivation is a significant factor for employees working in waste management companies, and enhancing motivation has a positive impact on their job quality and performance. Based on the analysis of the participants' responses to statements related to Maslow's hierarchy of needs, we found that all five needs are rated moderately. Therefore, it can be concluded that when improving the motivation enhancement model, this should be taken into account. The research revealed that external motivation is perceived as more important than internal motivation. Additionally, the study identified that employees prefer monetary incentives over non-monetary ones. Almost all employees agreed that the company needs to modify or create a new motivation enhancement model, and that they would participate in programs or activities designed to strengthen their motivation. In the open-ended question, respondents most frequently emphasized the need for a salary increase, additional health insurance, more collective activities, better communication with supervisors, and more learning opportunities. From the responses, it is evident that more than half of the respondents would consider changing jobs due to a lack of motivation measures. It can be concluded that it is essential to motivate employees in a timely manner and continuously strengthen the motivation model to achieve mutually beneficial results for both employees and the organization.

3.2.2. Interview Analysis

For the qualitative research, a structured interview was selected. Three informants – regional managers of a waste management company – were chosen for the study. The interviews were conducted via video call, with pre-prepared, approved, and emailed questions related to enhancing employee motivation within the company. The informants were provided with five questions. The order of the questions was maintained to facilitate easier analysis, processing, and comparison of the responses, ensuring that a motivation enhancement model could be proposed for the waste management company.

The questions asked during the research were as follows: 1) How do you understand the concept of motivation in the workplace? 2) Do you believe that the factors for enhancing motivation are important for your employees? Do you have a motivation enhancement model in place? 3) Does your workplace meet these needs? 4) What monetary and non-monetary incentives do you apply? Which do you consider more effective? 5) What new incentives do you think should be introduced?

Summary of Responses:

Motivation Concept in the Workplace: The managers defined motivation as the encouragement provided to employees based on their work results: “In my opinion, these are incentive measures that in one way or another influence employees’ work results...”

Importance of Motivation Enhancement Factors and the Existence of a Motivation Model: All three managers agreed that enhancing motivation is important for employee retention and reducing turnover, although they acknowledged that financial constraints sometimes limit their ability to implement these measures. They noted that motivation is encouraged in various ways, but a formal, separate motivation model or system does not exist. Instead, motivation is managed through internal regulations and procedures: “We don’t have a separate, clear document,” “We motivate employees according to the procedures established by law,” and “By the director’s order, but I believe we need a separate document that would be clearer for all employees.”

Meeting Employee Needs: The managers discussed how the company meets certain employee needs, including providing new work uniforms once a year, organizing lunch breaks in compliance with legal regulations, and wishing they could offer wages that align with employees’ expectations, though they currently lack the financial means to do so: “At our workplace, employees receive new uniforms that meet all requirements once a year. Lunch breaks are organized according to legal norms. Regarding salaries, as I mentioned earlier, we wish we could pay wages that meet employees’ expectations, but we currently cannot afford to do so...”

Monetary and Non-Monetary Incentives: The managers listed several incentives used at the workplace. For monetary incentives, they mentioned bonuses at the end of the year, payment for weekend work, and monthly bonuses for exceeding performance norms. Non-monetary incentives included gifts, souvenirs, trips, training, written or verbal praise, travel, and attention to communication: “Gifts, souvenirs, trips,” “Training, written or verbal praise, trips, attention to communication,” and “We address employees’ problems, communicate with them, though we might need to do this more often, not just during meetings or for work purposes.”

New Incentive Measures: In response to the final question, the managers expressed a desire for new incentive measures, such as offering internships or familiarizing employees with foreign companies engaged in similar activities: “It would be great if we could provide various internships for all our employees, even at a national level. It would be even better if we could introduce them to foreign companies performing similar activities to ours...”

Conclusion. The division managers understand and recognize the importance of motivation enhancement. When discussing whether the workplace meets the needs outlined in Maslow’s hierarchy of needs—physiological, safety, social, esteem, and self-actualization—they stated that the company partially meets these needs. While improvements are desired, financial constraints limit their ability to do so. The interview revealed that both monetary and non-monetary motivation methods, including salary, bonuses, training, trips, and informal team gatherings, are used. The managers agreed that motivation methods need to be refined and new ones explored.

It is noteworthy that no separate motivation enhancement model currently exists. Therefore, based on the qualitative and quantitative data collected, a motivation enhancement model will be proposed, which will be relevant for the administration and management of the waste management company. The model, applying Maslow’s hierarchy of needs, should focus on all five needs, as employees value salary, safety, communication, respect, and self-realization.

IV. EMPLOYEE MOTIVATION MODEL IN A COMPANY

Employee motivation is a key factor that reflects the company’s productivity, employee loyalty, overall success, and operational results. Based on the summary of quantitative and qualitative work results, it can be concluded that strengthening employee motivation involves actions that should be taken by the company’s management and administration, aimed at enhancing employee motivation to effectively meet their needs, from physiological to self-actualization. The goal of motivation enhancement is to align the company’s needs with those of the employees, striving for a mutually beneficial and effective satisfaction outcome.

The waste management company lacks clear documentation of motivation enhancement methods, so it is advisable to create such a model that can be implemented in their organization. The structure of the motivation enhancement model should consist of several stages but form a cohesive system with clear criteria

that is accessible and understandable to all employees. The model will only be effective when the employee's needs and expectations are met and when it motivates them to strive towards the company's common goals. Based on the theoretical part of the work, quantitative and qualitative research analysis, and synthesis, a model for enhancing employee motivation has been developed and is presented in Figure 2.

From the presented motivation enhancement model, it is clear that the first step should involve the analysis of internal and external motivation methods, which includes identifying employee needs such as physiological needs, safety, communication, evaluation, and self-actualization. It is essential to examine what employees expect and what motivation measures they need to be effective in their work. After discussing the current motivation enhancement methods used within the company, their effectiveness or ineffectiveness, relevant legal documents, and the company's financial capabilities, a clear motivation enhancement model should be created, which will be applied in the waste management company.

Taking into account the quantitative research and surveys conducted with company employees, it can be concluded that a monetary reward system can enhance employee engagement, aiming for higher productivity and a positive work environment. Equally important is non-monetary reward, which addresses social and communication needs. It can be argued that the optimal effectiveness of the motivation enhancement model will be achieved when both monetary and non-monetary incentives are used simultaneously. All applied measures must be timely, continuously updated, and supplemented with new forms of motivation enhancement. Consideration should be given to the individualization of needs, personal characteristics, job roles, and work experience. The motivation enhancement model should be clear and accessible to all employees.

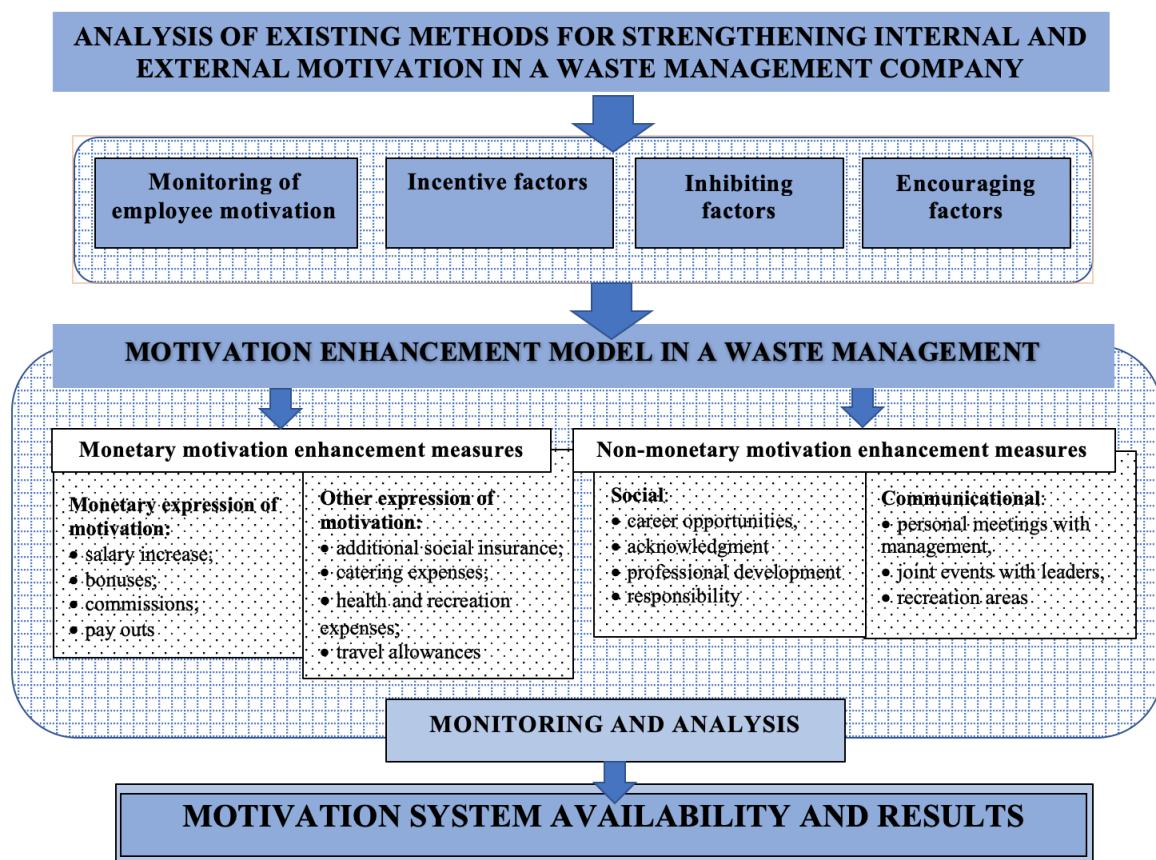


Figure 2: Employee Motivation Enhancement Model in the Waste Management Company
(developed by the authors)

Based on the quantitative and qualitative research conducted, it is evident that the motivation enhancement measures implemented in the waste management company do not fully meet the expectations of employees, and there is no clear motivation system in place. Considering the results of the study, it is recommended that the organization adopt a structured motivation enhancement model based on Maslow's hierarchy of needs. This model should remain dynamic, analyzed, evaluated, and updated annually, taking into account the needs of employees and the financial capabilities of the organization.

In summary, it can be stated that for employees working in the waste management company, motivation is an important factor, and strengthening motivation has a positive impact on their work quality and efficiency. The study revealed that external motivation is more important to the respondents than internal motivation. The study also found that when applying motivational measures, monetary motivation is more acceptable to employees, while non-monetary motivation is somewhat less important. Almost all employees agreed that the company needs to change or create a new motivation enhancement model and that they would participate in programs or activities designed to strengthen their motivation. It can be stated that it is crucial to motivate employees in a timely manner and to continuously strengthen the motivation model to achieve mutually beneficial results for both the employee and the organization. The interviews revealed that managers agree that the methods of motivation enhancement need to be improved and new ones discovered. It is also important to note that there is no separate motivation enhancement model in place, and therefore, by using both qualitative and quantitative data, the developed motivation enhancement model will be relevant for the administration and managers of the waste management company.

V. CONCLUSIONS

1. After analyzing the theoretical foundations of employee motivation, it is observed that different definitions of motivation are presented in the works of scholars and researchers. However, based on the opinions of many authors, a key approach to motivation can be identified. Motivation is understood as a force that drives and adjusts an employee's behaviour, actions, and goals, influenced by both internal and external stimuli. It is important to understand that motivation can be internal or external, and within an organization, balanced monetary and non-monetary motivation measures should be applied. The analysis of scientific theoretical principles shows that it is essential to create a safe work environment in which employees feel valued, fostering long-term loyalty to the company.

2. The analysis revealed that for employees working in the waste management company, motivation is an important factor, and enhancing motivation has a positive effect on their work quality and efficiency. The study found that external motivation is more important to the respondents than internal motivation. It was also determined that when applying motivational measures, employees prefer monetary motivation, with non-monetary motivation being slightly less important. Almost all employees agreed that the company needs to change or create a new motivation enhancement model and that they would participate in programs or activities designed to strengthen their motivation. The study showed that employee motivation at the company would improve if salaries were increased, bonuses and additional payments were provided, and more funds were allocated for training. Respondents also emphasized the importance of emotional stability and job security as factors that contribute to their motivation.

3. Based on the theoretical part of the work, the quantitative and qualitative analysis of the study, and the summary, a model for enhancing employee motivation was developed, which can be applied in the waste management company. This motivation enhancement model, based on Maslow's hierarchy of needs, must remain dynamic, analysed, evaluated, and updated annually, taking into account the needs of employees and the financial capabilities of the organization. Conscious and purposeful enhancement of employee motivation is the foundation for the company's operational efficiency and the ability to flexibly respond to changing labor market conditions.

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