

## RELATIONS BETWEEN CONTROL AND POTENTIAL MOTIVATIONAL FEATURES IN STUDENTS OF EDUCATIONAL FACULTY AS ONE ELEMENT OF THE ACTION PLAN FOR IDENTIFICATION OF MANAGERS

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### **Abstract**

*Purpose - The purpose of this study was to explore as well as preparing and collecting scientific material to the established model of identifying proposals managers of target levels in education, and entrepreneurship or administrative bodies. The design and approach - Methodology access is set up as a joint analysis of the potential combination of the two linear subspace, control resources and motivation, the survey indicators obtained in the students' training college. Findings - The results show that there is a statistically significant correlation between the control potential and motivational indicators in students of educational faculties and it is possible to identify this connection. Limitations and suggestions - to restrict this research can be found in the area of diversity features samples from some other areas in which it is possible to get different results possible. Transparency is not possible without the findings of new research. Practical implications - The application of the results leads us to a more detailed thought on finding the right target managers who can achieve the best results in realistic conditions. Value - The study is undoubtedly original and indicates the properties of the sample analyzed, and partly populations from which the samples were drawn.*

**Key words:** education, management, motivation, relationship, canonical analysis

### **Introduction**

#### *Human Resource Management*

Although many theorists would not fully agree with that, the concept of management emphasizes the management of resources, so it follows that a person in such an understanding resource which, of course, is managed. Consequently, the title of which is articulated as the management of human resources. Scientific and ontological point of view, this is a relatively new discipline that still articulate their actual scientific milieu, although its existence can be found even in ancient times before, and every time we see a group, so-so, the organized people, we need to accept and There is managing people. For this reason definitions are not always consistent and a lot depends on how you start the rope position moving individual theorist (economics, psychology, sociology, politics,).

Therefore, should be given some consideration on these definitions, because obviously, the management as a discipline, and hence human resources, is not completely profiled. According to some, thinking Human Resources Management (Eng. Human Resource Management - HRM) is a strategic managerial function within the organization that top managers create full managerial prerequisites for a high degree of satisfaction and motivation of engaged human resources. How the Navy is the basic managerial lever through which managers complete work on its employees, treating them as a key organizational resource, not a few authors, rightly, this managerial function calls and the management of human resources (Cohen et al., 1992; Bahtijarević-Sunroof, 1999 ; Šunje 2002; Malacko et al., 2006; Aksentijević et al., 2008).

HRM as a separate managerial (and business) function theoretically be conceived only for less than 20 years, making a qualitative shift in the treatment of human resources. Overall, the aforementioned guidelines planned approach to human resources management is called. "Soft" (Eng. Soft) access to human resources, which, in contrast to the still present "hard" (Eng. Hard) approach to human resource management, human resources is treated as the most valuable organizational resource - more precious than of physical and financial resources (hard access to human resources is treated in the same level as other organizational resources). In this context observed, organizations designed approach to human resources management of their competitive advantage based on the abilities and potential of their employees (Buble, .2000; Turner, 2003; Noe et al., 2006; Matkovic, 2014), with highly set ethical principles ( Talanga, 2003; Covey, 2004) and the discovery of new pathways (Tanasijević, 2006). HRM is actually the first fictional concept developed at Harvard in the early 80's of the last century.

Then he promoted the need "soft" approach to human resources and the need for meaningful design of all management decisions that in any way touch upon the employees. Many factors are taken into account at the same time, mainly from the region, but within the company and create a so-called. Investment Climate (Beer & Spector, 1985; Templar, 2011), which is directly linked with social laws and relations in society (Haralambos & Heald, 1989; Fanuko et al., 1995).



Figure 1. Optimal usage of human resources  
[Source: <http://www.slideshare.net/slavenovic/karikature-bastarzii>]

Still, scientifically speaking there are many non-confirmed claims about the HRM, which is too often taken "for granted" only on the basis of the intensity of the claims of some authority. The person who has the knowledge, skills, motivation and ability to represent human capital (resource) with the resources that the organization or institution provides a competitive advantage in the market. In this regard, there was the concept of human resource management. The aim is to establish appropriate management of human resources within a particular organizational or institutional structure (Bahtijarević-Sunroof, 1999; Cook, 2011; Matkovic, 2014). Of course, here is a must knowledge of psychology (Zvonarević, 1978; Hall & Lindsey, 1978).

#### *Control potential*

When we speak of any segment within the human community, the history of the atomic physics, always try some, if possible, using scientific methods to determine what it is (semantically, conceptually, in terms of content). Also, after that, we try to determine reasonable ranges of those of our knowledge, or at least the achievements of what we are dealing with content and which we have identified. At the same manner, it is necessary to try to determine what it is and how much control the potential entities that are interesting for us, because it is obvious that people are different, as is the case in all, it is safe and preferences and achievements that will control and organization achieve (Bonacin, Da., 2008; Bonacin, Da., 2011). According Fayolle there are the following interrelated and conditioned managerial functions (grouped related operations): the strategic direction of the strategic planning and design of the vision, mission and strategy, organization or creation of a framework of action, human resource management or design of the human frame, operational management and interactive communication, operational control or understanding achieved and proposing measures (Fayol, 1940). So, in the organization and management in modern society, are obvious: the preparation, monitoring, control and action on an object or a process with the goal of bringing the building into a desired state.

This means that there are three important segments of management: object (that which is operated), methods (how to operate), the generator (the one who controls) and to clearly defined hierarchy whereby the generator management hierarchy markedly superior to all others. He (according to knowledge, higher-level institutions,...) decides that the goals of management, who will be the object of control, which will apply the methods, which will be the criteria for evaluating achieved, would it be and what would be the redefinition of management, and will whether or not to terminate the control operation (Bonacin et al., 2008). But as in the introduction, management is carried out under conditions of uncertainty and ignorance. If the due process hypothetical know everything then we will simply and competently plan. If on the process we do not know anything then we will let it happen and intervene when we do who knows what criteria we consider it necessary (Bonacin et al., 2008). So, from all of the above, it is obvious that the importance of management, as well as periods in human life, in which he adopts new skills and forms of knowledge (study) and finally the importance of determining its actual position in society with regard to the management potential. As mentioned above are all important things manifest and do not see it at first sight, which means that they and their consequences manifest themselves later, in certain cases, perhaps too late. For the purposes of this study, the time to manifest consequences begins when an individual plays and his other roles in society, such as the role of certain professions, the role of marriage, parenthood, and so on. If we take into account the importance of time as one of the three most important human and even then and managerial resources (Bonacin et al., 2008), is not an obvious need for timely recognition of that latent in the structure of society? For that society as a living being to take advantage of human resource that has to develop if it is not the right time and in the right way done? (Bonacin Da., 2011). For these reasons it is necessary to study and explore all the complex fields which are reflected in the final outcome of management. Leadership potential, then, is nothing but the one hand the degree of inclination of the individual to adequately actively involved in decision-making, as it allows the ultimate result an active role, on the other hand is nothing but the ability to conduct operational level preferences in life, trying to participate in higher levels of management where there is an interest for him. Obviously, it would be good to know, at least the assessment, what are the possibilities for such individuals to make them optimally focused. Of course, those who do not have such potential should "ask" in this sense does not interfere and help in ways that are naturally predisposed. This concept of the term control potential assessed a Bonacin, Da., (2011) and got to the latent level, there are four potential control mechanisms: leadership, leadership, opportunism and delegation. From these results, it is that, as is assumed, not all humans (and studied) the same models approach to management and governance.

For some, it's just so they know their place and role (delegation), some only for the use of the opportunity, and a bit selfish (opportunism), while those who aspire to management can be clearly divided into natural leaders (leadership) and those who strive to be at the top for personal affirmation (leadership). And this is an area that will need to add additional exploring and finding out the details, but it appears that is based can still be placed.

#### *Motivation*

When the notion of motivation, however, the government literally chaos, and sometimes cannot find such definitions that are just incredible. While this is an issue that will unduly trying to close the narrow circles of psychology, today's interdisciplinary science that no longer allows. For example, since each approach motives requires some (at least one if not more related) personality theory as a basis for the development of knowledge about motivation, we come into a serious problem, because, for example, as many as 20 or so current theory of personality which all aspire to be, "she writes", and again depending on which of the sub-schools sprang theorist, and the researcher (Hall & Lindsey, 1978).

It is, of course, unacceptable, because it is impossible that all 20 personality theory correctly, if in good part contradict one another, although somewhat understandable considering how complex human being. The conclusion is that psychologists have found sufficiently precise answer regarding theory of personality, and equally not in motivation. What is particularly important is that the management in a general sense, "broken through" and kept many such theories, although is very doubtful that their position. That is, for example, the case with Maslow (1982), which has assumed all sociological realization; it does not need to be the case in this way. Then, like the father of management Drucker (1995), which are too relied on industrial psychology and derived from it (the state, social) motivational needs of an individual. The same applies to other theorists like Herzberg, McClelland, Vroom, Adams, etc. (\*\*\*, Wikipedia, 2015), so that the motivational structure constantly renewing the theoretical but not experimentally confirmed.

To avoid all these pitfalls in their research is Bonacin Yes. (2011) simply agreed questionnaire with hundreds of others, contained 12 questions from the floor-space of motivation, in order to perhaps find a large sample of what this is about. The resulting three extremely clear defined mechanism motivational structuring identified as: a) The primary motivations (pain, hunger, thirst, ...), b) secondary motives (social motivation generated) and c) Tertiary motifs (target hedonism mature). This structure is very clear, simple and consistently appears in a series of research Bonacina et al., 2001-2015, so it seems that someone once, but have to take seriously into account, as a logical and insights integrate all the others, and dubious theories about motivation.

### **The problem, object, aim and purpose**

The paper focuses on the students of educational faculties in the wider environment and their views on leadership potential, motivation. The problem of work is the identification of possible relations of the two subspace (control and motivation) in order to get closer to knowledge about the attitudes of future educators, just as they are exposed to the process of transformation of the final acquisition of educational knowledge and skills in college. The aim was to determine the relationship management potential and motivation on a sample of students. The purpose of the work is to prepare and collect scientifically established material to draft model of adequate work programs at higher education institutions in terms of adequate transfer of necessary knowledge and skills and the identification of images that can be singled out as the future quality of potential leaders.

### **Hypothesis**

In accordance with the purpose, hypotheses are defined for this study: H0 - There is a statistically significant correlation between the indicators of potential control and motivational indicators of students' educational faculties. Within this main hypothesis is possible to define and support: H1 - There are statistically significant canonical linear combinations between two sets of analyzed manifest indicators. H2 - There are statistically significant canonical linear combinations between two sets of analyzed indicators of latent dimensions.

### **Methods**

#### *The sample*

In all around us recognize some, mainly constant and persistent phenomenon. Although we are aware of the dynamics of all, though not all at all times exactly the same, with a great degree of certainty it can be argued that these phenomena can be quite well recognized in repeated observations. These conditions, no matter how many of them knew and how they tried to define, called entities. An entity may be a man, rock, country, state, choir, stratified sociological level, etc. (Bonacin, 2004). To ensure representativeness, not only in terms of sample deployments, but also the totality of variation that can occur, in the total sample included all entities without stratification differentiation, because only in this way can grasp the totality of the relationship that we want to explore. The analysis of entities not live apart either by groups either by strata, but in a unique complex which we call society, and that society has rules that contribute to individuals, groups and conglomerations. That is always the first step in a massive intervention data necessary to take into account all the variations, and only after the establishment of any such rules, complex system, more detailed analysis is approached by any specifics as defined strata or selective characteristics.

This study is one of the fundamental and aspires to mark the global latent markings, and was therefore naturally treated sample integrity. In this paper the total effective sample is 406 entities of both sexes and ages 19-27 years who were students of educational faculties. This allows effective and credible conclusion generalization knowledge due to the large population from which it is drawn. Such effective allows any correlation, projections or saturation greater than 0.0971 is statistically significant at the 95% confidence reasoning, each greater than 0.1271 is statistically significant at the conclusion of the 99% safety. In order to complete the procedure, the student population is selected from a wider area to ensure intelligibility (Pula, Opatija, Rijeka, Split, and Osijek - Croatia, Nis - Serbia, Mostar, Travnik, and Kiseljak - B&H).

#### *The sample indicators / variables*

The variable is at least one property or peculiarity that we establish the possibility of recognition of some of the internal properties of the entity, or at least its distinction from everything else. They are non-existent artificial artificial constructs by which, were at a scale value, estimate the properties of existing objects i.e. Entities (Bonacin, 2004). Operational variables are called indicators or indicators. The indicator must be valid, objective, reliable, unambiguous, accurate and representative. In order, therefore, defined as comprehensive potentially interesting dimensions of student status from a representative sample, designed the survey (authors: Bonacin, Da. & Bonacin, D) model Likert scale where each statement is marked with 5 modalities from "not at all I do not agree" to "strongly agree". Entities have a total of 138 indicators divided into seven domains, and for this study were selected 30 indicators of management resources and 12 motivational indicators. For each indicator is made normalization to establish credibility and validity of the questionnaire. In the same vein so far processed data in a random key repeatedly divided in two different groups but equal in number, and the analysis is done correspondence data in order to identify possible systemic factors that could contaminate the results. How these factors was not concluded to be accessed for further analysis and quantification of data. In order to complete "picture" of the investigated problem, the same analysis (Canonical correlation) was performed and the latent level and have been associated with previously determined orthoblique (Bonacin, 2004) factors of each area separately: a) control the potential (leadership, leadership, opportunism, delegation), and b) Motivation (primary, secondary and tertiary motifs). In this way it can really try to objectively determine the relations between the management and motivation, in order to set criteria and models for the management functions in general, but not on the basis of the general lack precisely defined assumptions.

#### *Methods of data processing*

The data were analyzed on three levels: a) basic statistics, b) correlations of indicators / factors, c) classic Hotelling biorthogonal canonical analysis.

Levels of processing a (canonical analysis) are just adequate testing the hypotheses of this study, because the relation between these two subspaces and what is a fundamental goal. Although in this research received a huge number of tables with the results for this study will be presented only the most basic to the space would not be excessively increased because only normalization per indicator set of pages, i.e. it is a material that appeared in the Master's thesis Bonacin Yes. (2011) and is publicly viewable at: <http://www.dbonacin.com/DANIJELA/PDFS/MasterSve.pdf>.

## **Results**

According to the results in Table 1, in the manifest space obtained three significant canonic factors describing the connection between two of the analyzed area of human resources, leadership potential, and motivation. Canonical correlation was moderately (0.39 and 0.52), and the first canonical factor is high (0.88), while our projections of indicators suggest that there is one main mechanism that connects the two spaces. The first canonical factor is just as "acting". And the other two, although statistically significant, the smaller the range and importance. According to the results in Table 2, the latent space resulted in two significant canonic factors describing the connection between two of the analyzed area of human resources, leadership potential, and motivation. Canonical correlation with the second canonical factor is medium (0.29), and the first factor is high (0.87), while our projections factors indicators (as well as the manifest level) show that there is one main mechanism that connects the two spaces. The first canonical factor is just as "acting". A second, although statistically significant, is less scope and importance. In this way, it is evident that there are significant latent linear correlations between the analyzed areas. However, this means that the confirmed support the hypothesis of work: H1 - There are statistically significant canonical linear combinations between two sets of analyzed manifest indicators. H2 - There are statistically significant canonical linear combinations between two sets of analyzed indicators of latent dimensions. This is, of course taking into account the above hypothesis is confirmed and the main hypothesis which states: H0 - There is a statistically significant correlation between the indicators of potential control and motivational indicators of students' educational faculties. Mathematically a hypothesis has been resolved, but now follows the identification of the obtained effects.

## **Discussion**

Identification of the phenomena described in the results and tables leads us to start thinking about how to be future educators, who are also the adults, but are still learning, that is, there are still within systematic educational system. We connected the two spaces, leadership potential, defined by 30 indicators and motivational crucified with 12 indicators.

Table 1. Results of canonical correlation analysis in the manifest space

|      |     | Var.   | KAN1           | KAN2          | KAN3          |
|------|-----|--|----------------|---------------|---------------|
| H004 | 1 V | Potential leaders must be ready to jump and lead people                              | 0,90           | -0,11         | 0,02          |
| H017 | 1 V | In the process of management a very important is trust of person                     | 0,88           | -0,16         | 0,14          |
| H005 | 1 V | Results of the work are directly dependent on good governance key segments           | 0,84           | 0,00          | 0,03          |
| H027 | 1 V | It's good to have people for a number of different operational activities            | 0,83           | 0,04          | -0,10         |
| H003 | 1 V | In the important decisions always need to hear first assistant opinion               | 0,83           | -0,15         | 0,02          |
| H024 | 1 V | Without choosing the right information specific tasks can not be executed            | 0,82           | -0,06         | 0,02          |
| H001 | 1 V | In every organization there must be a real leader                                    | 0,81           | 0,00          | 0,01          |
| H006 | 1 V | It is very important to coordinate human resources and certain organizational blocks | 0,80           | 0,14          | -0,12         |
| H011 | 1 V | Management processes require constant supervision                                    | 0,79           | -0,10         | -0,09         |
| H010 | 1 V | Parts of organizational structures require a firm link                               | 0,78           | -0,04         | 0,08          |
| H023 | 1 V | Without quality people that transfer tasks business is impossible                    | 0,75           | -0,03         | 0,13          |
| H002 | 1 V | Truly leaders controls its vision and mission and transmitted to subordinates        | 0,73           | 0,03          | 0,21          |
| H009 | 1 V | Sometimes it is very important to establish a temporary project manager              | 0,72           | 0,11          | 0,14          |
| H008 | 1 V | Expert advice of top managers is a very important role                               | 0,70           | 0,11          | -0,08         |
| H012 | 1 V | Direct control of individual segments of the organization is inevitable              | 0,68           | -0,09         | 0,22          |
| H016 | 1 V | If it is well to individual in organization – it is well for everyone                | 0,08           | 0,42          | 0,10          |
| H028 | 2 L | A good part of the human resources must be available for necessary governance        | 0,68           | 0,11          | -0,14         |
| H026 | 2 L | Preferably, the existence of individuals who are completely out of the               | 0,55           | 0,34          | 0,06          |
| H025 | 2 L | Certain procedures should be fully independent of the organization's goals           | 0,54           | 0,42          | 0,14          |
| H029 | 2 L | A higher number of jobs does not require too much influence in deciding              | 0,39           | 0,50          | -0,10         |
| H030 | 2 L | It is good that a larger number of jobs does not require more complex competencies   | 0,34           | 0,33          | 0,02          |
| H014 | 3 O | The well-being of the organization must always come first                            | 0,74           | 0,05          | -0,13         |
| H013 | 3 O | Using the opportunities is almost always justified and necessary                     | 0,62           | 0,09          | -0,24         |
| H007 | 3 O | A high "people in the shadows" often better perceived good solutions                 | 0,59           | 0,17          | -0,04         |
| H022 | 3 O | Keeping small segments of work should be given to good workers                       | 0,59           | 0,02          | 0,00          |
| H015 | 3 O | A good part of individual action in a personal benefit is justified                  | 0,41           | 0,52          | -0,08         |
| H018 | 4 D | Reliable partners are the key people to help in top level decision-making            | 0,85           | -0,19         | 0,17          |
| H020 | 4 D | Hardworking associates often with their work provide value to the organization       | 0,78           | -0,16         | 0,07          |
| H021 | 4 D | Every good organization relies on good chiefs  | 0,55           | 0,25          | 0,35          |
| H019 | 4 D | Parts of less important tasks to be allocated to less influential people             | 0,33           | 0,24          | 0,01          |
|      |     | <b>Canonical correlation</b>   | <b>0,88</b>    | <b>0,52</b>   | <b>0,39</b>   |
|      |     | <b>Canonical determination</b>   | <b>0,77</b>    | <b>0,27</b>   | <b>0,15</b>   |
|      |     | <b>HI-square</b>   | <b>1016,74</b> | <b>451,38</b> | <b>328,79</b> |
|      |     | <b>DF (degrees of freedom)</b>   | <b>360,00</b>  | <b>319,00</b> | <b>280,00</b> |
|      |     | <b>Wilks lambda</b>  | <b>0,07</b>    | <b>0,31</b>   | <b>9,42</b>   |
|      |     | <b>p (significance)</b>  | <b>0,0000</b>  | <b>0,0001</b> | <b>0,0423</b> |
| M003 | 1 P | Most people primarily want security against any threats                              | 0,91           | -0,13         | 0,11          |
| M002 | 1 P | Hungry and thirsty man deals exclusively with the search for the necessary resources | 0,90           | -0,17         | -0,04         |
| M001 | 1 P | Pain makes man to seek solutions to the repaired                                     | 0,86           | -0,05         | -0,11         |
| M004 | 1 P | Reproduction is the most important motive of man in the past and today               | 0,79           | 0,23          | 0,20          |
| M010 | 2 S | Recognition in a social environment are especially welcome                           | 0,71           | 0,04          | 0,10          |
| M012 | 2 S | Satisfaction in various forms is the culmination of human activity                   | 0,71           | 0,11          | 0,12          |
| M009 | 2 S | Material and other rewards are and should be very important to people                | 0,51           | 0,61          | -0,14         |
| M011 | 2 S | Status that man reached is the most important thing in life                          | 0,43           | 0,57          | -0,24         |
| M008 | 3 T | Progress in every sense is the ultimate goal of man                                  | 0,81           | -0,09         | -0,25         |
| M005 | 3 T | A pleasant life is just unconditional need of a man                                  | 0,80           | 0,08          | 0,10          |
| M007 | 3 T | Science has always been the most important drive of man                              | 0,67           | 0,17          | -0,30         |
| M006 | 3 T | Art is something without which people are incomplete as people                       | 0,56           | 0,23          | 0,34          |

Table 2 Results of canonical correlation analysis in the latent space

|      |     | Var.                           | KAN1          | KAN2         |
|------|-----|--------------------------------|---------------|--------------|
| HVOD | 1 V | Governance                     | 0,98          | -0,15        |
| HLID | 2 L | Leadership                     | 0,73          | 0,52         |
| HOPO | 3 O | Oportunism                     | 0,67          | 0,60         |
| HDEL | 4 D | Delegation                     | 0,71          | 0,21         |
|      |     | <b>Canonical correlation</b>   | <b>0,87</b>   | <b>0,29</b>  |
|      |     | <b>Canonical determination</b> | <b>0,75</b>   | <b>0,08</b>  |
|      |     | <b>HI-square</b>               | <b>589,46</b> | <b>35,34</b> |
|      |     | <b>DF (degrees of freedom)</b> | <b>12,00</b>  | <b>6,00</b>  |
|      |     | <b>Wilks lambda</b>            | <b>0,23</b>   | <b>0,92</b>  |
|      |     | <b>p (significance)</b>        | <b>0,00</b>   | <b>0,00</b>  |
| MPRI | 1 P | Primary                        | 0,97          | -0,19        |
| MSEK | 2 S | Secondary                      | 0,73          | 0,64         |
| MTER | 3 T | Tertiary                       | 0,82          | 0,19         |

The two spaces that logically describe two parts, connected by canonical correlation analysis. That's the reason to discuss a common latent mechanisms in this population (sample) exist. In the manifest area, there were three significant canonical latent factors. This primarily means that the student population is clearly perceived by a connection in managing tendency to motivate, but also that there is no uniform mechanism for establishing relations of the space, but there are three parallel phenomena, i.e. the mechanism. After examining the structure can be seen that the factors are structured in such a way that the first factor brought together the largest number of saturation (high projection variables) in both subspace while the other two slightly less saturated variables thus described, therefore a primary or a secondary specific sample within the treated area.

The first canonical factor in the area of management of potential describes the complete control status ie. State and motivational describes perception as a complete current motivational model. The first canonical factor are therefore fundamental value relationship management and motivation of the social reality in general and in our terms described in his leadership in management, with its best features. It seems that this form of constellations and structuring a natural thing, and that is also natural that dominates the totality of relationships. In exactly the same way he structured the first canonical factor latent mechanisms (Table 2) and integrates all of the analyzed features from both subspace but above all leadership and primary motives. Obviously this is the mechanism by which the true leaders provide management role is primarily to achieve the protection of all members of society, and then their other benefits. It seems that this is the way the foundation of human resource management, and would thus be approached with this concept and its implementation. However, aside from this mechanism, on the manifest level (Table 1), there are two more, which is also natural, but their structure is greatly different. The second canonical factor shows some of the details and the specifics of which are not fully integrated into the general system described the first factor. In the area of management of potential describes the indicators that, taken together, are easily recognized as a good dose of egoism, and when it is added to the results in the area of motivation, and they are mostly secondary motivation (sociological environment) it becomes clear that this is a decision-making tendencies but with great dose of obtaining personal benefits and social recognition.

This would seem very confused when not to the same image (and clearer) was the latent level (Table 2) where more than you have seen a clear position of leadership and opportunism position secondary motivation. This suggests that leaders and opportunists have not achieved globally wanting a management role, but a partial and personal. Interestingly obvious to those tendencies, the second (and third) factors have not joined the trend of delegation, which means that the delegation as a term associated with the leadership and there is a reasonably positive systematic mechanism to ensure the management and realization of the objectives of a truly leading. The second canonical factor (in the manifest and latent analysis) can be identified as leadership stand-out, which does not mean that such tendencies should be eradicated in management. No, on the contrary, they should be used to add the establishment of Managers certain level, but with a precise evaluation whereby advancement to the top cannot and must not be allowed. These are in principle, educated (not natural) leaders - then another line (of some three), and then we could say that this "behavior" tends tactical level, but strategic must not be allowed by no means!. And finally, the third factor in the manifest analysis shows precisely the features that are best described as a Delegate to

the Steering subspace, but also as a secondary motive Refusal to motivation. Obviously this is a mechanism that would probably be the one that closest people do not want to manage or want social exposure and recognition of. These are generally well-known general features of subordination, particularly peculiar military and other conservative or authoritarian structures, where "everyone knows their place and role, and without prejudice to what they should not be touched." This mechanism in latent analysis is "stuck" with leadership, but it is within the circuit easily recognizable. Based on all this one could say that the compensating control resources integrated with the motivation that show three basic features that can be observed due to the potential number and given the range ie. The importance of acting in accordance with them. It is clear that the mechanism of leadership in the management (the first canonical factor) at the farthest range and power of the most important, but it is also clear that this mechanism will strive to produce rare individuals - a true born leader.

Just the opposite is the canonical factor describing the subordination, because it seems (and this many sociological surveys partly confirm) that the majority of people in the community (a little caricatured terms) wants your job, your salary, your security, your little part of the universe and a little peace and nothing else. This mechanism will strive to people whose total control range and sociological impact individually minor, but their numbers potentially maximum. Red arrow in figure 2 shows that both declines of a numbered growing importance of leadership that works for all members of the community and vice versa, as it increased the number growing need for subordination. Or it can be said that, as the growing importance of true leadership, the number of individuals it harder. Still remained unexplained "educated leaders" (but who are not born leaders). Their natural position is somewhere in the middle of them is still a very large number, although not as great as in the case of subordinate. But this is still a large number of the cause of struggle for power, because it is obvious that their natural environment where they just "winning" and applause maximized. Indicators, as well as the data of students for the purposes of this study are part of a larger project (International Project "Research of sociological, management and moral values of students", started in 2010, principal investigator prof. Dr.Dobromir Bonacin).

The complete survey includes about 2,400 students and over 200 indicators in the social and educational values of attributes. Initial data were collected in the winter of the academic year 2011. The basic intention was to define the foundation of knowledge for the improvement of practice, ie, the possible accumulation of knowledge on the basis of which can be prepared offer solutions that daily operational activities improve educational or based on predefined scientific knowledge. The case studies were students of educational institutions.



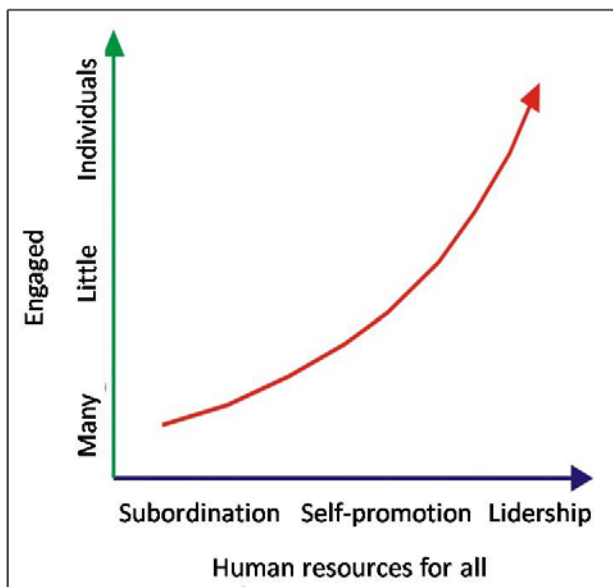


Figura 2. Hypothetic result of relation between entities number and behaviour  
[Source: Bonacin Da.]

The problem of work is insufficient knowledge of the relationship between, on the one hand control resources and on the other motivational structures that together represent an important link in the formation of real and science-based elements of human resource management (HRM).

The aim was to determine the relationship of these two indicators in types of students of educational institutions in order to improve educational practices based on scientific knowledge, ie, integration management and motivation to control the level of management in education. The pattern has entered a total of 406 respondents from various parts of southern Europe, but the way to overcome the language barrier without translating questionnaires. Indicators for this study were a set of 42 indicators (30 and 12 managing potential motivational) processed biorthogonal multivariate canonical correlation analysis on the manifest and latent level of the input data.

In accordance with the objectives defined by the hypothesis, both the main and auxiliary that all of them accepted, and it can be concluded that there is a statistically significant correlation between the analyzed subspace sociological attributes the students' educational faculties and it is possible to clearly identify this connection. The results suggest the stability of the structure of latent mechanisms and an understanding of real phenomena in management but the prognosis of finding potential managers desired levels. All this inevitably means a need to modify the common and not always effective standards for the selection of managers in the company, particularly in the very important positions in businesses, administrative bodies, or education.

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## RELACIJE UPRAVLJAČKOG POTENCIJALA I MOTIVACIJSKIH ZNAČAJKI STUDENATA EDUKACIJSKIH FAKULTETA KAO ELEMENT AKCIJSKOG PLANA IDENTIFIKACIJE MENADŽERA

### Sažetak

*Svrha – Svrha ovog rada bilo je istraživanje kao priprema i prikupljanje znanstveno utvrđenog materijala radi prijedloga modela identifikacije menadžera ciljanih razina u edukaciji, ali i poduzetništvu ili tijelima uprave. Dizajn i pristup – Metodološki, pristup je postavljen kao analiza potencijalnih zajedničkih linearnih kombinacija dva podprostora, upravljačkog potencijala i motivacije, kroz anketne indikatore dobivene na studentima edukacijskih fakulteta. Nalazi – Rezultati su pokazali da postoji statistički značajna povezanost između upravljačkog potencijala i motivacijskih indikatora kod studenata edukacijskih fakulteta i moguće je te povezanosti identificirati. Ograničenja i prijedlozi – Ograničenja ovog istraživanja mogu se pronaći u sferi različitosti značajki uzoraka iz nekih drugih sredina u kojima je moguće dobiti moguće drugačije rezultate. Transparencija nalaza nije moguća bez novih istraživanja. Praktične implikacije – Primjena dobivenih rezultata vodi nas prema detaljnijem promišljanju vezanom uz ciljno pronalaženje odgovarajućih menadžera koji mogu postići najbolje rezultate u realnim uvjetima. Vrijednost – Istraživanje je nedvojbeno originalno i upućuje na svojstva analiziranog uzorka, pa dijelom i populacija iz kojih su uzorci izvučeni.*

**Ključne riječi:** edukacija, upravljanje, motivacija, povezanost, kanonička analiza

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