

MOTIVATION AS A FACTOR IN SUCCESS OF PUBLIC ENTERPRISES OF KOSOVO

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Abstract

If we start from very simple concept that motivation is an incentive or incentive to work something, than if we want or not we will think research and to find what actually pushes us to work or not to achieve the goals of our organization. The main purpose for choosing this topic is the study of realization of the objectives in organization, through implementing single forces – human resources, in order to let organization-businesses know, that one of the most important factors affecting business success is motivation.

This motivation mostly depends from the manager of company, how he will affects to his workers which together reach organizational goals. Also at the same time, the manager must always to be in the flow of new management policies, so that its work to do a search to see the results or possible deviations, which directly affect at the mood of employee. During the preparing this topic, I have done browsing local and foreign literature, but If we want to have a more complete paper it was not enough only literature review, but I've combined this with practice study that I conducted with Public Enterprises with our employees through our Kosovar businesses. Using domestic and international literature, this study has a main purpose to help us in understanding a human resources management and indication of this management in motivation of employers. Some researches tells us that job satisfaction indicate in total productivity of organization across more welfare of employee. The main objective is to see this relationship between job satisfaction and human recourses management in practice. Job satisfaction-motivation include some characteristic as security in job, salary of employee not just with money but advancement in position of organization, corporation with colleagues, clients and supervisor.

With this study I want to prove that management is not present only in the business, at least not be so because even our life is a form of management by our individually forces, we have rights when we say that management is universal activity, with this understand that the principles management must to be present in all areas of life, ranging from individual, household, agriculture, sports, society is generally part of which is the field of business, banking, manufacturing, business banking etc.

1. Introduction

Management and especially motivation exists from early times, however in our country this field is not very well developed. However in our country this field is not very well developed. However already know the basic meaning of management the main aim was that through the organization of human resources reach the realization of the best business goal. The organization the these human resources is achieved through several functions in order to have a more efficient organization and have more effective distribution of these human resources, that are increasingly in other resources combination, human or physically.

2. The importance of management

The main functions that make up the cycle of management or the essence of management as the process are: planning, organizing, staffing, leadership and control. To realize these functions of management, it must be committed people of organization, or employee that are respondent for this posts, where for the function with which they have to do to engage human resources. If we want to understand better the work of manager, what exactly he works, we must to divide this work in to category:

- The manager's job function
- The manager's job role

Understanding the work of the manager as a function of separation approach based on the work conducted by the functional manager.¹

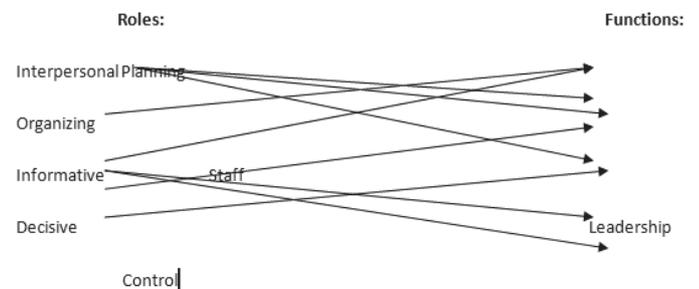


Fig. 1. Manager roles and function²

From the scheme presented we noticed how the roles of manager are associated with key management functions, where starting from very brief view we can see that the current organization, staff and leadership is about human resources because if we talk about organization of an enterprise as a key point for the organization are human, who deals with a separate department of the department of human resources, who is also should have a check doing by the managers responsible. Also if we want to have a good planning, a good direction and control, definitely we need to have information, where it is known that in today's modern world, information is the key, for having a successful business as well as human resources planning, management and their control of us need as an internal information as well as external information. To not forget that after all these roles, if we have the decisive role we would not have the right results in business, that our results will not be seen at all, so it's also shows that this role is strongly decided in business. The roles of manager are: information role, interpersonal and decisive. So with all rights, we can say that the job of manager is to function as a role, because his manager's roles in the enterprise that has, directly fulfills the functions of management without which it would be meaningless its management. Now, it is

¹Henry Fayol, General and Industrial Management, Lomder, Pitman dhe Sons, v. 1949 (First Edition 1916)

² B. Ramosaj, Management – Basic of Management, University of Prishtina, Prishtine, ed. 2007, page 23

known that an organization to realize its business and to achieve its objectives should not only to have resources but have to know how to manage those resources effectively, always in the given priority the human resources, where it is known that we are dealing with other resources such as financial, physical and information.

So human resources departments, including numerous individuals where their knowledge or their skills for the job are the most varied, as capacity to perform different from each other and what makes them stronger and more competitors against each other. Always having a better organization of these resources, effectiveness at work will not also miss the targets that will be achieved soon, within the prescribed period, in the time frame predicted by the plan.

3. The motivation in business success

As we can see all this function of management and their importance increasingly, we make us more and more to think that who prepare a success or failure in global businesses. Starting from planning, organizing, staff, leadership and control we saw that all this work done from human resources and asked ourselves what is the forces that pushed us to work with this desire. At most cases the answer is the same; the only power that makes employee invulnerable to achieve these goals is material and moral reward.

Some ways that can measure the motivation at staff of one company:

1. Ask them what they want to arrive after works? – only to be announced by the human resources manager of business goals, objectives where they want to achieve, will make company workers feel better about the work they are doing. However it would be difficult to know clearly the objectives but each worker would be willing to give its contribution to the company and would feel good with work that done.
2. Get age and work experience of every employee – It's naturally that there are some exceptions to every business organization but employees at the end of their professional career are less focused on the future of business in the long run, than those who are new to the organization, while young will be there patient to hear anything about any area that does not express interest.
3. Measured the primary motivators or find that they are motivator leading business organization – again we said that there are exceptions in organizing the structure of human resources as well in their professions because for example engineers are more motivated at work on any project which would be visible, it means to see their work, a gain project which in turn would be it money that will measure how well this would work really these employees.
4. Discover the detail of every employee's personality – whenever it comes to any ceremony of gratitude to the success of any work or something celebratory event, to distinguish between those workers who love the public and those with only Thanksgiving.
5. Their flexibility – it means to be flexible to the extent that it will not hurt your business as for example for

some work to be performed in the office means the office sometimes be as hospitable to any customer, suppliers etc. to exist a dividing line between home and workplace.

6. Offering help in their career – while the employees know where the business wants to achieve after a period, do not hesitate to ask about what work is being felt more comfortable or even how you walk is their professional careers, so that these professional development to coordinate with the work they perform in the enterprise.

So, a major function of the leader is to motivate others whether as individual or in groups. However, this motivation will be reached only when it will be self-motivated, so itself motivation will also reflect on the others. Finally motivation as longer terms contains the self-motivations. We conclude that motivation should be the primary place in the business because in addition to the other development policies, should be the policy to develop the framework, within which enters motivation.

3.1. What is the importance of motivation of the managers, to Kosovo businesses

What is the importance is given to the whole organizational structure of the framework and in particular Kosovo motivation in our business, a more accurate comment would look after surveying these enterprises. But, if we do an analysis of whether there are simply no economists or managers understand very easily that we do not have any special care for our employees.

This comes as a result of economist conditions, which directly affect workers to accept any working conditions, let alone a better form of organizing work, especially for motivation. Workers as unable to cope with life, with all of this costs and impossibility of finding a better job, have to accept different working conditions, to harder ones, including work which is not belong to them or did not answer professionally. Also an impact on this non organization of works and do not care to workers is to level of culture, means that what else our organizational culture have on the family and then also in our businesses because business is a reflection of that culture family, already in the business we do with more members.

3.2. Poll workers in public and private enterprises in Kosovo

Poll workers is developed starting from the Kosovo Public Enterprise and Private Enterprises but to be honest with the workers will not be released the names of these companies not the name of the respondents. How they do their job with pleasure they know because some of them from the fear that they had noted that although these surveys are anonymous not they hear themselves very freely to express, which gives us to understand how are really pleased with their work and how the managers are fair with them. But some of them I could not touch at all, as it the case with the private enterprise where workers do not have any assurance at work.

4. Comparison of results

4.1. Where is the higher motivation, in public or private enterprises

From the survey of employees that is done, we saw that we have these following results: workers are more motivated at private Enterprises than at the public enterprises, in the

private enterprises have various extraneous reasons ranging from it that I feel more confident about the work they do, have a long-term labor contracts, have many more benefits, like you work and you adapt to their profession and see the business the longest of its activity.

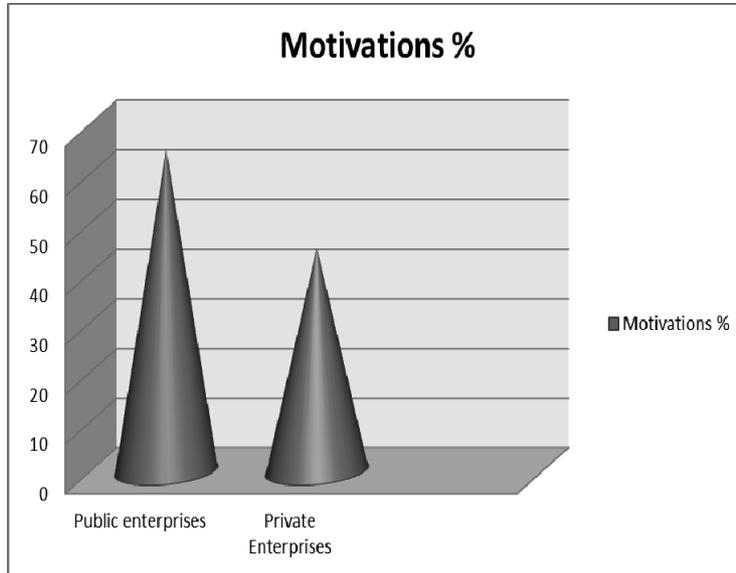


Figure 1 Higher Motivations

If requested by management that how workers stay on after regular working hours that their work is not rewarded either in cash or in additional benefits Private almost never enterprises, Public enterprises and in most cases yet, which urges to stay on course work if required.



Figure 2. Rewards after working hours

The average age of respondents in Private enterprises is 35 years, while the average age of respondents at the Public enterprises was over 50 years, which is noted in the survey that there should be a renewal of the staff and it starts very quickly, so that even those elderly manage to convey their experience to future generations. But, the main thing that pushes most of them to work and made to feel good at work, feel satisfied with the work they do is pay – wages, where the most frequent demands for their manager's salaries have increased.

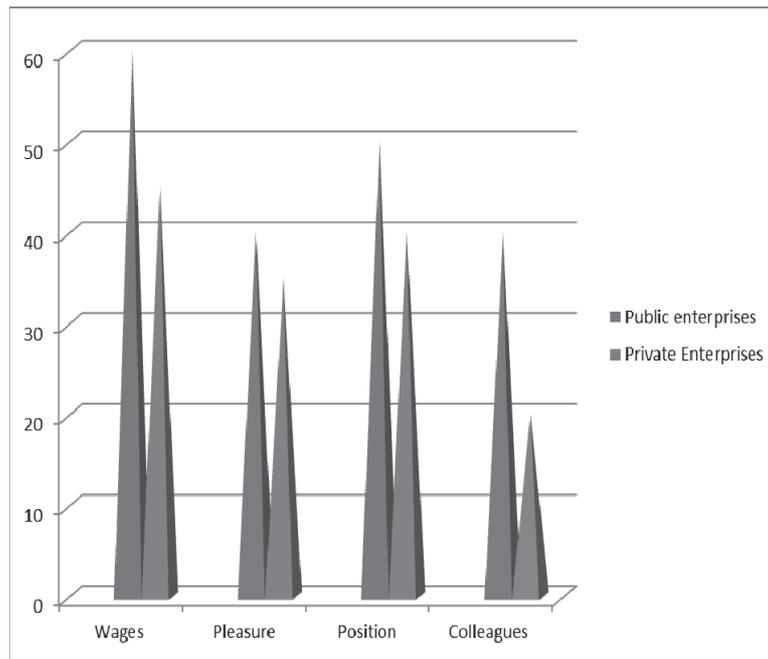


Figure 3. Working incentives

As a result of better conditions of work and greater safety at work, it seems what the salary is what encourages most public enterprise workers work even further, while the private companies that pay is not high or better to say work hard for salary not so good, by their professional position means that you work as it fits with their profession has a not very big difference. A major difference is in their collective forces that will mean that workers are approximately private enterprises in age and not care almost anything about the surrounding collective. It also shows that young people you work often become monotonous and not very satisfied with their work they do, since this degree of satisfaction is higher at Public Enterprises.

5. Conclusions

Now, it is well known that without a plan of the future cannot do anything but when they do not have nobody to organize in such planning, so do not have personnel to operate it is natural that there is no control on what becomes therefore, only when all these functions are coordinated among themselves, say they are working for a future success. Motivation is a crucial process – crucial in management. Without motivated employees as well without being motivated it as the manager could not get even the slightest thing that you need. Motivation is the driving force to humans. It makes people to become obedient to others and feel responsible for the actions they take in the enterprise. So, motivation deals with how we come to have

a spirit - good working atmosphere in the team where we work.

Having the view of many articles that have been made in connection with management, in particular for motivation might conclude that motivation is an internal process that the individual gives us energy, leads us, supports us in our behavior, in our individual strength which caused different behavior pleasant or unpleasant for team where they work. Positive stimulus has the crucial importance for business, as the following purposes:

1. To create a professional team but also motivated, successful and to have a spirit relationship with business.
2. From these professional team to have a direct impact, increase productivity

This is possible if we put in place eight motivators:

1. Recognition – to feel respected for what you are and what else our ability to predict the final results of work done
2. To be authorities, prestigious – to feel proud for even a very small movement that you had at work or pursuit of a higher degree at the University.
3. Attaining – wherever you want, of course with a good job.
4. To be valuable for others and are well appreciated as its manager.
5. To feel proud of the work that you performed.
6. To have influence on the others.
7. To take responsibility for actions that you take.
8. To be in progress – advancement.

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