

## Employees' Motivation and Management of Human Resources in Public Enterprises in Dukagjin's Plain

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### Abstract

This research is realized in city of Peja, in which included 30 employees of public enterprises that operate in this city. Participants were aged between 25-48; they were 8 females and 22 males. For the data collection is used an applied questionnaire with 12 questions. The first hypothesis of this research: "Motivation at work has a positive relation with the management of human resources" is made correlative analysis and we have this statistical production [ $r = .430^*$ ,  $p < .018$ ], a result that supports the hypothesis of this research.

**Keywords:** Motivation, management, human resources

### Introduction

The purpose of this research has been to see if motivation has a positive relation with management of human resources. In analyzed part of the literature is cited motivation, motivation at work and the management of human resources. After rising of the hypothesis and research realization is concluded that motivation of employees at work has a positive relation with the management of human resources.

### Literature Reviews

Motivation is a specific need or desire that presses the organism and directs its behavior toward to a goal. All motives are put in motion by some kind of incentives: Body condition, low level of sugar in blood or dehydration or a feeling as loneliness, guilty or anger. When something causes a directed behavior toward to a goal, we say that it has motivated the individual (Morris & Maisto, 2008).

Motivation usually is defined as something that directs the behavior? What is included here? Psychologists who study the motivation are concentrated in three main issues. First one, what is it that causes a person to make an act? Second, what leads a person to a certain goal? And third, what makes a person to be reluctant in his attempts to achieve that goal (Musaj, 1999).

People are motivated to seek for social equality in the rewards they take for the high performances. According to him the result from job includes: payment, recognition, promotion, social relationships, internal reward, rewards of different inputs like time, experience, attempts, education and loyalty. It suggests that people have tendencies to see the results and their contribution as a report and then they compare these reports with the others and to turn back to motivation if this report is high (Adams, 1965).

There are three main categories of motives: biological motives, stimulant motives and learned motives in society. Biological motives as hunger, thirst, temperature regulation and sex have a determined physiological base. Stimulant motives as sensory stimulation, quest, curiosity, pleasure and relationships with the others, and competence etc make the individual to seek sensory stimulation through interaction with environment. Learned motives in society as success, power and attachment are mainly determined from learning and have a base in social experiences (Pettijohn, 1997).

Which are needs and expectations of citizens and how can they affect in the behavior and their performance at work. Motivation is a complex topic, this something very personal and is affected from many variables (Farren, 2000), reminds

us twelve human needs that have been around from beginning of written history: family, health, prosperity, work, career, economy, learning, shelter, social and spiritual interactions, community, free time, mobility and environment and safety. Work and private life in the new millennium will continue to revolve around twelve human needs (Farren, 2000).

Motivation at the work place plays a central role in the field of management practically and theoretically. Managers see motivation as an integral part of equation of the performance in all levels, whereas organizational researchers see it as a basic building block in the development of the useful theories and practices of the effective management. In fact topic of motivation describes many subfields that constitute: study of management, leadership, including in teams, performance of management, managerial ethics, decision and organizational changes. Many business managers today aren't aware for the effects that motivation can have (has) in their business and for this reason is important for them to learn and understand factors that determine the positive motivation in the work place (Atkinson, 1964).

Managers should understand what motivates the employees within the context of the roles they perform. From the all functions that a manager performs, employees' motivation is probably the most complicated one. This is because that which motivates employees changes continually (Bowen & Radhakrishna, 1991). Many years ago, theoreticians have tried to reveal what motivates people. The most distinguished are: Taylor (1856-1917), Mayo (1880-1949), Maslow (1908- 1970), McGregor (1906-1964) dhe Herzberg (1923-2000). By all means the motivation is so important that the theoreticians still continue to develop their theories for motivation. This entire are build on the basis of the old theories .Theory is based in five requirements or needs.

1. **Survival-** Initially people should fulfill survival necessities or to win enough money to buy food and clothes.
2. **Safety** –When are fulfilled these needs, people will be safe. At work this means to have a safe work place and continues incomes.
3. **Society-** when people feel safe and ask for friends and social activities
4. **Status-**Highest orders should be fulfilled .First is the status-people should feel respected for that who they are.
5. **Self-fulfillment** –Finally, this is what Maslow called self-requirement in order to achieve the goal

Management in general meaning of the word has these synonyms: placement, regulation, planning, inspection, organization, direction, goal achievements, realization and also domination, manipulation, incurrence and fraud etc. If we analyze all these synonyms we can conclude that these include: regulation, planning, organization, direction or realization. All these have the meaning of a one way process, the manager says to his "inferior" employees what they should work. Manager decides what to work, whereas those "under" (inferiors) are equipments to achieve a certain goal. They often call the manager "boss" whereas his assistant "the right hand", because the right hand does exactly what the head says. Managers are called supervisors, because is presupposed that supervisors have excellent views in certain situations (Ramosaj, 2007). Human resources are people (including their knowledge, abilities and skills), who perform concrete duties within the enterprise. Resources present mean through which enterprises, during the fulfillment of their mission, they transform these resources into new values to use them according to the needs and requirements of the market. People that deal with the changing of the organizational structure and the leadership of the enterprises are called managers. Meanwhile, the function of planning, human resources, leadership and the inspection of works in the enterprise present the management. Management of the human resources is a scientific discipline which for subject has the human, his duties, education, motivation, reward etc. Management realizes his intentions as a function using necessary human and physical resources. Management of human resources is a systematic work of a strategic character which in the process of management has to do with the relations between the enterprise and the employees with the processes: employment, integration and education of the employees .Management of human resources is considered as an asset with critical importance through which the managers achieve their objectives, secure the stability of the enterprise and its competitive abilities (Havolli, 2009).

The nature of human beings is pretty complex with a entirety of needs, desires and aspirations, which are carried in their work place, determine and explain motives ,behavior and attitude that they adapt during the realization of the their concrete duties within the frame of business organizations. The interest of the scientists and managers to study this wide diapason of factors has been increasing and their importance is considered indisputable for three main reasons: a) For the versatile recognition of human nature and that is one of the main aspects that determine the organizational way of work, of its projection, leadership style that must be followed, forms of rewards that should be applied ,forms and methods of

inspection, the scale of centralizing authority and the way to solve conflicts etc. b) For human resources that play a determinant role in the general performance frame of organization. c) For the today's environment in which operate business organizations, where social elements take increasingly paramount importance, where the managers have understood that people's professional education of motivated people in the most appropriate way is a crucial condition on further using and development of modern technology and also to keep the long-term competitive position (Llaci,2008).

Hypothesis *"Motivation at work has a positive relation with the management of human resource*

## Methodology

### Participants

In this research have participated 30 participants who are employees in different public enterprises in commune of Peja. Their age was 25-48 whereas according to the gender distribution there were 8 females and 22 males. Participation of the respondents has been voluntary with a casual meeting with them in city of Peja.

### Instrument

For the collection of the data are used a questionnaire for motivation at work which has 12 questions which were divided: 1=strongly I don't agree, 2 =I don't agree , =neutral ,4=I agree ,5= I strongly agree. First six questions were about internal motivation at work and the last six for external motivation at work.

### Procedure

To realize this research we firstly had a random meeting with some citizens who declared that are employed in certain public enterprises .They declared if they want to participate voluntary to fill in the questionnaire .During the realization of the questionnaire there wasn't any uncertainty about the questions and for about five minutes they filled in the questionnaire .Whereas for the data elaboration was used statistical program SPSS.

## Results

Table 1: Correlation between motivation at work and management of human resources

Correlations		Motivation at work	Management of human resources
Motivation at work	Pearson Correlation	1	.430*
	Sig. (2-tailed)		.018
	N	30	30
Management of human resources	Pearson Correlation	.430*	1
	Sig. (2-tailed)	.018	
	N	30	30

\*. Correlation is significant at the 0.05 level (2-tailed).

To testify the first hypothesis of this research: "Motivation at work has a positive relation with the management of human resources "is made correlative analysis and we have this statistical production [ $r= .430^*$ ,  $p< .018$ ].

## Conclusions

In this study primarily is analyzed relevant literature for motivation and is concluded that it is the internal force or energy of a human that directs his behavior towards an activity or a certain purpose .Whereas motivation at work is concluded that is a complex process and very important one which plays a dominating role in the performance of employees in the frame of their activity in the enterprise. Therefore managers must be very careful and conscious for the way and strategy they use to manage their employees. Importance of motivation at work is best illustrated by Maslow theory featured to the analyzed part of literature. Whereas regarding to the management of human resources is understood that is presents and important component put within the enterprises that means leadership or direction, preparation and functioning with human resources. In the other hand motivation at work without any doubt is interrelated with the management of the human resources, so this

research is led by such hypothesis. To testify the first hypothesis of this research: "Motivation at work has a positive relation with the management of human resources "is made correlative analysis and we have this statistical production [ $r = .430^*$ ,  $p < .018$ ]. This result is important and it supports in principle the first hypothesis of this research. Although many times can be perceived that commitment and activity of the managers is low in comparison with human resources in public enterprises and from this results that they are very active in the commitment of the human resources and in general the employees motivation at work .

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## Questionnaire

- Circle "1--" If you strongly disagree  
Circle "2"-- If you don't agree  
Circle "3" --If you are neutral  
Circle "4"--- If you agree  
Circle "5" --If you strongly agree

Nr.	Declarations	1	2	3	4	5
1.	I am here to do this job to and to achieve an goal.	1	2	3	4	5
2.	I go to work voluntarily.	1	2	3	4	5
3.	I am very pleased when I work	1	2	3	4	5
4.	I try to do my best.	1	2	3	4	5
5.	I love my job because from the incomes I take I hold my family.	1	2	3	4	5
6.	I work only to provide money and welfare.	1	2	3	4	5
7.	I am ready to do extra work if my manager asks me to do that.	1	2	3	4	5
8.	I resist the pressure of the management because I want to keep my job.	1	2	3	4	5
9.	From me it is required to perform quickly	1	2	3	4	5
10.	The manager continually requires from us to work and usually under pressure.	1	2	3	4	5
11.	Sometimes the break time partially we have to use at work.	1	2	3	4	5
12.	From our work the organization where we work achieves positive results.	1	2	3	4	5

## Tables

1. I am here to do this job to and to achieve a goal.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid You disagree	5	16.7	16.7	16.7

	You are neutral	8	26.7	26.7	43.3
	You agree	10	33.3	33.3	76.7
	You strongly agree	7	23.3	23.3	100.0
	Total	30	100.0	100.0	

2. I go to work voluntarily.

	Frequency	Percent	Valid Percent	Cumulative Percent
	You disagree	8	26.7	26.7
	You are neutral	14	46.7	73.3
Valid	You agree	7	23.3	96.7
	You strongly agree	1	3.3	100.0
	Total	30	100.0	

3. I am very pleased when I work.

	Frequency	Percent	Valid Percent	Cumulative Percent
	You strongly disagree	3	10.0	10.0
	You disagree	4	13.3	23.3
Valid	You are neutral	14	46.7	70.0
	You agree	7	23.3	93.3
	You strongly agree	2	6.7	100.0
	Total	30	100.0	

4. I try to do my best

	Frequency	Percent	Valid Percent	Cumulative Percent
	You strongly disagree	1	3.3	3.3
	You disagree	2	6.7	10.0
Valid	You are neutral	8	26.7	36.7
	You agree	12	40.0	76.7
	You strongly agree	7	23.3	100.0
	Total	30	100.0	

5. I love my job because from the incomes I take I hold my family

	Frequency	Percent	Valid Percent	Cumulative Percent
	You strongly disagree	1	3.3	3.3
	You disagree	3	10.0	13.3
Valid	You are neutral	13	43.3	56.7
	You agree	5	16.7	73.3
	You strongly agree	8	26.7	100.0
	Total	30	100.0	

6. I work only to provide money and welfare.

	Frequency	Percent	Valid Percent	Cumulative Percent
	You strongly disagree	1	3.3	3.3
	You disagree	4	13.3	16.7
Valid	You are neutral	11	36.7	53.3
	You agree	11	36.7	90.0
	You strongly agree	3	10.0	100.0
	Total	30	100.0	

7. I am ready to do extra work if my manager asks me to do that.

	Frequency	Percent	Valid Percent	Cumulative Percent
You disagree	6	20.0	20.0	20.0
You are neutral	7	23.3	23.3	43.3
Valid You agree	13	43.3	43.3	86.7
You strongly agree	4	13.3	13.3	100.0
Total	30	100.0	100.0	

8. I resist the pressure of the management because I want to keep my job.

	Frequency	Percent	Valid Percent	Cumulative Percent
You disagree	2	6.7	6.7	6.7
You are neutral	12	40.0	40.0	46.7
Valid You agree	11	36.7	36.7	83.3
You strongly agree	5	16.7	16.7	100.0
Total	30	100.0	100.0	

9. I am asked to perform quickly.

	Frequency	Percent	Valid Percent	Cumulative Percent
You disagree	1	3.3	3.3	3.3
You agree	14	46.7	46.7	50.0
Valid You strongly agree	15	50.0	50.0	100.0
Total	30	100.0	100.0	

10. The manager continually requires from us to work and usually under pressure.

	Frequency	Percent	Valid Percent	Cumulative Percent
You disagree	1	3.3	3.3	3.3
You are neutral	1	3.3	3.3	6.7
Valid You agree	11	36.7	36.7	43.3
You strongly agree	17	56.7	56.7	100.0
Total	30	100.0	100.0	

11. Sometimes the break time partially we have to use at work.

	Frequency	Percent	Valid Percent	Cumulative Percent
You are neutral	2	6.7	6.7	6.7
Valid You agree	10	33.3	33.3	40.0
You strongly agree	18	60.0	60.0	100.0
Total	30	100.0	100.0	

12. From our work the organization where we work achieves positive results.

	Frequency	Percent	Valid Percent	Cumulative Percent
You agree	9	30.0	30.0	30.0
Valid You strongly agree	21	70.0	70.0	100.0
Total	30	100.0	100.0	