

## **The managerial affection towards the application of motivation of personnel in small and medium enterprises in Ferizaj**

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### **Introduction and Theoretical Basis**

One of the major competences which affects the business decisions is the one coming of the personal and artificial intelligence. The research of the decisions, the intelligence affections and the motivation in the management of a firm are topics that are minority or never treated in Kosova and around it. The motivation mainly causes certain behaviors. Those behaviors, taking into account the psychological aspects, vary in forms such as emotions, instincts, affections, etc. There are frequent cases when people do not even know why they do something, or whether they are aware of that, they are not able to express their motivations.

Motivation is a pulse that determines and keeps and is over the human behaviors. It derives from the occurrence of the rapports between the behaviors and filling the needs. To all human beings exists an energy and motivational potential that keeps the action that has been started before and tends to fulfill any necessities of value. The essence of motivation is based on the human needs. Motivation, as a process, is always based on different needs that are interrelated.

Motivation stimulates the employees, specifically the managers, in formation of a certain attitude towards it or in

taking initiatives in conducting the certain duties in the most accurate way in production and services.

This is the main reason I am really interested to conduct an empiric study in the process of the motivation effects in approving the business decisions in the enterprises taking into the account the human resources we will be able to notice the differences in human beings, the employees should be motivated through a greater participation and cooperation into the processes of the enterprises.

### **Problem Layout**

Nowadays, the contemporary world of business operates surrounded by the high levels of uncertainties and inabilities of foreseeing the future, especially in the countries of the South-Eastern Europe, the developing countries currently in transition.

This complexity becomes even harder as time passes. Therefore, for the firms to be able to survive, they should possess developed human resources, because the human activities and their attitudes are affected by other causes and objectives that appear as motivational effects in decision making activities in the enterprise.

One of the main components that affect the business decisions is the one of the affection coming as a result of the personal intelligence and the organizational attitude. The research of the personal intelligence affection into the business decision making process and the ongoing motivation of the management of a firm is a topic that has been very little studied or not studied at all in Kosova and the region. Motivation stimulates the employees, respectively the managers in forming certain attitudes or in taking initiatives for conducting their given duties in the most efficient way in production or services. Therefore, I am really interested to conduct an empiric study of the process of motivation as an

element of affection in approving the business decisions of enterprises. As for the human resources aspect, we will be able to see the improved impression regarding the human factor; the employees should be motivated through a greater participation and cooperation in the processes of the businesses. Due to limitations I have focused my research on the motivation of the Human Resources, managerial decisions, and organizational conduction at the small and medium enterprises.

Due to the limitations foreseen into this process, I have thought of focusing my research into the motivation of human resources, managerial decisions and organizational attitudes in the small and medium enterprises.

### **Aim of Study**

The purpose of this study will be to contribute into increasing the awareness in regards to the importance of decision making and organizational attitude during the motivation process of the human resources in small and medium enterprises.

- Through this presentation I tend to present my theoretical and practical knowledge related to the field of personnel, especially the motivation of the economical subjects in the municipality of Ferizaj. In this literature I shall also utilize the experiences of the transitional countries and those of the developed countries in order to argument in the best way the importance and interest of these three factors. Many enterprises cope with the challenges of development and with the wild competition inside and outside their country. They cope with conditions and development barriers as a lack of financial capacities and of the human resources that are trained and skilled for the new challenges.
- In this aspect, this study has as its subject the analysis and to produce an applicable document for the economic subjects, to come to conclusions that may be applicable

for the municipalities. In the other hand, the support of the local government should be seen as motivation to the small and medium enterprises. This is one of the most important spheres that stimulate the development of small and medium enterprises and to the businessmen.

- In order for the achieved results, that were gained through this study, to be presented as a model or a concept that could be applied in conditions or circumstances of the development of the local government, in the municipality of Ferizaj, I have made a hypothesis which I pretend to develop in a model, which model could serve as a sample for the motivation of the personnel in companies. This model shall be supported by the researches that I have done on field, through the surveying method. Through this research I shall try to analyze the state of the small and medium enterprises, in decision making processes, and organizational attitudes as it pertains to the aspect of utilizing the motivators or motivational policies. The collection of records shall be made through a survey and in direct contacts with the small and medium enterprises. Hence by utilizing the analysis method I shall try to analyze the actual state – the level of application of motivation in small and medium enterprises, in order to be able to finally come to a conclusion and to give recommendations in relation to the motivation and the application of it throughout the decision making processes conducted by the managers.

## Literature

The work of this study shall be based on the literature taken from books, some scientific magazines, and web pages that are related to the subject.

Below, I shall present some of the authors that have to do with the specific field of this study:

1. Wayne Mondyt and Robert Neo-s (who mainly think on the enterprises based on motivation- motivation is their readiness to act in order to achieve the enterprise goals).

Motivations are always caused by certain actions. Motivations, as far as the psychological factors, are in form of emotions, instinct, affects, etc. In many instances, people do not understand why they do certain things and/or they do not know that they are acting as such and they do not understand their motivations or they cannot express them.

Motivation is a pulse that determines, keeps, and tends to influence the human beings' attitudes. It derives from the rapports created between people through attitudes and due to the fulfillment of their needs. Every person consists of energy potentials to keep the pace of the action as it was started before and tends to fulfill any needs of value. The essence of motivation is the human needs. Motivation is a complete process which is based on different needs, which are interrelated reciprocally.

The above mentioned authors give high account to the motivation in order to increase the quality and productivity and it is also treated as a really important parameter of the development of the enterprise.

2. The staff inter-cooperation is the engine of the organization. Therefore, our challenge is to find the stimulation that pushes the staff into such cooperation. This may be reached by finding more positive stimulations and by decreasing the negative stimulators. It is of vital importance for the morale of the institution the idea of all the employees gaining the feeling of their contributions being valued, "no matter their position". The high importance result would also be to the institution is the combination of different duties assigned at the same time.

It's an old saying that says "In search of a horseshoe nail, all the army got lost", and this saying has a morale that is of value for all of us. Jillin H.P Poole, *Successful Management*, Tirana 2006, the author introduces the success of motivation that says that staff is the blood of your body. You shall be judged, based on the motivation success.

## **Hypothesis of the Study**

Small and medium enterprises that operate in the surroundings of the contemporary markets (in Globalism) in developed competition and channels of the distributors, goods and services are more than necessary. Therefore they should be more flexible in business conduction. They should consider the following tips as main hypothesis:

- Motivation has an important role in the decision-making of the personnel in the small and medium enterprises in Ferizaj,
- Management affects the motivation a conduction of the employees in the small and medium enterprises in Ferizaj,
- The application of motivation affects the entrepreneurship results in the small and medium enterprises in Ferizaj.

## **Research Questions of the Study**

This study shall contribute to the small and medium enterprises – in the increase of quality, productivity, and the satisfaction of the employees. One of the crucial elements that affect the business decisions is the motivation. Therefore I am really interested to conduct an empirical study of the process of motivation affection towards the business in small and medium enterprises in Ferizaj.

The main questions that require attention are: Is the motivation process being applied in small and medium enterprises? Why is the motivation process important in insuring the small and medium enterprises? What is the difference between the enterprises that have a high standard of motivation application and the ones that do not apply it at all or apply it to the least? How does the decision making and organizational attitude through the motivation system, the bettering of the work quality work? How should managers apply the motivation? What's the difference between the motivation satisfaction of the motivators and the motivation? Does the equal treatment cause the sense of injustice? What strategies are you going to utilize to motivate your employees?

## **Research Methods and Methodology**

Throughout the doctorate thesis proposal with the subject "The Affection of managerial decisions during the motivation application of personnel in small and medium enterprises in Ferizaj" I shall use the analysis method, synthesis method, comparative method, and the survey methods.

For the compilation of this study I shall utilize secondary sources which shall view the level of the development of small enterprises and to medium enterprises in the region of Ferizaj.

### **Analysis Method:**

Through this method I shall collect records and information, materials that treat the problem of the development of small and medium enterprises and the motivation of the human resources within them. I shall analyze the scientific literature related to this subject, different reports that treat the problem of the development of small and medium enterprises in Kosova. I shall also pin to the important literature that comes from

different institutions such as, World Bank, UNDP, and other institutions for scientific and economic research.

### **Synthesis Method:**

This method shall serve to synthesize the materials from different sources and documents from the Ministry of Trade and Industry, Riinvest Institute compiled strategies of local economic development, etc. I shall compile and conduct a survey by conducting interviews with the small and medium businesses of the municipality of Ferizaj, which has mainly been focused in motivating and developing the motivational methods towards these enterprises. The analysis of this method is the crucial element to this topic based on which I shall also try to provide my recommendations.

### **Comparative method:**

Taking into account the different experiences, I shall utilize the comparative method in purpose of learning from the most successful lessons learned and experiences and shall review the opportunities of applying and adjusting the experiences in different small and medium enterprises in the municipality of Ferizaj.

The sources used shall be:

- Primary sources which are related to this subject, the literature, statistics, research reports, etc.
- Secondary sources shall be obtained through the direct interviews with the businessmen. The content of the interviews has been created in such a way to focus mainly on the main subject of the thesis – motivation. The interviewing process shall be conducted by me in such a careful way by interviewing the managers and employees in relation to the motivation. The logical checking of all the employees shall be conducted in order to ensure accuracy. The input of the records shall be recorded to the SPSS and shall be introduced in Word

document; the obtained results from these interviews shall enable me to utilize them into the study.

### **Analysis Method**

All the relevant factors that affect the motivation of the employees in small and medium enterprises shall be analyzed. In the process of analyzing we shall try to evaluate the affection of motivation into business results, based on the group of the employees that they belong to and their efforts towards the enterprises. In this part we shall analyze the following: the economic and competitive status of the small and medium enterprises, financial state, employee support in the process of skills and knowledge increase – their motivation (the relation to the enterprise). The managerial structure and the affection of the management of the enterprise into the motivation shall be analyzed.

The whole analysis process shall be conducted based on the methodology mentioned above.

The final analysis shall be conducted by viewing the statistical data and given in chart forms. This analysis shall help the management of the small and medium enterprises to undertake additional activities towards the motivation of small and medium enterprises.

This analysis and the application of this methodology shall enable us to verify the hypothesis laid out previously and based on this we shall propose a suitable model for the development of motivation into small and medium enterprises.

### **The Importance of Study**

This dissertation shall contribute in increasing the quality standards, productivity, and the employee satisfaction, the last being one of the main elements that affect the business decisions – motivation. Therefore I am really interested to

conduct an empirical study of the affection of motivation in business conduction in enterprises.

This complexity becomes even more significant as time passes. For the firms to be able to at least survive in this surrounding should have a developed human resources structure. The human activity and their attitude are influences that cause certain actions to occur and they appear as a result of certain levels of motivation in enterprises. Small and medium enterprises that operate surrounded by the contemporary markets with developed competition channels of distribution, the goods and services are at a higher extent than required. Therefore they should be very flexible in business conduction.

This dissertation tends to contribute to the small and medium enterprises in the increase of quality, productivity and satisfaction of the employees. One of the main elements that affect the decisions made in enterprises is the motivation. Therefore I am really interested to conduct an empirical study of the process of motivation affection in the enterprises of the region.

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