

The Importance Role of Advancing and Professional Advance in Employee motivation: Case Study of Public and Private Organizations in Kosovo

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Abstract:

As a result of frequent changes in the national economy and international human resource management is one of the biggest challenges managers face today in modern organizations. For more professional management the human resources are required research into factors that affect motivation for human resources work.

Order management as well, so more efficient and professional human resource managers need to implement certain forms of motivation of employees in order to maximize the results in the organization.

The purpose of this article is to analyze the impact of motivational factors in the performance of employees in public and private organizations. This paper analyzes the impact of factors material and not material as: advancement on the basis of education, advancement based on experience, financial support towards continuous education and undergraduate specializations or after university. In this paper is analyzed the impact of material and not material factors in concrete public and private organizations, and their role in motivation, development of human resources in the Kosovo market and beyond.

Key words: human resources management, continuing education, advancement of human resources, public and private organizations.

Introduction

As a result of the transition during our country's economic and political challenges, Kosovo faced economic and non-economic

challenges. Research and publications documented in human resources management in a large extent in our country began to be made after the '99.

So from that period and up to now, human resources have been and are the focus of many internal and external researches.

For a long period of time, these researches have been limited due to both public organizations which have been advanced as well as to private ones that have been back from the aspect of the analysis of achievements or results.

Review of the literature

In this study we present the results of research in Kosovo Post public organization which is 100% public, the public operator Vala GSM which is 100% public and private commercial bank TEB Bank,¹ which is also 100% private and operates on the Kosovo market. The determination of these two research establishments has been public since these establishments are considered the most successful in the Kosovo market.

Rapid technological developments and ongoing structural changes aimed at greater flexibility and greater opportunities which are factors that affect the development of human resources.² Permanent employment of human resources has been replaced with short-term employment and it is now the responsibility of individuals to develop.³ Regardless of the degree of training, employees need constant training and development.⁴ To maximize results one exploits the manager's

¹ 2011. "TEB Bank the year report." Prishtine 7-26. <http://www.teb-kos.com>.

² Z. Koli and Sh. Llaci. 2005. *Human resource management*. Third edition. Tirane 197.

³ W. F. Cascio. 2002. "Changes in workers, work, and organizations." In *Comprehensive handbook of psychology, Vol. 12: Industrial and organizational psychology*, edited by W. C. Borman, D. R. Ilgen, and R. J. Klimoski. 107–130. New York: Wiley.

⁴ Sh. Llaqi. 2008. *Management*. University of Tirana 105.

material motivation and not the material of employees in the organization. No management has any organizational work, and managers are required to achieve the goal.⁵ Motivation is defined as the willingness to exert high levels to achieve the purpose of the organization.⁶ Every organization needs to attract a steady stream for talented and motivated people who will be ready to move in all positions in the organization.⁷ Motivation has nothing to do with the obligation of the people, but it has to do with creating the environment where employees will be motivated to work.⁸ Managers use various forms of stimulation in order to increase productivity, motivation to encourage work by stimulating employee material.⁹

The purpose of the study

In this study, research has been done in the field of human resource management to analyze the impact of motivational factors, including:

1. Impact of advancement based on experience as a motivating factor;
2. Impact of advancement based on professional preparation as a motivating factor;
3. Impact of financial support in capacity building as certain specializations in motivating employees, and the impact of financial support in continuing education such as University and then University in motivating employees.

⁵ Heinz Weihrich and Harold Koontz: *A Global perspective*, Copyright McGraw-Hill, Inc, v 1993.

⁶ Robbins, O.S. and D. DeCenzo. 2011. *Fundamentals of management, concepts and basic applications*. Tirane 407.

⁷ S. L. Rynes and D. M. Cable. 2003. *Recruitment research in the twenty-first century*. Vol. 12. New York: Wiley. 55-76.

⁸ N. Nicholson. 2003. "How to Motivate Your Problem People." *Harvard Business Review* January: 57 -65.

⁹ F. W. Taylor. 1911. *The principles of scientific management*. New York: Harper.

Topics addressed in this research may be of particular importance for staff who wish to make changes or impact analysis martial factors and not martial in motivating human resources in organizations that operate in Kosovo and the wider market.

Methodology

For the preparation of this study we have used the literature in management and performance evaluation of human resources, the materials gathered from documents, as well as the results of respondents from three organizations: Post of Kosovo, TEB Bank, and Vala.

Relying on the specificity of this research the qualitative and quantitative methods of research are used.

Sample selection is based on the following criteria:

- a) To be a public or private organization;
- b) Organizations are officially registered businesses;
- c) The organization has more than 50 employees;
- d) To be a profitable organization.

For the preparation of the questionnaire it has also been used earlier experience in research and consulting with specialists in the field of research. Data, reports and surveys of participants were analyzed in detail, in order to create a picture as clearly related to the purpose of this research.

Results of the research

In this section there are presented the results of research in public and private organizations. The research results relating to the findings and data processing of surveyed employees: public organizations Post of Kosovo, Vala and private commercial TEB Bank.

Research in public and private organizations is intended to create a clearer mirror about material and non-material

factors and their affects in motivation and promoting employees in the development and expansion of the individuals and the organizations.

Figure 1 shows the motivation of employees on the basis of advancement based on education and on the basis of experience.

Question		The organization	Do not know	Completely disagreed	Disagreed	Sometimes agree	Completely agree
1	Impact of advancement based on experience as a motivating factor	Vala 900	0%	0%	0%	6%	94%
2	Impact of advancement based on experience as a motivating factor	Post of Kosovo	0%	2%	11%	12%	75%
3	Impact of advancement based on experience as a motivating factor	TEB Bank	0%	0%	0%	30%	70%
4	Impact of advancement on the basis of professional preparation as a motivating factor	Vala 900	0%	0%	2%	8%	90%
5	Impact of advancement on the basis of professional preparation as a motivating factor	Post of Kosovo	1%	0%	9%	19%	71%
6	Impact of advancement on the basis of professional preparation as a motivating factor	TEB Bank	0%	0%	0%	40%	60%

Figure one presents the results of research of the impact of non-material factors in motivating employees in organizations: GSM Vala, Post of Kosovo, and in the TEB Bank.

Questions directed to the respondents in these organizations were:

1. Impact of advancement on the basis of experience as a motivating factor,
2. Impact of advancement on the basis of professional preparation as a motivating factor.

The first question that has been addressed to the respondents in public and private organizations was related to the advance on the basis of experience as a motivating factor. The answers of the respondents in the mentioned organizations were:

Public operator Vala responses were surveyed, 94% of respondents agree completely, 6% sometimes agree that enhancement of experience motivates the employees in the organization. In public organization Post of Kosovo the responses were surveyed, 75% of respondents strongly agree, 19% sometimes agree, 9% disagree, 0% fully disagree and 2% did not know. As the TEB bank responses were surveyed, 70% agree completely, and 30% sometimes agree that the advancement on the basis of experience is motivating.

The second question that has been addressed to the respondents in these organizations was: does professional advancement based on compiling motivate employees in the organization?

The answer of the respondents in the public operator Vala have been as follows: 90% of respondents completely agree, 8% sometimes disagree, 2% disagreed as advancement based on professional preparation motivates employees in the organization. The answer of the respondents in public organization Post of Kosovo have been: 81% of respondents fully agree, 15% disagree sometimes, 4% do not agree that the advance on the basis of professional preparation motivates. In

the TEB bank, 60% respondents agree completely and 40% sometimes agree that professional advancement based on compiling motivates employees in the organization.

Figure 2 presents research report material factors that influence the motivation of employees in the organizations surveyed.

Question		Organization	Do not know	Completely disagreed	Disagreed	Sometimes agree	Completely agree
1	Financial supports in career development motivate employees in the organization.	Vala 900	0%	0%	0%	12%	88%
2	Financial supports in career development motivate employees in the organization.	Post of Kosova	6%	6%	7%	16%	65%
3	Financial supports in career development motivate employees in the organization.	TEB Bank	0%	0%	0%	10%	90%
4	Financial support in University education motivates employees in organization.	Vala 900	0%	0%	4%	12%	84%
5	Financial support in University education motivates employees in organization.	Post of Kosovo	9%	6%	8%	17%	60%
6	Financial support	TEB Bank	0%	0%	0%	10%	90%

in University education motivates employees in organization.						
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Figure 2 presents the results of research material factors that influence employee motivation in the following organizations: GSM Vala, organization Post of Kosovo, and in TEB bank.

Questions directed to the respondents in these organizations were:

1. Impact of financial support in capacity building as certain specializations in the motivation of employees;
2. Impact of financial support in continuing education such as University and after University motivates employees in the organization.

The third question addressed to public and private organizations respondents was related to the financial support in capacity building as certain specializations motivate employees in the organization.

In the public operator Vala responses were surveyed: 88% of respondents fully agree, 12% agree that sometimes financial support career development as certain specializations motivate employees in the organization. In the public organization Post of Kosovo the responses were surveyed: 65% of respondents fully agree, 16% disagree sometimes, 7% disagree, fully disagree 6% and 6% do not know. As in TEB bank, 90% of the responses agree completely, and 10% agree that sometimes financial support in capacity building as certain specializations motivate employees in the organization.

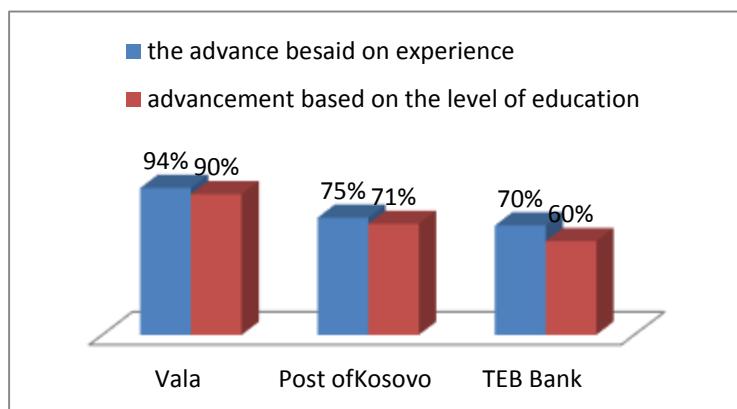
The fourth question that has been addressed to the respondents in the above-mentioned organizations was: does financial support in education at University level and after University motivate employees in the organization?

The answer of the respondents in the public operator Vala was: 84% of respondents fully agree, 12% disagree sometimes, 4% disagreed that financially supported university education and postgraduate education motivate employees in the organization. The answer of the respondents in public organization Post of Kosovo was: 60% of respondents agreed completely, 17% sometimes agreed, 8% disagreed, 6% disagreed completely and 9% do not know. In TEB bank, 90% of respondents agree completely and 10% sometimes agreed that financially supported university education and postgraduate education motivate employees in the organization.

Discussion of research results

By analyzing the survey results we can establish a clear picture of the impact of promotion on the basis of experience and education in motivating employees in organizations Vala, Post of Kosovo, and in TEB bank. The following graph shows the results of research related to the impact of non-material factors in motivating employees in the organizations surveyed. In the graph shown the relationship between the advancement based on experience as a motivating factor, and the impact of advancing education based on the motivation of employees in the organization.

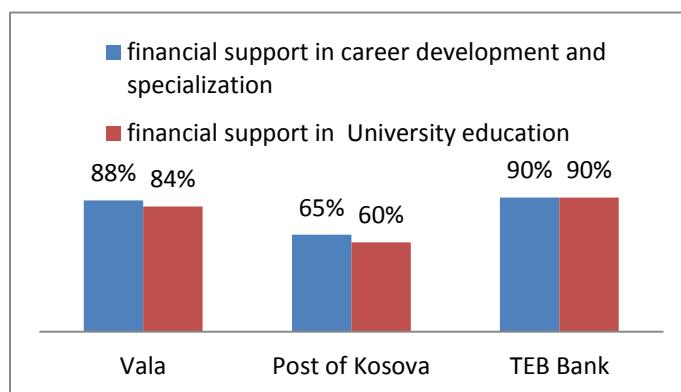
Graph 1 shows the non-material factors in influencing the employee motivation.



94% of respondents fully agree that the wave operator advancement based on experience motivates employees in this organization; the percentage is lower in the Post of Kosovo, with a total of 75%, and in TEB bank this percentage is even lower, where only 70% of respondents agree completely that advancement based on experience motivates employees. While advancing on the basis of professional preparation motivates 90% of the respondents in the GSM Vala, in the public organization Kosovo Post 81% of respondents agree fully with advancement on the basis of education or vocational preparation, and in the TEB Bank only 60% of respondents agree completely that advancement under educational experience motivates for the job. Employees in

Vala stimulates advancement more based on experience, while the employees in the Post of Kosova are more motivated in advancement due to education enhancement. TEB motivates advancement more based on experience. By analyzing the findings in the field the employees more are motivated by the advancement based on experience.

Graph no 2, shows the results of the survey based on the influence of material factors in the motivation of the employees.



In public operator Vala 88% of respondents agree fully that the financial support in career development as certain specializations motivate employees in the organization. For the public organization of Kosovo Post 65% of respondents agree completely, and in TEB bank, 90% agree completely that financial support career development as certain specializations motivate them to work.

In the public operator Vala, 84% of respondents agree fully that the financial support in University and after University education motivate them to work; in the public organization Post of Kosovo 60% of respondents agree fully, in TEB bank, 90% agree completely that financial support in University and after the University education motivate employees in the organization.

Conclusions and recommendations

This study has established some knowledge that will be useful in studying the impact of certain factors in motivating employees in public and private organizations. The tables and graphs presented the results of the survey related to the opinions of the respondents about the impact of material and non-material factors in motivating employees in the organizations surveyed. The employees in public organizations

are more motivated by the financial support in the development of career as certain specializations, while private organization employees are motivated by both factors, equally.

Employees of all organizations surveyed are more motivated by advancement based on experience and education, the result of research being probably the outcome of the fact that our society has gone through a long process of change and transition, including education.

Based on the results of field research managers need to:

1. Implement forms of financial support in capacity building as to certain specializations and support continuing education at the graduate and postgraduate level for the purpose of motivating work and promoting competition in the organization;
2. Apply methods to advance on the basis of experience, and
3. Implement forms of advancement based on professional preparation as a motivating factor.

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