

Motivation of Staff as an Important Component in Development of Public Administration (Kosovo Case)

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Abstract:

When we talk about the motivation of employees as one of the most important components for the development of an organization, we have to take in consideration the fact that up to date different theories and ideas are given, especially during the fifties of the twentieth century, which theory served as a good basis for today's authors that treat this area of study. In this regard, one of the most important theories in the field of motivation is the theory launched in 1943 by the American philosopher Abraham Maslow, known as the hierarchy of needs theory, according to which, within each human being there are different needs which lie in a hierarchical order placed one against the other. According to the author, a person within himself has five types of needs: physiological needs (food, water, shelter), the need for security, the need for unity (the need for support from family and friends), needs to be evaluated (recognition of values someone from people of the same level) and need to be updated (unleashing the creative capabilities and achieving life goals)¹.

According to Maslow, these needs were ranked in a hierarchical manner, starting from the lowest to the highest needs, expressing this its view that although no need can't be satisfied until the end, when such a need reaches a satisfactory level of completeness,

¹Maslow, A. H. A Theory of Human Motivation, Psychological Review, 50(4), 370-96, 1943

it is no longer motivation, but it opens the way for other needs which comes immediately in the order in the hierarchy of needs .

Motivation represents a set of elements such as desires, needs, incentives in order to achieve organizational goals and to fulfill the needs of the human individual. It is a psychological process in which the requirements and desires create the driving force aimed at achieving the goals.²

Key words: motivation, organization, staff, success, reward.

1. Introduction

As already stated, motivation of employees is one of the most important components to the success or failure of an organization. In essence when it comes to staff motivation within the organization we consider that motivation as reflects an art, which encourages employees to do certain actions because they see this as their desire or as a benefit to them. Roughly, when it comes to motivating employees within the organization, we immediately think about the salary. But, if we look at the problem more comprehensively, we will note that salary is not the only motive or main motive that makes an organization to achieve success. Motivation is more related to the establishment of an environment where people in the organization where they work are involved in the planning, performance and achievement of goals for themselves, for clients to whom they serve and for its organization. Also, the motivation appears even then, when they develop good relationships with their managers, feel powerful to make changes, have the opportunity to improve their role and themselves and are being reward with merit for their work they do in the organization.

Meanwhile, the organization or public institution shall think in the way that motivation of employees, is more than

² Ymer Havolli, Management of Human Resources, Prishtine, 2012

necessary to create a balance between their needs and desires. The first action that the organization should consider in this regard is to try to expand the work space for its employees. This means that efforts must be made to keep employees beyond their routine tasks, because, they should be backed that the work they do to become attractive, challenging sometimes enabling them to participate in field work despite the fact that they are hired for office work.

Then, the organization should establish specific standards, meaning that reachable objectives must be targeted by including in these processes their employees, which shows not only politeness to them, but also it is a very smart move, because, employees involved are more motivated to discuss any difficulties that may hinder their efforts, which enables them jointly to make efforts to overcome those difficulties.

Another issue that each organization should consider when it comes to motivation, is ensuring that each employee has to be informed and to clearly understand his role within the organization or public institution. In an organization this is arranged with a systematization of all employees, based on the competencies and skills they possess and by discussing and planning jointly the goals and details concerning the questions: when, who and how to realize those goals. That would be the key to success, because the way how the people are treated influences that the same will try to give the maximum of themselves, to provide excellent services to customers, achieving this way a double purpose for both: for the organization and for its employees.

2. Salaries and remuneration system within the Kosovo civil service

Public Administration is an organizational structure that provides the basis for decision making and implementation of decisions, rules according to which the public services are

delivered. In order to have public services with high qualities, it is required to have a productive labor force committed with the necessary skills to meet the needs of the organization. In addition to basic salary agreed to at the beginning of the creation of employment, remuneration is one of the key instruments through which the employer must seduce, engage and retain adequate work force for the realization of such services to its customers. This approach sets out key principles within which to develop payment systems, relevant, effective and affordable which in turn will enable:

- Improvement of service deliveries through engagement, recruitment and retention of workforce;
- Putting in motion / promotion of a dedicated workforce and productive, and
- Achieve a satisfaction level stable and steady throughout the organization.

Such an approach to the system of payments in accordance with the principles of payments and bonuses that apply within the European Union, which are agreed by unions, employers and government representatives. From this perspective, a true system of salaries and bonuses will motivate staff and ensure their contributing to the organization's key objectives.

The legal framework on the basis of which the current system works and functionalizes the current system of supported and salaries and remuneration in the Civil Service of the Republic of Kosovo consists of the following legal acts:

- Law no. 03 / L-149 on the Civil Service of the Republic of Kosovo;
- Law no. 03 / L-147 on Salaries of Civil Servants;
- Regulation no. 05/2012 on the classification of jobs in the Civil Service; and
- Regulation no. 33/2012 for Compensation Options to Page and other civil servants.

Civil Service Law³ consists of provisions setting forth rights, except civil servants rights to pay, the provisions that affect the amount of salary and other remuneration to classified staff employed in the Civil Service in four (4) functional categories: civil servants senior management level, management level, professional level and technical-administrative level and also being provided within each functional category ranks the inclusion of labor and steps which are determined based on several criteria, responsibility, complexity, personal skills, qualifications and work experience. Also, under this law it is specified that the work of civil servants compensated through the payroll system and that this system is regulated by a special law.

Therefore, adoption of the Law on Salaries of Civil Servants in 2010 by the Assembly of Kosovo has founded the system and structure of salaries, other allowances and benefits for civil servants clearly specifying that the funds to cover salaries, allowances and other benefits are provided from the Budget of the Republic of Kosovo.

The provisions of this Law shall guarantee civil servants the right to regular salary under the terms established by this Law and the Law on Civil Service, starting from the fundamental principle that public institutions will pay the same wage for the same work.

As noted above, same as the Law on Civil Service, Law on Salaries as well has made the classification of pay grades in the civil service in order to determine the base salary. In this regard, all job positions in the civil service under these two laws are divided in four (4) functional categories, within which, listed fourteen (14) salary ranks are grouped based on the responsibility, complexity, interpersonal communication skills, qualifications and work conditions. For this purpose, the Law on Civil Servants Salaries envisaged in its provisions that the

³ Assembly, Official Gazette, Law no. 03 / L-149 on the Civil Service, 2010, articles 23-27

Government of the Republic of Kosovo with bylaws defines the rules and general criteria for the classification of all job positions within the Civil Service of Kosovo and as a result of this in 2012, was passed Regulation which establishes clear criteria and procedures for the classification of jobs, grades and steps ranks of civil servants in public institutions of Republic of Kosovo in accordance with the two laws abovementioned.

Given the fact that the Law on Salaries, except basic salary, which is a result of the price of labor, respectively value for simple work and coefficients for each group and subgroup, as well as increased amounts based on work experience every year complete certain percentage, also provides certain additions to the salary, it raised the need that for the implementation of this right should adopt a bylaw which would regulate in detail these benefits. In this regard, at the end of 2012 the Government of the Republic of Kosovo approved a regulation which defines the conditions and procedures for allowances and other allowances on basic salary of civil servants.

Under this Regulation, allowances might be: allowances for shift work, allowances for specific working conditions and allowances for market conditions. Meanwhile, in addition to civil servants allowances may also be compensated for: work outside regular working hours, during the weekend, during holidays, during temporary absence due to illness, during pregnancy and postpartum, during special leave (in case of death, birth, marriage, etc.). Likewise, civil servants are entitled to reimbursement of expenses incurred in the performance of official duties, such as travel expenses or official residence within or outside Kosovo, the costs incurred with personal vehicle for official business, costs incurred during fieldwork etc.

In order to increase the efficiency and effectiveness in managing the payroll for civil servants, as it has started to implement the communication of official documents in

electronic form between the payroll system and budget organizations in 2010, the Ministry of Public Administration adopted Regulation for procedures the calculation guide, escort, payroll Printed and Draughts, which are determined by the calculation procedures, monitoring, printing payroll, and orders from the Ministry of Public Administration budget organizations.

What are the obligations of budget organizations? First of all, they have to respect deadlines for the submission of data for any change in the salary system for civil servants; They must authorize a contact person for receiving payroll and orders on its electronic address, the same to maintain contact with the Division of Wage in order to demand continuous delivery in due time of payrolls and orders, and in the end, it is the obligation of budget organizations after signing these payroll and similar orders to maintain physical and electronic form.

3. Training as a form of motivation of staff and as an essential prerequisite for the success of Public Administration

Primarily role of Public Administration is to provide professional, transparent and effective services for the community it serves, so that they are satisfied with the services they receive. In performing this role, human resource development, capacity building of the employees, their familiarization with methods, techniques and processes that take place, it remains of crucial importance and is at the same time a prerequisite for achieving the goals of Public Administration. In this regard, the process of improving the work of public administration in Kosovo requires continuous action and strong commitment being run by a modern management models. So, the goal of public administration should be a gradual modernization that will be owned by the

citizens of Kosovo, with the aim of strengthening the rule of law and discipline of the state to a market economy.⁴

We all agree that human resource management is a strategic and management of most valuable resource of an organization- people who work in it, who individually and together contribute to the fulfillment of its objectives. Such a management should be linked not only to recruiting but also with the training and development of people and reward them based on performance.

However, while annual training plan is not based on the strategic plans of public institutions of Kosovo, the current system of training has more features of spontaneity. The system as it is, has also features of centralization, while it rely slightly or doesn't rely at all in identifying the professional needs of employees, both at management level or even lower hierarchical levels. These features make this system to foster the offer to the detriment of demand.

In this context, the training sectors in each public institution, as an integral part of human resource management, should have as primary aim, the increase of the management skills and knowledge in determining the mission, setting goals and their implementation, in providing a range of services which support the achievement of the common objectives of the organization, the preparation and keeping employees motivated, skilled and committed, taking into account individual and group differences in needs for work, ensuring that all have equal opportunities, etc.

The vital role of worker's training is to improve the professional skills and the knowledge base so each worker can contribute maximally to achieve the organization's goals. In this regard, it is important to note that training needs should be identified first and foremost through questionnaires which

⁴ Esat Stavileci, Agur Sokoli, Mirlinda Batalli, *The Administrative Law, Administration, Control, Responsibility and its computerization*, Pristina, 2010, p. 215

should be distributed to all employees that they initially to identify the main problems they face in everyday work . This form makes it possible to keep training by separate groups with real problems. This practice, however, makes employees feel as they are dominating over their needs, and not this to be imposed by senior managers within the organization. This way, at the same time increases their motivation to participate in training which suits their real needs, but at the same time increases their responsibility to perform better the tasks and duties which are loaded.

Finally, the reason why organizations should pay attention to the important issue of training and professional development of staff can be summarized as intention to improve work efficiency for each employee, to help in the implementation of legislation and other innovations dealing with the aims of the organization, to improve staff management skills and to increase the overall performance of the organization fulfilling its strategic objectives.

Conclusions

Generally, the system of salaries and other benefits, in terms of the adoption of the legal framework relevant to this system is completed and in accordance with the standards and general principles that apply as stated at the beginning, with EU countries, however, implementation of these laws and regulations in practice remains to be desired as well as in other areas of law in Kosovo, given the fact that although these legal acts now more than five (5) years have passed, yet many of their provisions are inapplicable because that has not yet completed the reform of public administration is not yet performed the overall process of internal organization and job classification for civil servants in public institutions, which will then be pave to start of implementation of the new wage system that would be based on merit and promotion.

On the other hand, concerning the trainings, as another form of employee motivation, it can be concluded that the reasons that an employee or group of employees must participate in training can be varied, as p.sh: when assessment performance shows that there is need to improve the performance; as part of a general program of professional development; as a part of consecutive planning / succession to help an employee to be eligible / and acceptable for a planned change in the function of the organization; or to "run", or test operation of the new system of performance management.

Every public institution within their strategies of human resources should ensure to incorporate parts related to trainings based on the real needs of employees including on that occasion, concrete actions, to determine ways how employees with full time can benefit as much from the training they receive, for the design of new strategies to improve current training programs to establish alternative ways of making training; increasing the number of people within the organization that can conduct training for staff and identify the real problems and identification of needs and wishes.

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