

IDENTIFICATION OF MANAGERIAL STRATEGIES THAT ARE USED TO INCREASE EMPLOYEES' MOTIVATION BY MANAGERS OF BUSINESS AT SUHAREKA MUNICIPALITY

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ABSTRACT

This paper elaborates topic about identification of managerial strategies that are used to increase employees' motivation by managers of businesses at Suhareka Municipality. Tough and dynamic way of doing business requires from businesses to have employees prepared and motivated, to apply their skills in practice, in order for business to survive and develop in front of great ruthless competition. Main purpose of this paper is reflection of strategies that managers use to increase motivation of employees and to present attitude of employees about the manner and forms of motivation, so to compare attitude of managers and employees. During research work quantitative methods applies, and two surveys have been drafted and surveyed 20 managers and 40 employees, and are presented also managerial strategies of motivation at these businesses. Paper consist of two parts, theoretical part that explains theatrical aspect of motivation and it is based on secondary and tertiary data, by using deductive method, whereas at second part it is used inductive method and it is based on data collected in the field through survey, from where we reach to the conclusions and recommendations, so theories get created about manner and forms of motivation. As a main finding is that managers at this municipality use salary as a main form of motivation and that they prefer more negative reinforcements behavior that are punishments than the positive ones that are rewards. Whereas as recommendation is that managers of businesses at this municipality should start to use other motivational strategies like employees' participation because this affect at raising productivity.

Keywords: Motivation, business, managers, employees.

INTRODUCTION

Difficulties of doing business nowadays are actual and evident. Businesses as never before face with a lot of challenges that are: dynamic world, technical and technological developments and highly professional training staff. Requirements of consumers now are larger such they have passed economic aspect, from businesses is required to be careful also for social aspect of their consumers. Great ruthless competition threatens many businesses with bankruptcies which lose the step and fall behind in some aspects of doing business. Every business that wants to realize profit, to operate long in market also to have reputation , over all it needs to have professional prepared employees and much motivated because motivation it is a factor that postpone them towards high performance and achieving the desired goals . The burden of their motivation falls over managerial staff of businesses.

Through this paper we aim to show access of business managers of Suhareka Municipality over employees' motivation process. Purpose of this research is: identification of strategies that managers of this municipality use to motivate employees, when it is known that achieving goals and success of their businesses depends on skills to motivate employees at maximum .

The paper consists of two parts: theoretical and empirical, whereas methods used in the paper are deductive and inductive. In theoretical part of the paper that relies on secondary and tertiary data obtained from relevant literature and internet and it is used deductive method, and from generality we reach to special facts and by using descriptive method we will elaborate theoretical aspect of motivation and motivational strategies. In the second empirical part of the paper that relies on primary data collected in the field through the survey, is used inductive method where from special facts we reach till to the general results. To get answers of research questions: What kind of strategies do managers of these businesses use for employees' motivation? Is used quantitative method, and were surveyed 20 managers and 40 employees and from achieved results, we come to the conclusions derived from the general recommendations about employees' motivation and access that managers have at this process. The samples that data are taken are managers and employees, who are selected at random. Also analytical and comparative methods are applied during our research.

As the main finding of the paper is that managers at this municipality use salary as a main form of motivation and that they prefer more negative reinforcements behavior that are punishments than the positive ones that are rewards. So application of other motivational strategies like: cooperation, participation and schedule change are less applied. Whereas as recommendation is that managers of businesses at this municipality should start to use other motivational strategies like : cooperation, participation of employees , communication and rewards for high performance because this affects on rising productivity and maximal engagement of employees to give from themselves everything that is possible. Leaving the penalties can modulate atmosphere and rapports between leader and the employee and will create cooperative circumstances where employees would feel better and would be more productive .

BUSINESS, MANAGE AND MOTIVATION

A business firm is an organization that that is built with purpose of making a profit for their owners, by producing goods or valuable services on the market for consumers(Uruçi, 2004, 184). The main function of business is identification and fulfillment of customer needs by serving them good, a business can survive ,and flourish with the passage of time (Jones, Parker & Rene ten Bos, 2005, 10). Business is a group of people who work together to develop, to produce, to deliver goods or services (Ingram, Albright & Baldwin, 2003, 5). Business is a market activity in general as a: trade, sale, purchase, and manufacture (Konini & Peçi , 1997, 45). Business is one of institutions that contributed to much on improving the quality of human life ,it is ranked alongside science, art , and education (Çela, 2006, 15). Business is created to achieve profit. So business is every economic activity, usually private, that has for purpose profit, in a way with business we understand an economic enterprise or other economic organization (Skenderi, 2010, 29). Enterprises, companies or firms are organizations that through market they work for clients , and wait to take that thing they want , with price that they will pay (Jones, Parker and Rene Ten Bos, 2005, 10).

All small or large , private or public organizations, orientated at profit or not , and regardless of the field where they operate their activity have one thing in common: the need to manage (Llaci, 2002, 12). Management is process of works realization in effective and efficient way, through and with others (Robbins & DeCenzo, 2011, 34). Managers are carriers of management, without managers there won't have an organized work, and managers are needed every time when people want to work together in order to achieve any goal , so manager is someone who supervise others work (Ramosaj, 2007, 21). Management presents

process of aware orientation of human activities towards realization of certain goals, respectively interconnected possibility of five functions: planning, organizing, staff, leadership and control (Ramosaj, 2007, 21). Motivation is indivisible and very important at all management functions and especially during leadership. Leadership involves motivation, operation of other activities, selecting the most effective communication channels and conflict solution. Motivation presents activity of incentive and directing employees' behavior at achieving goals of organization, so motivation process starts from motives as the inside feeling that push or incite the undertaking of activities with purpose to fulfill any need that is unfulfilled (Zeqiri, 2006, 331). Motivation can be defined as the creation of favorable conditions that people work efficiently (Koxhaj, 2006, 199).

Motivation is based on the concept of human needs because attempt to fulfill human needs affect in the majority of human activities (Mustafa, 2004, 109). Motivation is a term that is used for an entirety of elements such as: desires, needs, incentives, and requirements, it has to do with the way the incentives, aspirations, and needs of human beings lead, control or explain human behavior (Llaci, 2002, 258-262). There are many motivation theories but they are divided in early theories and modern theories of motivation. Early theories of motivation (Havolli, 2005, 95-98):

1. Theory of Maslow hierarchy of needs (according to which there is a hierarchy of human needs: physiological, safety, social, assessment and self-realization when one is completed the other one begins).
2. Theory X and Y of McGregor (theory X assumes that employees don't like to work, they are lazy and will avoid work if they can and managers have to supervise them closely, theory Y employees search for responsibilities and do self-management).
3. Theory of Herzberg (theory of two factors : internal factors that are related with satisfaction like: achievement, recognition, self-work, responsibility, progress, growth and also external factors that are related with dissatisfies :supervision, company politics, relations with supervisor, work conditions, wage, relations with colleagues, personal life, relations with employees, status and safety).

Modern theories of motivation are (Robbins & DeCenzo, 414-421):

1. The theory of three needs of McClelland (according to him the greatest motives are need for achievement, power and union).
2. Adams' Equity Theory (according to him employees compare what they receive with what they give than these results compares with compared persons)
3. Model of work characteristics (MWC) of Hackman and Oldham (according to them basic dimensions for work are: variety of skills, identity of task, importance of task, independence and Feedback).
4. Vroom's Expectancy Theory (a person is expected to act in a certain way with his expectations because this action is followed by a given result and in accordance with the fact how attractive is this result).

MOTIVATION STRATEGIES

Modern businesses have to put in balance work tasks and variables such as customer satisfaction, targeted profitability and satisfaction of employees, because motivation is the one who make people move and incentive them in a certain way (Havolli, 2005, 94). Possible factors that serve for low performance are : work projection, work organization, selection of people, training and wages whereas factors or reasons that make people work are : possibility to use initiative at work, good conditions at work, good colleagues, pleasurable superior,

sustainable and safe employment , profit , time spent usefully , inters for self-working, opportunity for advancement , faith and values (Koxhaj, 2006, 201-202). The most important source to achieve success at business is its personnel, commitment of personnel is closely relate with motivation which is achieved through challenging: the individual and team, training, incentive and encouragement, delegation, support, participation, assistance and reward (Mustafa, 2004, 109). Motive is a state of balance in which the individual from any motive is driven to achieve purpose. Factors of motivation are : dissatisfies , needs, strain, specific behavior ,fulfillment of needs, reducing tensions (Havolli, 2005, 94). Rewards for work can be moral and material, moral motivation also can be called collective motives while material motives are personal motives (Ramosaj, 2007, 221). Motives are divided in two primary groups that directly come as need for physiological consequences of organism and secondary motives that are learned during different phases of life cycle (Zeqiri, 2006, 331).

Motivation is effective when people merge or harmonize their potentials with organization purposes, when it is known that behaviors of people are divided into necessary and rewarded, managers have to merge them (Ramosaj, 2007, 221). Managerial strategies for motivation can be classified into one of four strategies: punishment, obedience of subordinates, cooperation and engagement (Koxhaj, 2006, 204). According to Ramosaj (2007) there exist different motivation strategies for work (p.221):

- Strategy of communication
- Strategy of manager attitude to employees
- Strategy of job enrichment
- Strategy of behavior modification

According to Llaci (2002) Managerial strategies for increasing motivation are (pp.258-262):

- Money as a factor for motivation increasing
- Participation of employees
- Restructuring of work
- Change of work schedule (shortening the work week, flexibility of day schedule, work with two consecutive shifts, division of work).

Managers to maximize the efforts of the employees must use these steps : acceptance of individual differences, adjust employees at work, use purposes , make sure that purposes will be perceived as achievable, individualize rewards , link the rewards with performance , check whether system it is equalizer , do not ignore the factor “Money” (Robbins & DeCenzo, 427).

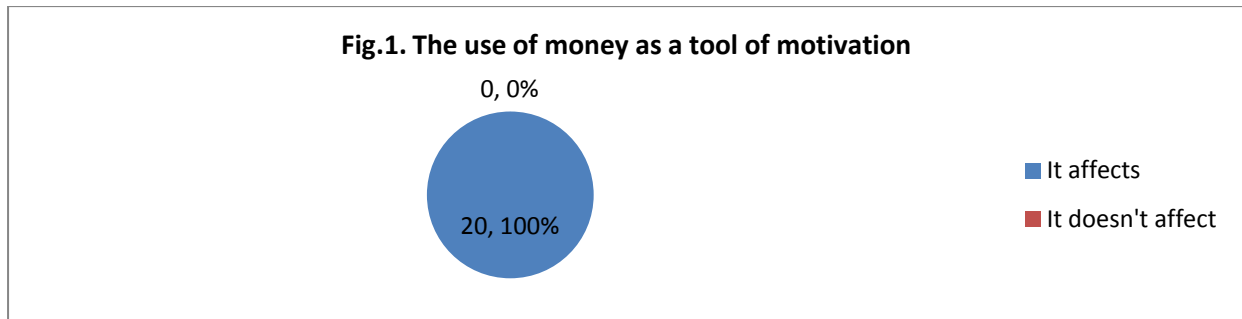
RESULTS OF RESEARCH – ANALISIS OF DATA

To reflect a real situation about motivation strategies that are being used from managers of businesses at Suhareka municipality and to achieve right conclusions and to express full recommendations, were drafted two surveys focused at this problem. Data are collected at field and they are qualitative where were surveyed 20 managers and 40 employees with purpose to reflect attitude of managers towards motivation and the application way in practice that is presented from employees’ attitude , sample of managers who lead at businesses of Suhareka Municipality and employees who work there were selected randomly.

At this part of paper it is used qualitative method , and inductive with purpose so that obtained results from these interviews to generalize and describe which are strategies that managers use to motivate employees in practice. Analytical and comparative method are applied in the paper .

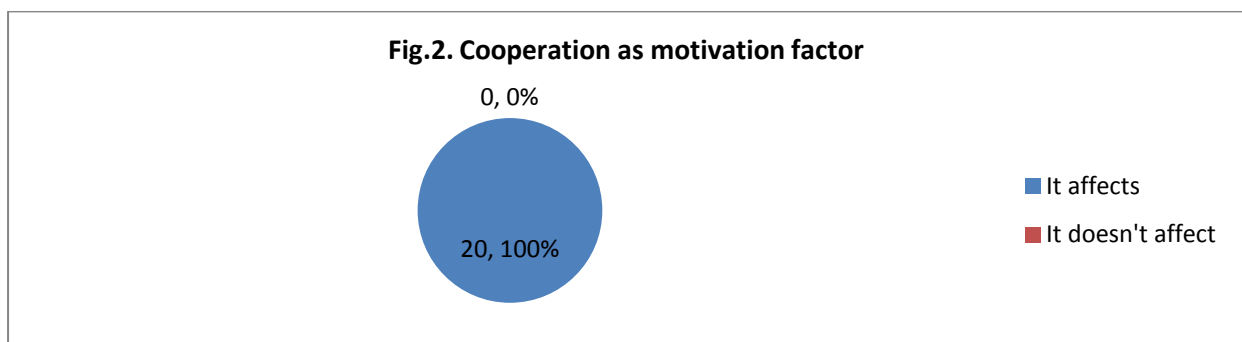
At following will be presented results of interview that is done with managers and employees of businesses at Suhareka Municipality

1. Does money affect as a tool of increasing motivation



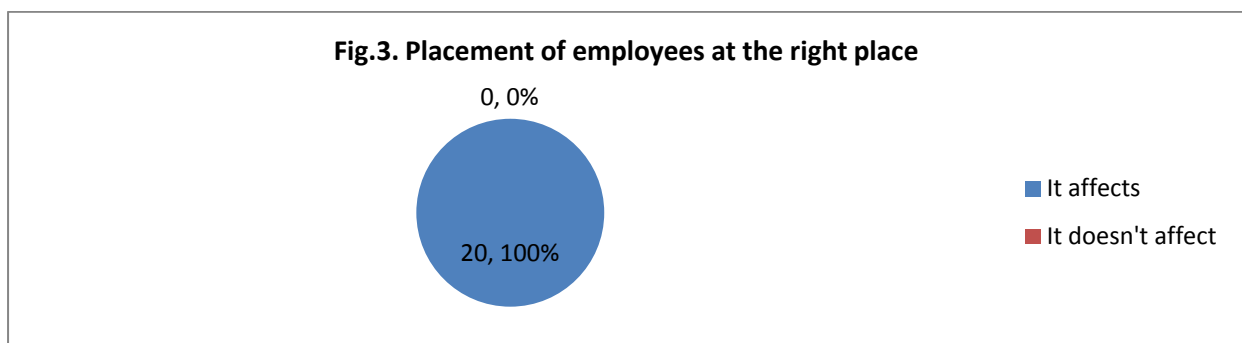
At the above figure 1. it can be seen that managers of Suhareka Municipality or 100% (20) declare that money is an important tool of increasing motivation.

2. Does cooperation and participation of employees affect in process as motivation factor?



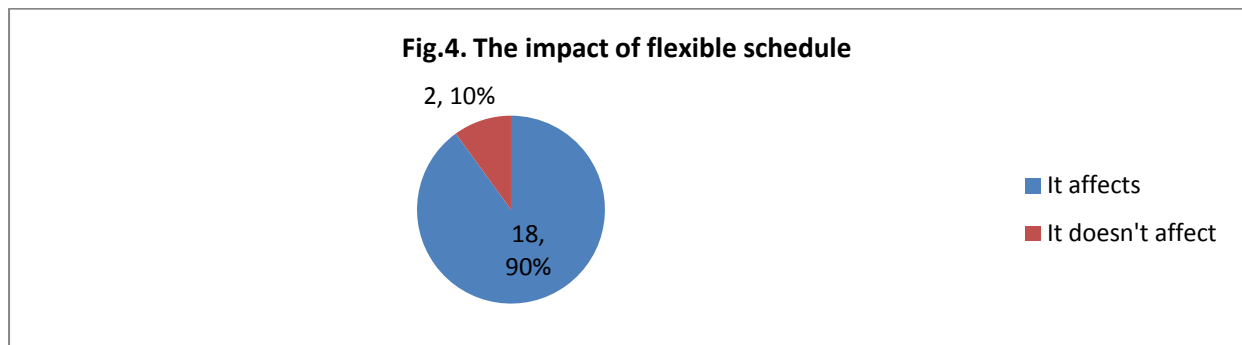
At the above figure 2 it can be seen that managers of Suhareka Municipality or 100% (20) declare that cooperation and participation of employees is an important tool of increasing motivation.

3. Does it affect to increase motivation the placement of employees at those work places where they are prepared?



At the above figure 3 it can be seen that managers of Suhareka Municipality or 100% (20) declare that placement of right employees at right place increase motivation .

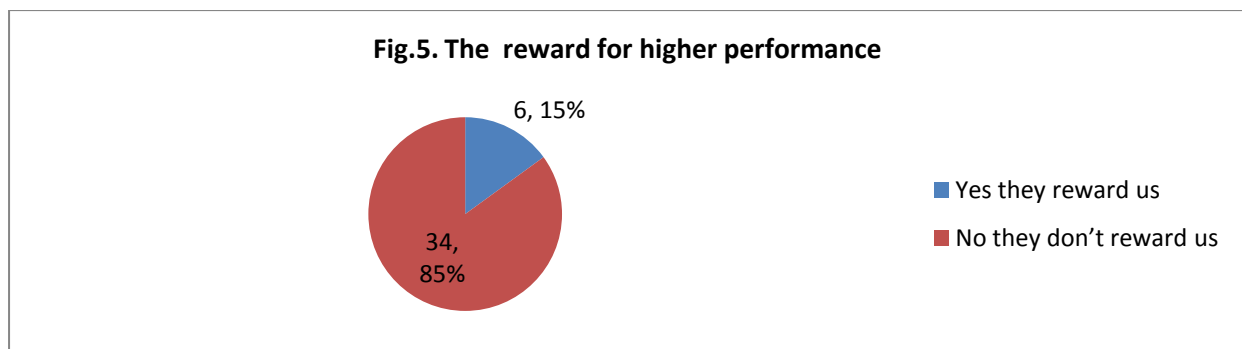
4. Does it affect to increase motivation the change of schedule e.g. flexible schedule?



At the above figure 4 it can be seen that majority of managers of Suhareka Municipality or 90% (18) declare that flexible schedule affects to increase motivation whereas 10%(2) of them declare that flexible schedule doesn't affect to increase motivation.

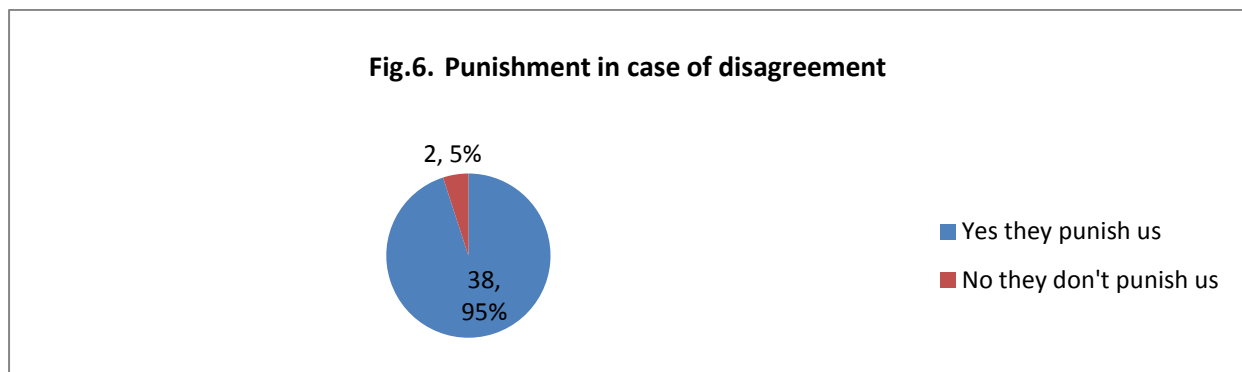
At the following will be presented attitudes of employees about motivation strategies .

5. Do managers reward you with extra money (except salary) for higher performance?



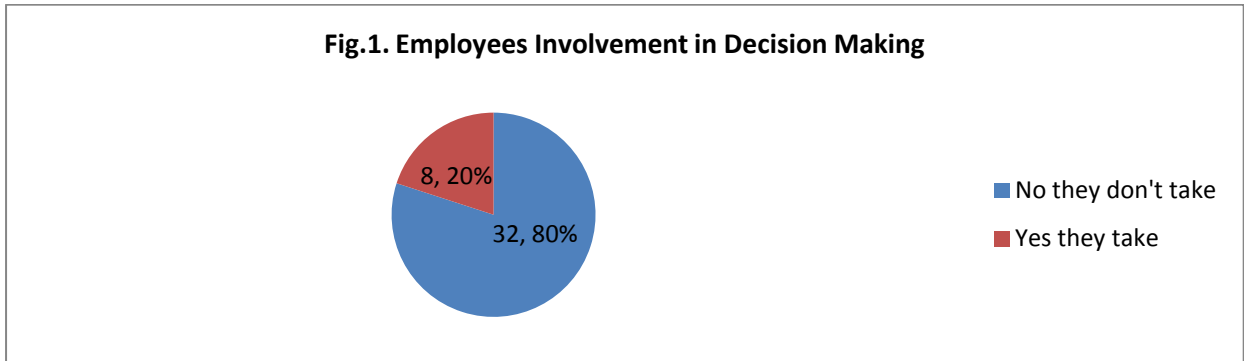
At the above figure 5 it can be seen that majority of employees at Suhareka Municipality or 85% (34)of them declare that they are not rewarded with extra money for their higher performance whereas 15%(6) of them declare that they are rewarded for their higher performance. This contradicts the theoretical statement of managers because majority of them don't use money as a tool of motivation in practice.

6. Do they punish you if your behavior does not fit with their desires?



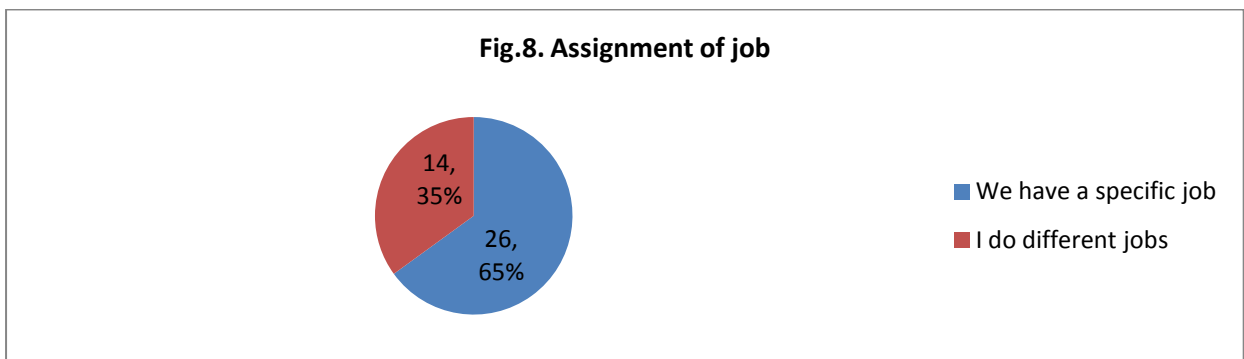
At the above figure 6 it can be seen that majority of employees at Suhareka Municipality or 95% (38)of them declare that they are punished in case if their behaviors don't fit to managers desires whereas 5%(2) of them declare that they are not punished.

7. Do managers take in consider your opinion during process of decision making?



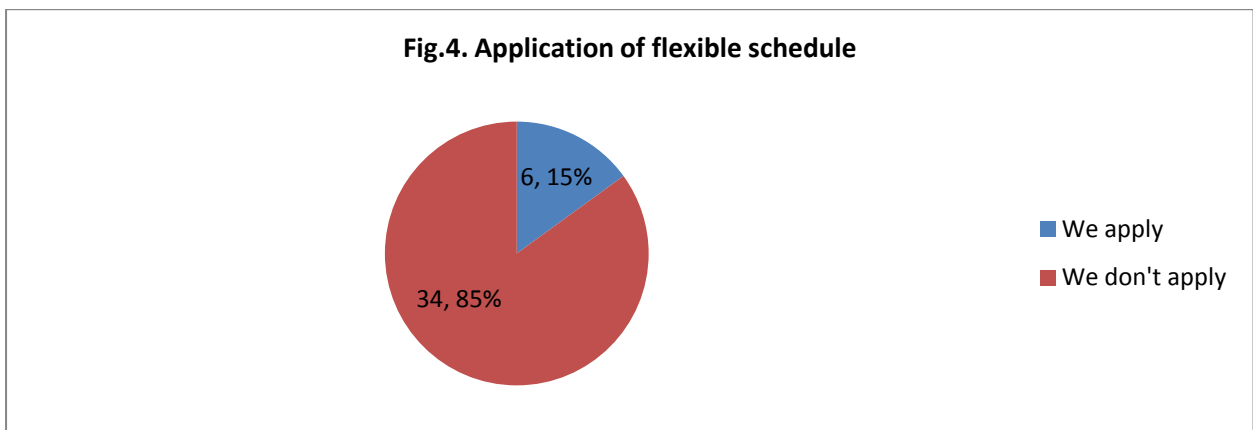
At the above figure 7 it can be seen that majority of employees at Suhareka Municipality or 80% (32)of them declare that they don't take in consider their opinion during process of decision making whereas 20%(8) of them declare that managers do that. This contradicts the theoretical statement of managers because majority of them don't use in practice cooperation and participation of employees in processes, as a tool of motivation.

8. Do you have a specific job that you do by your profession or it happens that you do different jobs?



At the above figure 8 it can be seen that majority of employees at Suhareka Municipality or 65% (26)of them declare that they have a specific job by profession whereas 35%(14) of them declare that they do different jobs . So majority of managers apply also in practice the strategy and adaption at work to increase motivation.

9. Do you apply the change of schedule e.g flexible schedule during the work?



At the above figure 9 it can be seen that majority of employees at Suhareka Municipality or 85% (34) of them declare that at their work place is not applied flexible schedule whereas 15%(6) of them declare that at their

work place is applied flexible schedule . This contradicts the statements of majority of managers that flexible schedule affects on increasing motivation and this strategy majority of them don't use it in practice.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Majority of business managers at Suhareka Municipality declare that the use of money but also cooperation and engagement of employees at process of decision making at business are important factors to increase motivation. Managers of this municipality declare that these are strategies that affect to increase motivation at work. Majority of business managers at Suhareka Municipality declare that placement of right people at the right place so adaptation of people at work places affect to them to be maximal motivated also majority of them declare that also flexible schedules or variable affect to increase motivation. They declare that strategies of employees' adaptation at work and flexibility of schedule affect on increasing motivation.

Majority of employees at businesses of Suhareka Municipality declare that are not rewarded with extra money out of payment for their higher performance so managers don't use money as a motivation tool , and also in cases of undesired behavior for managers that get punished, so managers of these businesses prefer more punishment than reward as a motivation tool for their employees that contradicts the theoretical statements of majority of managers and shows that they know the importance of the money as motivation tool but they don't use it in practice.

Majority of employees at businesses of Suhareka Municipality declare that during process of decision making their opinions are not taken in consider , so majority of these business managers in practice don't use strategy of participation and cooperation as a strategy to increase motivation even that they know importance of it also majority of employees declare that they work just in one schedule , so during their work is not applied flexible schedule and this shows that majority of these managers don't use in practice the strategy of flexible schedule to increase motivation. Majority of employees at businesses of Suhareka Municipality declare that they do only the job that relates with their profession this shows that majority of managers of these businesses do the adaptation of people at work and in practice.

Recommendations

Majority of managers at businesses of Suhareka Municipality are recommended to apply in practice their declared statements about motivation strategies because the use of the money as a factor of motivation affect on increasing productivity at business because employees will give their maximum and will be more motivated when they get extra money. Majority of managers at businesses of Suhareka Municipality are recommended to use in practice strategy of cooperation and participation of employees during process of decision making because they will have more alternatives for right decision making and employees will be more motivated because they will feel themselves important for business .

Majority of managers at businesses of Suhareka Municipality are recommended to place right people at right place so to make the adjustment of people at work places in a way that they will be maximum motivated , they also should do restructuring of work in a way to don't let it become monotonous .

Majority of managers at businesses of Suhareka Municipality are recommended to start applying flexible schedule or variable if it is needed and to don't do activities at the same schedule because even needs of employees are different and they can be more productive at different parts of the day it depends on their desire. Majority of managers at businesses of Suhareka Municipality are recommended to achieve a balance between rewards and punishments for desired or undesired behaviors by employees so not just to punish undesired behaviors but even to reward good behavior and good performance, so to go away as much as possible from punishments and to increase cooperation with employees.

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