Analysis of motivation in some processing enterprises

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Abstract: Possession of skills and competences for the development of an activity is a condition for the development of economic activity. But crucial success of the company is the leadership of the company. At all managers have to master this situation as a hunter but also to collaborate efficiently and be target oriented. Despite the similarities, as each and every person is a unique enterprise. They differ from the goals set, the level of development, management style and especially the number of employees and their quality. A large part of energy management is directed at harmonizing these elements through finding the best way of motivating human resources. More and more, human resources are gaining weight, the fact that they are a precondition for a permanent success of the enterprise. Motivated associates contribute more for the company and the firm undertaking identified. For this reason it is worth to the company invested in the activation of all abilities and untapped powers of collaborators. To study the level of application forms of motivation on processing companies, the current literature is used and some experiences are invested enterprises and 17 enterprises used for raw materials agricultural products.

The survey reflects the current state of motivation in companies interviewed and issued proposals for improvement.

Key words: motivation, management, human resources, processing enterprises.

JEL Codes: 015, M12, J240

1. Introduction

Possession of managerial skills of leaders, especially in the field of Human Resource Management companies helps to be competitive through the creation of values. Traditionally the value has been considered and addressed only from the perspective of material value. Development of management science especially in the field of Human Resource Management noted the value of treatment from the perspective of human value. This new approach requires managers - to have the care for creation, preservation and promotion of human values through the use of different forms of motivation.

For many years, theoreticians (the best known are: Taylor (1856-1917), Mayo (1880-1949), Maslow (1908-1970), McGregor (1906-1964) and Herzberg (1923-2000) have been trying to discover what motivates people. However that motivation is as important as those theorists still continue to develop their own theories about motivation. Historical and regional - circumstances (especially those of the competition) than business development, conditional forms

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and instruments of motivation of human resources who will apply an enterprise. Crucial role in the application forms of motivation plays awareness of managers about the value of motivation. Recognizing the importance of HRM motivation we can see in some aspects.  

First, in an overview, recognition of forms of motivation helps us to understand the variety of behaviors and actions of collaborators to judge the right motivation mechanisms. Through this you can easily understand our position against the collaborators, and with this mode of communication and relations with them. Second, recognition of different forms of motivation helps us to evaluate the right collaborators and that you master our emotional interventions in their levels, to influence them to achieve the objectives of the company on one side and the fulfillment of the needs of collaborators in on the other. In the case of our study we will stop analyzing the motivation of human resources working in enterprises that use raw materials for agricultural products in the municipality of Ferizaj in Kosovo. Agro-processing industry in Ferizaj, has a good prospect based on its resources: tradition and current developments in agro-processing industry, natural conditions and economic activity in agriculture, trade, human resources.

Agro-processing industry in Ferizaj, had two large: the oil factory and solid fats with vegetable and plant based, biscuits and processing of peanuts and other products, whose products were sold in the whole territory of former Yugoslavia.

After the war, the enterprises in the early and later was commercialize also been privatized. In the new situation of market economy, these enterprises put before the big challenges. Market was filled with various products which bring higher profits to importers.

This new situation prompted Ferizaj’s businessmen, to orientate in production. As a result now have some utility in the processing industry in the field of milk processing, flour processing and manufacturing of pastries, fruit processing in juices, production of vegetables etc.

These enterprises, based on local conditions but also in practices of other countries, are developing successful activities by implementing adequate management instruments, with this also the motivation of employees.

During the research conducted in processing enterprises for raw materials that use agricultural products included in the sample, we observe that most of these enterprises, despite the strong competition from imported products are being well positioned in the market. With their products, covering a portion of the market considered Ferizaj, Kosovo but also export to neighboring countries.

Also notice that Ferizaj’s businessmen (in cooperation with investors from abroad) have brought new technologies and new experiences in the field of HRM, particularly in the area of motivation for work.

The main object of this paper is to study the current situation of the use of instruments of motivation on processing enterprises and design potential for advancement path for this direction.

2. Method

In preparation of this material we studied literature in the field of human resources management with special emphasis on motivation (in German), the previous studies in this field were used, experience of several companies and we conducted a survey in August 2011, including processing enterprises which have four and more persons employed.

The investment will include managerial personnel, i.e. persons chosen by the manager or owner.

3 Zenel Orhani, Psikologjia e Motivacionit dhe motivimi gjatë të nxënit, ADA, Tiranë 2006
2.1. **The sampling process**

The sampling process is based on the following criteria:

- On the official register of businesses registered with the MTI⁴.
- On the official register of active enterprises, MF ⁵.
- Activity; processing enterprises for raw materials that use agricultural products.
- Undertaking to be active at the time of the survey.
- Number of employees: the four companies have more employees.
- In the factual situation in the field.

2.2. **Drafting of questionnaire and data processing**

Before designing the questionnaire, visits were made to companies to take generalized opinions about the issue of human resource motivation. Design of questionnaire and data processing is done with the program GrafStat V.4.234 Ausgabe 2010. Current level of human capacity development and access to the polls in processing enterprises has issued the most effective investment enterprises to be included in the sample with direct contacts with General Practitioner wrote forms in the presence, in which data are introduced later in the Software for their elaboration.

Questions to be answered in the implementation of financial and non financial instruments of motivation, but in harmony with the level of economic development and managerial culture in the suburbs, which have been restrictions in terms of economic expansion and managerial culture in the suburbs, which conditions restrictions have made in expanding the volume and structure of questions.

3. **Results**

The findings reflect the statement of motivation instruments used in these enterprises, as factors that cause and promote a more energetic position of employees.

From 114 processing enterprises for raw materials that use agricultural products, based on criteria set, 17 of them have met the criteria set forth: active processing enterprises for raw materials that use agricultural products with four and more persons employed. In the survey are included all enterprises that meet these criteria.

![Fig. 1: Structure of enterprises by number of employees.](image-url)
Research shows that:

- Working place (working conditions and environment) assessed as the motivator of respondents observed that the best estimated by 58.82% and 41.18% very good to be surveyed.

- Employees within the enterprise work in a job, in 47.06% of cases and more jobs (within the enterprise) in 52.94% of cases.

- Work which makes the employees is related to the profession (with completed education or experience) of them, at 41.18% and outside the profession (no education or previous experience) work 82.35% of the employees.

- Employment relationship is regulated by a written contract in 94.12% of the enterprises, and 5.88% of the employees working without a contract or verbal agreement.

- In terms of time, the surveyed enterprises apply short-term contracts (up to a year) to 51.17% of the cases, 39.13% open contracts and 8.7% of the cases apply 1-3 year contracts.

- Enterprises employing mostly living human resources adjacent to the company (where the company conducts economic activity) and have not needed to transport (at 45%) of cases or who live in the suburbs (at 45%) and only 10% of cases companies employ human resources who live away from the company.

- The style of leadership in the interviewed companies is dominated by the autocrat with democratic elements (82.35%), followed by one Democrat in 11.76% of companies and only 5.88% of the enterprises to apply as autocratic leadership.

- Monthly payments apply to enterprises 94.12% of cases and only 5.88% of the cases applying the daily wage.

- Minimal salary ranges in value between 151-200€ in 58.82% of the enterprises, in 17.65% of cases ranges between 100-150€ also in 17.65% of cases ranges between 201-300€ and 5.88% realize here page 301-400€ managers are not included.

- The maximum salary (not including managers) significantly differs from business to business. So 5.88% realize the category page 701-800€, 5.88% of the 601-700€ category, 17.65% of category 501-600€, 11.76% of the 401-500€ category, 11.76% of category 151-200€, and 23, 53% of the employees realize the wage categories and 201-300€ and 301-400€.

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**Fig. 2: The maximal salaries declared in the surveyed enterprises**

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• For the outstanding results in the work 76.47% of companies applying additional page.
• Meal (food) to the full value during office hours free of 94.12% of companies and 5.88% of partial courses (mainly products that produce).
• Travel expenses cover only 11.76% of the enterprises.
• Holidays / recreations that are organized for employees only 23.53% of the companies offering them.
• Joint Events (in forms such as lunches, dinners, closing the business year, the success of special events, participation in sports activities) apply to all companies surveyed.
• Benefits in the purchase of products and services for employees of companies provide 94.12%. Some companies, employees regularly donate certain amount of products.
• Utilities enable professional development training, human resources employed 58.82% of cases. They are held in premises of enterprises mainly internal framework but also by external co-investment partners for which we issued 11.76% are written testimony, but not to others in order to link the employees for the company.
• Progress on work as a result of proof applied in 76.47% of the enterprises, and to testify in cases not working at 52.94% of enterprises applied dismissals are expressed with gratitude for the employees orally (58.82 %) and only 5.88% of the enterprises is applied gratitude in writing.
• Voluntary care for former employees or their families is expressed in 29.41% of enterprises, while in 53.94% of companies did not show as needed. To be isolated is the case of building a house for a minority community employed.
• The possibilities of partial utilization of space or equipment to the company by employees in order to provide non-profit of 87.50% of the surveyed enterprises.
• Written survey of the labour force is not applied in any of the companies surveyed.
• More effective Motivator evaluated: the revenues in 27.4% of cases followed by his work in 16.1% of cases.

![Performance of the motivators in the surveyed enterprises (in %)](image)

**Fig. 3: Performance of the motivators in the surveyed enterprises**
Structure of enterprises included in the sample was dominated by companies that operate in Manufacture of bread, manufacture of fresh pastry goods and cakes, followed by those of Manufacture of rusks and biscuits, manufactory of preserved pastry goods and cake.

<table>
<thead>
<tr>
<th>Structure of surveyed enterprises</th>
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<tbody>
<tr>
<td>4 and more workers</td>
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<tr>
<td>4-9 workers</td>
</tr>
<tr>
<td>10-49 workers</td>
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<tr>
<td>50-249 workers</td>
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<tr>
<td>250 and more workers</td>
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</tbody>
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The questions you answered mostly managers-owners of enterprises (in 70.60%) but in some cases we also answered the group's leader and professional associates.

4. Conclusion

During the research can be observed that most of these enterprises, despite the strong competition from imported products are being well positioned in the market. With their products, covering a portion of the market considered Ferizaj, Kosovo but also export to neighboring countries. Ferizajas' businessmen (in
cooperation with investors from abroad) have brought new technologies but also the cloud experience in the field of HRM, particularly in the area of motivation for work.

During research conducted in processing enterprises that have four or more employees (total assets are 17 such enterprises) conclude that:

1. The use of instruments of motivation is dependent on the giver and the receiver of them:
   a. Provider: Enterprise is so social responsibility to its collaborators as much as they are willing to contribute for the company as well as they are able to take responsibility for their actions and behavior.
   b. Receiver: a worker can do his best chance if there is ability and willingness to work.
2. Salary is the main motivator for an employee, but not only, where the fixed payment is intertwined with that variable and based on performance. She was an employee benefits from the work, not only wages but also a more inclusive package.
3. Declared level of wages is lower from the true purpose of evading the obligations.
4. Vocational training of human resources in the company and the failure to issue written statements to conduct training that aims to ink human resources for the company.
5. Still do not find many appliance motivation instruments.
6. Seen the desire for the implementation of other instruments but the motivation for this lack experience, knowledge and concrete examples.
7. Provision of professional development of managers for the possession of adequate forms of motivation is a necessity which expects to be implemented.
8. It needed a comprehensive study in terms of activities as well as comprehensive regional aspect.

5. Acknowledgement

Especially, I would like to thank Prof. Dr. Galantina Canco (Doraci) for support. Also, thanks for supporting municipality inspection and guidance in contacting the companies, as well as all utilities and their personality to provide us with the required information.

6. References

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