



FACULTY OF ECONOMICS
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Master Thesis

“MOTIVATION PROCESS IN NLB PRISHTINA BANK”

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ABSTRACT

Human resource management is one of the most important factors in the success and development of a company. Except the material and money resources, nowadays companies pay attention to human resources, because they are considered the brain and motor of their internal development.

Since human resources are one of the basic elements of success, companies focus on the development of human capacities, giving prominence to their work performance. The employee, as an element of human resources, to be successful in the organization, must be motivated, in economic terms, also in the organizational one. So motivation's role is a more successful if done in time, so in the right moment and the right place or the organizational level of the structure.

The task of the manager is not the manipulation of people, but knowledge of their inner motives and their orientation to achieve the desired performance. To achieve an excellent performance, various incentives are needed that will make them give maximum at work, where the motivation is seen as one of the most efficient format.

This research also tries to present us a clear picture of the process of motivation and its impact at work and in performance. During this study we observed that the motivation of the employees of the bank NLB Prishtina, affects the working efficiency of workers and successful performance. Motivated employees have a more "fresh" and flexible behaviour to clients and in the fulfillment of working objectives set by NLB.

CONCLUSION

To see how motivated employees are in the bank NLB Prishtina, we have done a practical research by compiling a questionnaire for employees who work there and hold various positions in the bank. Through this questionnaire we will try to answer hypothetical questions that we have asked at the beginning of our work. Below we shall list the answers to these hypothetical questions.

The questionnaire was distributed to all branches of the bank in Prishtina, was completed by 25 of them.

It is interesting to note that the employees who have completed this questionnaire have long experience working in this bank: From 25, 22 of which have been working over 10 years, while only 3 of them have less (3,4,6 years).

As well, we can say that the employees that are old aged (59, 60, 61 years old), were little more formal in answers, compared to others that have responded more directly.

- NLB Prishtina bank is bank with a Slovenian capital, founded in 2008 and represents a model of a sustainable bank and successful in Kosovo.

Starting from our data that during this process of the melting and forming of NLB had a demotivating period for workers because there was fear of losing their workplace, we asked such question:

- POLICIES OF THE BANK
- Have there been demotivating moments for you, while working at the NLB Prishtina Bank?
 - Responses were mostly quite generalized, not giving answers to specific cases (including demotivating moment mentioned above), knowing that most of them have been working ever since. So either they have forgotten or did not give importance to that moment.

Also, another question with a free response to it was:

- What would motivate you more?
 - In this case, their responses were more varied but mainly about the same purpose:
 1. Change of position / getting promoted - consists the greatest number of answers;
 - 2- Wage increase - also consists the biggest part of the answers;
 - 3- Continuation of

giving the answers - were some answers. So they accept that they receive rewards for their work but they require more etc.

- Our questionnaire was complied with 19 questions, which was given the opportunity of assessment of 1-5, where: grade 1 symbolizes poorly; grade 2 fair ; grade 3 good; grade 4 very good; and grade 5 excellent. Also, these 19 questions were divided into three sections, which are: I. Policies of the Bank, II. Productivity and Motivation, III. NLB workers and Motivation. Rating of workers for each question was:
 - How much are the policies of NLB's employees favorable?
 - 11 employees responded with grade 3, therefore have appreciated well, while 10 with grade 4 (very good), and 5 people with grade 5 (Excellent). Through these answers we may conclude that generally the employees in the NLB Prishtina bank are pleased with this bank's plans that this bank uses to motivate and encourage employees to motivate them.
 - Are they satisfied with the methods of reward used by the bank?
 - In this question valuations are distributed in all grades of evaluation, where 2 responded with grade 1 (very poor), 2 with grade 2 (fair), 5 with grade 3 (good), 11 with grade 4 (very good) and 5 to grade 5 (excellent). So, in this question the employees through their evaluation require that bank should use even more efficient ways of rewards that has used and is using now.
 - Are non-discriminatory policies used by the NLB?
 - Of all employees who responded to the questionnaire, only one of them was of the opinion that the NLB bank uses discriminatory policies, while 24 others were happy with the bank's policies on non-discrimination of workers, 13 of them have appreciated with grade 5 (excellent).
 - Does the bank reward employees equally who do the same job?
 - By circled responses this is a question which has given a diversity of responses, from those answers we can concluded that NLB should be careful in the reward of its employees and to not discriminate workers who perform same work.
 - Are employees treated equally with same achievement that perform the same work?

- Even in this question workers are unhappy with the treatment that the management does.
- Do bank managers value innovation and achievement at work?
 - In this question the employees responded by assessing positive notes where only 2 of them have appreciated with grade 1 and 1 with grade 2. The rest feels that innovation and achievement is estimated well at work.
- How much are wages of workers enjoyable by its agreement with their efforts to work?
 - Only 2 participants graded with 1 (very poor) to this question, while with poor grade 0 participants. Others (23 of them) were satisfied with their salary.
- **PRODUCTIVITY AND MOTIVATION**
- Has NLB developed motivation based on the requirements and expectations of its workers?
 - Of the 25 participants only 2 have graded 2 (fair), while others are with the opinion that NLB is developing basic motivation on their requirements and expectations.
- Does NLB's management use incentive scheme?
 - This question should be asked by the bank to use more efficient schemes for encouraging employees to do a productively and successful work.
- Does NLB's management use motivation schemes?
 - Only 4 of the respondents have graded 2, 15 with grade 3 (good), 5 with grade 4 and 3 with grade 5. So motivational schemes are in a satisfactory average.
- Has NLB provided good working conditions?
 - Only 1 respondent assessed with grade 1, 0 with grade 2, and the rest with the grades of 3, 4 and 5. So the employees are satisfied with the working conditions that the banks provides.
- Do employees have leeway for their work?
 - General average to this question passes neutrality, so the employees are satisfied with the leeway at work.

- NLB WORKERS AND MOTIVATION
- Is motivation important for efficient and successful work?
 - All respondents appreciate that motivation is a very important element for the work of those.
- Are you satisfied with your salary?
 - Only 1 respondent is not satisfied with his salary, 3 believe is weak currently estimating it with grade 2, 16 graded it with 3, while 4 appreciate it very well and only 1 graded it with 5.
- Is your salary in accordance with your efforts at work?
 - Even in this question the answers are satisfactory, although they are divided in all grades, only 3 out of 25 are not satisfied, and the rest appreciates it with good and very good grades.
- Are you rewarded for your work performance?
 - Only 3 people have appreciated it with grade 2, while others are satisfied with the reward based on the performance. Regarding the objectives that the bank has motivation appears to be the right use of their rewards schemes based on performance.
- Does reward affect on your motivation?
 - All are with the opinion that reward is a necessary tool in their motivation.
- Are you satisfied with the working atmosphere?
 - Even in this question all of them are satisfied with the work atmosphere, so all the answers do show that they do the job without pressure.
- How much is the positive atmosphere at workplace motivating?
 - Even in this question evaluations are very positive, where only 2 have graded 3, and the rest with very well and excellent.