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MASTER THESIS

THE ROLE OF HUMAN RESOURCES IN APPLICATION OF MOTIVAL STRATEGY IN PUBLIC ADMINISTRATION

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INTRODUCTION

In this paper, we will address the role of human resources in the application of the motivational strategy in the Prishtina regional water company. We will present key ideas for managing employees and motivating them in order to reach high levels of their work performance. The beginning of the paper provides a brief overview of the concepts of human resource management, respectively motivation. With this Master's work, we will define the role of management in developing human resources, how well management strives to develop human resources, by what methods and by what means is it possible to develop human resources, respectively the motivation of the employees. Based on the theory and information that we will collect in the company, we will give recommendations on how the employees should be treated in their motivation, what method and what tools should the company use for the development of human resources in particular their motivation. This paper aims to be a manual for the development of human resources in Kosovo companies.

Expected Results:

- The role of management in the development of human resources in the regional water utility Pristina,
- The role of development of motivational strategies at the regional water utility company Pristina,
- Providing recommendations for addressing human resources, mainly including motivational strategies at the Pristina regional water company.

Given the role of human resources as well as the motivational strategies for the Pristina regional water company, we will offer many ways to keep the motivated workforce working. Based on the questionnaires and interviews that will be realized with the employees of the Pristina regional water utility, we will see the results of how satisfied employees are with management and what are the suggestions for management staff so that the employees can be more motivated and have better performance at work. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager carries out; the motivation of the employees is probably more complicated.

Key words: Motivation, human resources, stress, public administration.

Aim of the paper

The key objective of this study is to give a clear picture of the motivation of employees by the management of the company. To understand how many employees are motivated by their management, what are the motivational growth indicators and what indicators are that reduce the motivation of the employees. So, the study is intended to analyze all the problems and deficiencies that arise as a result of good or not good work by the management in terms of motivation of the employees.

A well-trained, supervised and motivated staff is a prerequisite for the development and good functioning of the administration in a company.

A well motivation in the company affects the productivity and efficiency of employees within the company. My goal is to provide the necessary indicators that will support the underlying hypothesis during the research.

CONCLUSIONS

At the end of this chapter we are able to understand the role of human resources, respectively the motivation of the employees, which is a very important element, which has a direct impact on the economic success of the enterprises, but not only that, it also improves the psychological and emotional status of employees by making them more willing to work and improve their performance.

We can conclude that the government has not made the right steps to ensure that study programs are achieving the intended goal, which is the best capacity building in Public Administration. In all three audited study programs, the needs assessments were not properly carried out. The government has not ensured that beneficiaries are employed after completing their studies. For those who have failed to complete their studies, no action has been taken to recover public funds that have gone bull.

Regarding this, the situation has improved when it comes to the Ministry of European Integration. Compared to the main study, when we have the comments, we have noticed that positive steps have been taken to improve the situation. Judicial proceedings have been initiated only for three cases, but there is still a complete list of beneficiaries who have not fulfilled the contractual obligations. This leads to the conclusion that legal steps have been taken on an Ad-hoc basis.

- Lack of guidelines on the procedures to be followed for study programs has allowed institutions to apply different procedures, thus pointing to the purpose of funding;
- The Government has not created mechanisms under which it will oblige each ministry to carry out a needs assessment, which would have an impact on the selection of priority areas for study;
- Having no accompanying mechanism for the completion of the studies, no assessment has been made whether the final funding goal has been achieved or not;
- There is no complete list of beneficiaries who have not fulfilled the contractual obligations and in general legal procedures were not initiated when the violation of the contract occurred.

The current socio-political and economic situation in Kosovo has led to the need to reform the administration in order to increase the quality of services for citizens and businesses. The reform

process involves the completion of legal infrastructure, capacity building of administration and technological advancement. Various local and international reports reflect a weak situation and a stagnation in the AP reform process in Kosovo.

The European Commission's Feasibility Study, published in October 2013, continues to emphasize that the main challenge for Kosovo is the implementation of the strategy and action plan for public administration reform. The plan and activity should be adjusted and reflected in the available resources. "Referring to the progress report for Kosovo, published in October 2012, expresses the need for public administration reforms, the implementation of the PA reform strategy and the proper implementation of the action plan. A worrying state of affairs regarding public administration has also presented SIGMA in its 2013 and 2012 report. The 2013 report suggests that although there are improvements in 2012, financial planning for Public Administration Reform (PAR) still remains fragmented and short-termed.

While the 2012 report estimates that the reform in the AP is clearly not a priority of the government and the AEM should strengthen its policy-making capacities and monitoring implementation in relation to the PAR.

In 2010, the government established the Department for Public Administration Reform (DPAR) within the MPA, which is responsible for implementing the 2010-2013 Public Administration Reform Strategy. Study programs devoted to civil servants together with vocational training programs are part of the 10th objective of this strategy.

Referring to the ongoing stagnation in the implementation of the PAR, the government and foreign donors have allocated funds for professional development of civil servants by funding study and training programs. DRAP has drafted some guidelines for training programs, while study programs do not yet consider.

The audited study programs in this report are:

- The EU funded Youth Car Scheme;
- Post-graduate MBA studies at the University of Sheffield - Greece co-funded by this university and the government;
- Financing of studies by the government itself through relevant ministries for civil servants.

In the last three years, funds worth over 5.2 million euros have been allocated to fund these programs.

The purpose of contributing to the reform of public administration is doubtful. No mechanisms for proper management of these programs have been established in order to ensure that beneficiaries are contributing to public institutions.

The purpose of this report is to evaluate whether the government has properly managed the study programs in order to achieve the intended goal of increasing professional capacity in the PA.