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MASTER THESIS

THEME:

**MOTIVATION METHODS OF HUMAN RESOURCES IN PUBLIC
INSTITUTIONS**

(STUDY CASE IN THE MUNICIPALITY OF LIPJAN)

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ABSTRACT

Every activity is conditioned from individual's motivation. The motivation is an impulse which defines, maintains and aims human's behavior. Motivation is represented by forces that act over or within an individual and which oblige the individual to behave in a certain way, oriented towards some goals. It's essential for employees to know what motivates employers to improve productivity and provide the success of organization. Because employers are different from each other and their personal objectives, or differently said what they want to achieve from their work in organization is diverse. It's the manager's obligation to identify and understand individual differences and help employers to fulfill what organizations want. Managers encourage their dependants to include in activities for achieving goals. When goals of organizations match with individual goals, we can be sure that the organization is working with motivated staff.

The main focus of this descriptive study is defined in motivation factors of employers in the Municipality of Lipjan. This study aims to analyze and offer recommendations for offering a new model of employers' motivation in the public sector especially.

Key words: motivation theories, motivation in the public sector, motivation order, employing managers, motivation factors, municipal administration.

CHAPTER IV CONCLUSIONS AND RECOMMENDATIONS

This chapter consists of conclusions from the empirical research of motivation factors in the municipal administration of the Municipality of Lipjan. The primary goal of the research was to define motivation priorities in the public sector, especially in the municipal administration of the Municipality of Lipjan. The research tools are based on existing formats of measuring motivation that are used for more than 40 years (Kovach 1987).

From the research, it results that a considerable number of employers aren't satisfied with motivation in work. These data have to a kind of alarm for management regards to the satisfaction of employers and as a result, should stimulate a more pro active access for the motivation of followers.

If we analyze motivation factors based on their importance, it results that employers in the municipal administration appreciate as important factors the safety in work and good work conditions.

Such prioritization seems to be reasonable considering the fact that Kosovo faces with a high percentage of unemployment and so safety in work is a priority for the citizen in general, but even employers in this institution. Considering that employment in the public sector is more stable when it comes to duration, then we can understand the request for possibility, advancing and good work conditions as a priority compared to other motivation factors. From analysis, it results that, the possibility for advancing as a motivation factor is low key appreciated and this is very reasonable, considering the functionality of the public sector based on the model of Weberian bureaucracy, where the possibility for tax advancing is defined in the law frame-work and possibilities for discretion of manager out of the existing frame-work are too limited or differently said the chances for advancing out of the law frame-work, are impossible. The average order (5) for the factor: takes compliments for the job, means that employers require another management access, where the work of employers will be appreciated/respected/evaluated.

Historically, managers are difficult to be understood. A reason for this deficiency, is the fact that managers operate from the principle of self-referring. They are convinced that they know what employers want, by being based on themselves, but this isn't accurate because managers and employees have different needs and priorities.

In this research, it results that there are substantial differences through the perception of managers, on what are the motivation factors of employers and self-perception of employers. Therefore, as long as employers order safety in work as the most important factor, managers judge that the most important factor for the motivation of employers, is the wage. A big divergence is in the discipline factor, so managers pretend that for employers discipline is less important (3rd place) and this doesn't correspond to the thought of employers (6th place). It's interesting to potentiate that attitudes of managers and employers collide with the order of three

factors: interesting work (9th place), feeling that it's important (2nd place) and support from colleagues (1st place). It's disappointing the fact that managers and employers order as low the feeling that it's important work, considering that theoretical concepts that are linked to the public sector put in a pedestal this factor, so they start from the fact that individuals work in the public sector because they pretend that they contribute for the general good and unfortunately this isn't a perception of managers, but neither of employers in the municipal administration of the Lipjan Municipality.

This research also supports other research findings in the public sector (Buelens and Broeck, 2007) that monetary rewards won't improve in high scale the motivation of employers and the change of their behavior.

Regards to gender, we can conclude that safety in work is a priority for men and women. This seems reasonable, considering the problem that it links to the ecology of the public sector that first have to deal with high unemployment and they're a concern for men and women. There's no difference to the discipline motivation factor where the men surveyed but also women evaluate discipline with a 6 and this can be interpreted from the cultural context but also from the mentality of public sector's employers where they mostly want to be led and not take responsibility of X problems (X Theory of Daglas McGregor). There are differences in the praise factor where women rank this factor on top and the support from colleagues is ranked as 3rd by women, meanwhile men rank it as a low priority. Also, in the context of wage, for the women surveyed, the wage is less important than for men. So, it results that we should take into consideration the divergences between men and women when employers will be designed and targeted according to gender with the purpose of optimization of the effect of special mechanisms of motivation.

From the analysis according to education, we can conclude that there are no emphasized differences between employers based on education. Furthermore, the surveyed that belong to the category of high education 'Bachelor' and 'Master', differences are minor and for many other motivation factors, attitudes are same or identical. It seems that there's a type of divergence between employers with a medium education which rank discipline and advancing in a lower position.

Regards to the age variable, it results that divergence is connected to motivation factors. There are emphasized differences in the context of age among the age of the category of employers 18-15 years old and 60 years old. Meanwhile, for the younger age (up to 40 years old), a more important motivation factor is the safe work, for employers over 60 years old, this factor was ranked in the 4th position. Meanwhile, for this category, the wage was ranked in the 4th position. There aren't many emphasized divergences for the praise, where in all groups of ages, it was ranked as 4th, 5th, 3rd. These results show the fact that management should take into consideration the age variable in order to define motivation mechanisms and to implement these tools conform the age of employers.

This research confirms the thesis of Kovach, that motivation factors can be different for different categories of employers based on gender, age, income, type of work and organization level.

Therefore, motivation should be treated from the individual dimension and efforts for improvement of motivation must be specific, with individual purposes and not collegial. This research gives a review of motivation factors that can be used as a type of diagnosis for the problem in base of which the adequate medicament will be written. It's a duty of the management in the municipal administration within the law framework and managerial discretion to identify whole general mechanisms of motivation (some above mentioned), conform the specific need of different categories of employers, individual preferences, individual preferences for motivation as a condition for qualitative local services in the Municipality of Lipjan.