
THE IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCE

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Abstract: Human resource management means an organization and administration of human resources related to the performance of all work inside and outside the company. The employees of a company have a certain attitude regarding the tasks they perform and this behavior should be closely followed by the companies because it is essential to the overall organizational success of the company itself.

Consequently, the top managers of companies and senior executives, today have related the main challenge to the motivation of employees to achieve the intended success in the market.

The concept of motivation and what constitutes human motivation has been addressed for centuries since Aristotle, but over the years science has given some new and different knowledge about it. When Frederick Herzberg researched the sources of employee motivation during the 1950s and 1960s, he found that "Things that make people happy and motivated at work are different compared to the things that make them unhappy." Therefore, through this paper we will try to present what are the factors that motivate employees and push them towards success and to give conclusions and recommendations on how companies in Kosovo should manage human resources and apply of effective theories of motivation. The main purpose of this research is to highlight the role of motivation theories in staff performance in Kosovar companies. Applying modern human resource motivation strategies increases their efficiency and helps managers to more easily lead the company. In this paper we surveyed 35 small and medium enterprises in Kosovo, to research how much they apply contemporary theories of motivation for employees in the workplace. We will present the results of the research based on 35 surveys we have conducted with senior managers of Human Resources of SMEs in Kosovo.

Keywords: human resource management, motivation, employee performance, motivating factors.

1. INTRODUCTION

Human resource management is about the human side of managing the relationships of enterprises and employees with the organization where they work. Its purpose is to ensure that the employees of a company are used in such a way that the employer receives the greatest benefits from the skills and the employees receive material and psychological rewards from their work (Graham and Bennet 1998).

Modern companies are under constant pressure on how to improve their performance, reduce their costs and increase their revenue in order to remain competitive and meet the growing changes in their environment. The efficiency of the company can be based on different bases, but one of the main preconditions for managing change and achieving organizational effectiveness is to have a good and motivated workforce (both managers and employees).

Whenever we talk about organizational performance, it is not only capital and financial resources that contribute to the achievement of the goal, but also human resources that make a difference. In today's era of high competition, retaining the workforce is the main concern of all organizations (Deci, Koestner et al. 2001). It is very important to retain highly skilled, experienced and reliable employees because they are considered an asset to the organization. Studies have shown that highly motivated employees are more productive and perform better (Waiyaki 2017). Motivation in general referred as the reasons for acting or behaving in a particular way. It gives the reason for people's actions, desires, and needs. Motivation can also be defined as one's direction to behavior or what causes a person to want to repeat a behavior and vice versa. A motive is what prompts the person to act in a certain way, or at least develop an inclination for specific behavior⁶³. Motivation is the reason for whatever people do. It is an internal movement that arises in individuals and forces them to perform every task and meet their needs that have been unsatisfied (Lindner 1998). It is the process that forces individuals to move straight and achieve any goal (Hanus, Fox et al. 2015).

Motivation and performance cannot be treated as equivalent phenomena. Effective realization of a task is not only of motivation, but also other factor. The picture that emerged from his studies have suggested that even if people are motivated cannot do performance, if not possessing the skills to perform the task. Motivation and skills are

⁶³ Sabir, Almas. (2017). Motivation: Outstanding Way to Promote Productivity in Employees. American Journal of Management Science and Engineering. 2. 35. 10.11648/j.ajmse.20170203.11.

equally important. More means earning from people by increasing their capacity are highly motivated to achieve pregnancy than those who are not motivated⁶⁴m.

Research in performance appraisal has demonstrated that performance appraisal characteristics (such as appraisal purpose and source) can elicit positive employee reactions to performance appraisal and, which in turn, can motivate employees to improve their performance (DeNisi and Pritchard 2016). Therefore, by focusing the attention on performance, performance appraisal goes to the heart of personnel management and sets out different objectives which are directly responsible for the Career development of employees and continued growth and development of the organizations (Selvarajan and Cloninger, 2016). There have been numerous researches done on motivation and employee performance. Many scholars have postulated theories to try and understand what motivation is, and how it affects individuals (Fincham and Rhodes, 2015). One particularly significant theory was developed by Abraham Maslow and is known as the hierarchy of needs (Riggio, 2014). At the core of Maslow's theory is a hierarchy of five categories. They are psychological, security, social, esteem and self-actualization needs (Kreitner and Kinicki, 2016).

Frederick Herzberg is another renowned motivation scholar. According to his two factor theory, dissatisfaction results from the absence of hygiene factors which include salary and relationships with others, while satisfaction results from the presence of motivating factors such as job opportunities and recognition (Kinicki and Kreitner, 2016). Expectancy theory of motivation by V.H Vroom is a more recent theory. It says that people are most motivated to seek results they value highly and think they can achieve. It is based on employees' perceptions of rewards and whether they are able to achieve them (Certo, 2016).

This study examined the effect of motivation on the employees in kosovar companies. The main purpose of this study is to describe and identify the main motivating factors of human resources. During this paper we will use data obtained from local and international literature and we will use research through a questionnaire to understand if it is important employee motivation and its role in performance we will also use as a case study some companies small and medium to see up close how important motivation enterprises in our country.

The aims of this paper are:

- Emphasize the role of motivation in improving employee performance
- Identify strategies and methods of motivating staff at work
- Prove the connection between motivation and employee performance

2. MATERIALS AND METHODS

Regarding the methods and research approach of this paper, they will mainly be from the theoretical and practical part. The methods from the scientific-theoretical aspect are related to the use of the scientific literature that has been used, while the practical methods are understood to be related to the research of enterprises by identifying their present problems. From the scientific aspect, this paper examines the most modern literature from entrepreneurship and the field of management with special emphasis on small and medium businesses in Kosovo. To carry out this work, the following study methodology was used:

Secondary research through which the theoretical concepts of the role of motivation in performance as well as the theoretical aspects on motivation have been studied, in order to better understand how it works. Extensive study articles and literature have been used for this.

Primary research which is based on data and information obtained in the field.

3. RESULTS

The purpose of this paper is to provide an overall conclusion regarding the findings of this study. The conclusions are based on the analysis performed in the above section. These conclusions and findings regarding each research question will be discussed below followed by managerial and theoretical implications.

The research was mainly conducted through a questionnaire which contains relevant questions regarding the importance of human resource motivation strategies in a total of 35 companies in Kosovo. The survey was conducted through a survey of business Human Resource managers in Kosovo. From the answers given we have extracted the statistics which we will present in graphical form below.

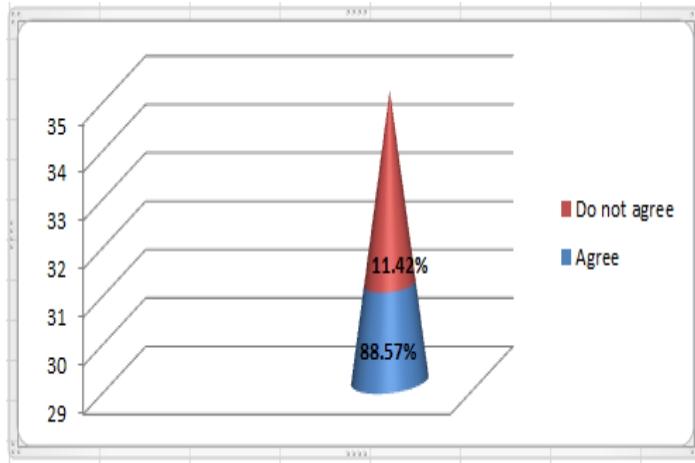
⁶⁴ Robescu, Ofelia & Iancu, Alina-Georgiana. (2016). The Effects of Motivation on Employees Performance in Organizations. Valahian Journal of Economic Sciences. 7. 10.1515/vjes-2016-0006.

4. DISCUSSIONS

Table 1. Number of enterprises that participated in the research

Sector	Number of enterprises	Number of employees
Services	20	50-70
Trade	15	10-20
TOTAL	35	

From the answers given by these companies we have confirmed that motivation is a key factor that contributes to increasing the performance of human resources in firms in Kosovo.

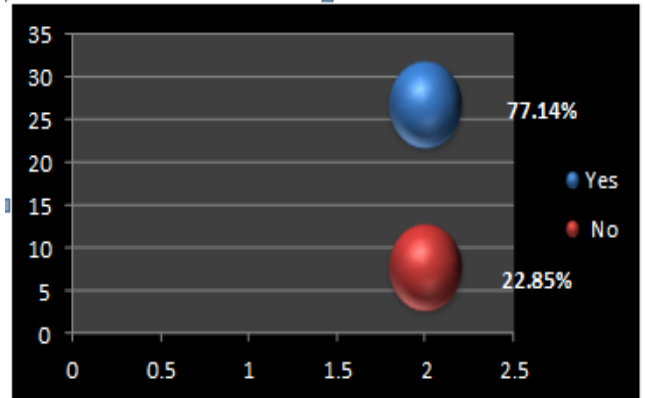


Hypothesis 1: Staff motivation has a positive correlation in increasing employee performance

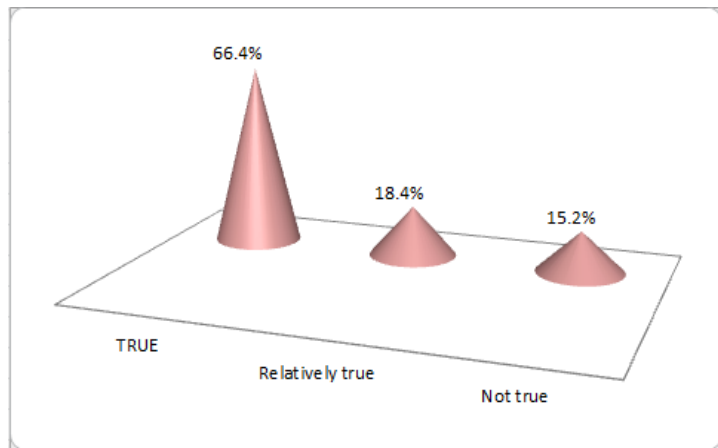
In 35 surveyed companies it results that 31 of them or 88.57% answered positively to the question of staff motivation has a positive correlation in performance enhancement, while 4 of them or 11.42% do not think that employee motivation affects their performance at work . From the answers received we see that our hypothesis is supported as true and stands as correct.

Hypothesis 2: Managers who use motivation as a stimulus factor influences the development of employees' creativity.

With the increasing focus on strategic factors for the growth of firms, especially human resources, nowadays these resources are gaining the deserved importance and most domestic and foreign companies use motivation as a stimulus factor that affects the development of workers' creativity. . Consequently, from the research conducted by 35 companies, 77.14% of them stated that organizations that use motivation as a stimulus factor, affect the development of employees' creativity, while 22.85% gave negative answers.



From this it is seen that our hypothesis raised is supported by research and stands as correct.



Hypothesis 3: Businesses that balance moral motivation with financial motivation have a predisposition for faster growth.

Out of 35 enterprises surveyed in Kosovo, 66.4% of them gave a positive answer that businesses that balance moral motivation with financial motivation have predispositions for faster growth, 18.4% of them think that it is relatively true, while 15.2% do not think that Moral to financial balance is important for the growth of firms. This hypothesis is also supported by this research.

5. CONCLUSIONS

The results of this paper can certainly be used effectively to improve the current state of motivation in various sectors of our country.

- We recommend establishing stronger control not only of organizational behavior but also of employee psychology. Motivating your employees is a subtle and deliberate challenge that requires more than an annual summary or a few entries in someone's personnel file.
- Based on the result given by the study, organizations in Kosovo should pay more attention to human resources and their mortification, because only then is the achievement of organizational goals guaranteed.
- The paper also brings clarity about how to include different theories of motivation in the practical field of work.
- Organizations should inspect the extent to which motivation has been able to meet employee expectations.
- The results of the paper can be used to compare the current scenario regarding the level of motivation and the optimal degree of motivation should be used to achieve organizational goals more effectively.
- The study recommends that organizations in our country re-evaluate the set goals and also implement constructive feedback regarding employee motivation. Furthermore, the study recommends that organizations include regular mentoring and training as a way to keep the workforce motivated and accountable to their goals.
- It is recommended that businesses in Kosovo pay more attention to their employees in the workplace to positively influence employee performance.
- Kosovar businesses are recommended to apply the most modern strategies and practices in human resource management to achieve a competitive advantage in the market.
- The impact of motivation on employee performance in SMEs in Kosovo has turned out to be a positive relationship based on our research, so it is recommended that companies work harder to increase job motivation.
- Ongoing training and specialization of human resources is recommended in order to contribute to the performance of small and medium businesses in Kosovo.
- Organizations need to adhere to, identify, and evaluate the intrinsic motivation that an employee derives from job satisfaction and further enhances it with external motivation by considering motivation theories.

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