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## The Role of Human Resources Motivation in the Development of Hotel Enterprises in the Ferizaj Region (Republic of Kosovo)

**Naim Ismajli**

Dr. Sc. AAB College, Prishtinë, Kosovë

**Arberesha Behluli**

MA. AAB College, Prishtinë, Kosovë

**Roberta Bajrami**

Phd Cand. AAB College, Prishtinë, Kosovë

### Abstract

The main purpose of this research is to describe and sift the overall level of motivation of the employees of hotel enterprises in the region of Ferizaj, in the Republic of Kosova regarding the factors affecting it as well as measuring the relationship between motivation and quality of service. The first objective of this study is to measure and describe work relationship among the employees of hotel enterprises in the Ferizaj Region, while the second objective is to measure and describe payroll and bonuses among the employees of hotel enterprises in the Ferizaj Region. Part of the study were 467 workers of the hotel enterprises of which 36% (n=171) were women, and 63.4% (n=296) men. Analysis of empirical data is performed using the Statistical Package for the Social Sciences (SPSS) system. From the findings of this study it has been founded that the employees of hotel enterprises in Ferizaj region are above average motivated in their work. Salary is the most important factor that has an impact on motivation, followed by the work-related relationships. However, comparing level of motivation among different places, we can see that the workers in Ferizaj and Shterpce were more motivated because more motivational techniques were used by their managers, whereas employees in Shtime and Kaqanik were less motivated. The variance analysis identified significant statistical differences in terms of motivation at work. Regarding the quality of service from the statistical data, we see that the quality of service is in right proportion to motivation. Clients were satisfied with the hotel services in general but the citizens of Ferizaj and Shterpca were more satisfied whereas citizens of Shtime and Kaqanik were less satisfied. Finally, it can be asserted that the findings of this study can help the structures of hotel establishments to use efficient techniques to motivate their employees, which could lead to the increase of the quality of service provided.

**Keywords:** Hotel enterprises in the region of Ferizaj, motivation, quality of service

### Introduction

Until recently, enterprises in Kosovo to increase their profits were devoted to capital investments, which was the strategy of almost all businesses, without paying attention to investment in human capital, which is key to business development. According to research, the world's enterprises are particularly concerned about the factor of man from where we can imply that they use different strategies for motivating at work such as: various staff training, rewards, better working relationships, enjoyable pay, better working conditions, and other factors that can be seen as motivational incentives.

This trend of human resources management through various motivational factors has begun to be applied evenly in our country. This is best demonstrated by this research by which we understand that the leading structures of enterprises attach great importance to work relations, such as wages and rewards, as the most influential factors in motivating workers.

So the main purpose of this study is to describe and analyze the overall level of motivation of employees of hotel enterprises in Ferizaj Region, in the Republic of Kosovo in relation to factors affecting it and to measure the relationship between motivation and quality of service. The situation resulted such that the motivation was in proportion to the quality of the service, so with the growth of the one increasing the other.

The importance of this study is great because, apart from smoothing the motivation of employees, we also analyze its impact on quality. Given the natural beauties of the Republic of Kosovo, tourism is expected to develop even more, as the Municipality of Shtërpçë has a suitable ski area. Therefore, the quality of service is of great interest.

The study was built based on a hypothesis and two under the hypothesis:

H: Motivation of employees affects the quality of hotel services

NH1: Employment relationships affect worker motivation

NH2: Wages and bonuses affect employee motivation

### **Methodology**

Primary and secondary data are used in this research. When it comes to primary data, it is about those data that we have received from the survey of workers of hotel enterprises, while secondary data included relevant literature that corresponded to research from scientific works and from various contemporary literature.

The population of this study was 1551 hotel enterprises (based on data from the Ministry of Trade and Industry), while the sample was selected as 30% of the total, ie 467 surveyed employees.

This paper will contain descriptive research that will describe the characteristics of different phenomena and exploratory research which sets the research relationships by showing the cause between the variables.

Questionnaires were created through Google Forms, distributed across e-mails and across web pages, then data processing was done through the Social Science Statistical Package (SPSS).

By means of econometric models, the validity of independent variables (working relationships, wages and bonuses) is verified on the dependent variables (motivation of employees).

### **Literature review**

Every business is intended maximizing profit. For the company to achieve this, it must, among other things, have in place and develop the human resource department ( Hashani M et al. 2015). HRM deals with the human dimension in managing an organization, so organizations through man manage human resources, selecting them, developing those skills, motivating them to the highest levels of achievement and success, and ensuring the maintenance of their level of engagement in all important activities ( Ismajli N et al. 2015).

Motivation is defined as the will to exert high levels of effort to achieve organizational goals, conditioned by the ability of these efforts to satisfy some individual needs, The motivating factors are: wages, career advancement, job security, work contracts, working conditions, organizational culture, level of responsibility at work (degrees), bonuses etj.( Ismajli N et al. 2015)

A motivated employee positively influences the achievements and productivity of the job. However, this result is often influenced by working conditions, organization strategy, management practices or rewarding forms. Interventions, bonuses or other incentives increase our internal motives to better perform the work that is being charged (Plantinga M. 2006). Also, great importance in the literature is devoted to the necessity of staff training, to be in trend and adequate flow of technological, logistical and business development ( Hashani M et al. 2015).

Kosovans are recognized as very optimistic and also as strong workers, but as we all need motivation to do a better job and we can say we lack motivation ( Ismajli N et al. 2013).

Benefits and revenues are complex and multifaceted factors. Salary does not only serve to help people achieve their basic needs but is also important in meeting the needs of a higher level. From the results it is seen that employees are motivated, when their pay is in line with workload, have health benefits, rewards and professional growth, security for retirement, work contract, and workplace sustainability. The greater the financial reward, the less worrying employees about their financial status, increasing their impression of the value they have in the organization, complying with community pay standards, the productivity is most likely to be the result (Igalens J et al 1999). Samariha suggests that the degree of motivation at work is linked to the employees' ability to interact with others, the function of personal characteristics and the characteristics of the group to which he or she belongs. (Samariha et al. 2012). Such social relationships form an important part of the "social climate" within the workplace and provide an environment within which employees can experience meaning and identity (Aydin, T, O. 2012).

Employees need to be assessed and admitted unconditionally. The higher the level of cooperation and support, the more motivated they will be. Studies have shown that employees who feel valued by superiors, attach particular importance to the relationship and cooperation with them, tend to meet their expectations and accept any comment or suggestion given to them. Managers who allow employees to participate in decisions that impact the work will stimulate higher levels of satisfaction, motivation, dedication and performance, specifically in higher education. Meanwhile, relations with colleagues have also been considered extremely important. They bring a desire to work and increase results (Brady P.R, 2008).

**Data and analysis**

After collecting data from 467 employees of hotel enterprises in Ferizaj Region we have the following results. We initially start with some demographic data to see who the target group was.

If we refer to gender in this research, then we see that 36.6% (n = 171) were females and 63.4% (n = 296) were male from the total of 467 respondents. The age of 18 to 25 was 31% (n = 145), the age of 26 to 33 was 52.2% (n = 244), the age 34 to 41 was 15.4% (n = 72), and at the age of 50 a percentage of 1.3 (n = 6).

As for the factors through which we measured the motivation at work, we have the following results:

Working relationships are an important category that plays a role in employee motivation and as such it is measured through the Likert scale where the minimum response was 1 to 5.

After calculating through the SPSS program we see that the average of this category was  $x = 3.9$  and the standard deviation  $ds = 1.10$ .

**Table 1. Relationships at work**

	N	Min	Max	Average	Standard deviation	Variance
The manager supports the professional development of employees	467	1.00	5.00	3.4325	.88214	.778
The manager treats employees fairly and impartially	467	1.00	5.00	3.4411	.88760	.788
The manager constantly gives me information about the work he does	467	1.00	5.00	3.3362	.94961	.902
My manager is efficient in delegating and distributing tasks at work	467	1.00	5.00	3.3619	1.11548	1.244
My manager is available when I have questions and I need help	467	1.00	5.00	3.4069	1.19252	1.422
My manager hears and takes into account my suicide	467	1.00	5.00	3.4069	1.26923	1.611

I'm pleased with the management skills of my manager	467	1.00	5.00	3.4004	1.21870	1.485
I get praised and rewarded when my performance is good	467	1.00	5.00	3.4283	1.21538	1.477
I get the deserved respect from my colleagues	467	1.00	5.00	3.3876	1.24374	1.547

This means that employees are supported by managers for their professional development, treated equally, receive information and guidance on the job they are performing, rewarded for their performance and what is most important is mutual respect among employees because such a convenient environment makes them more comfortable with their workplace, making them more motivated.

Another important indicator that approves the aforementioned script is the degree of compliance for this set of questions, resulting in 20.2% disagreeing that work relationships are level, 26.1% volatile for the assertions of this group, so they clicked the option "I'm not sure", and finally with a percentage of 53.48 are declared to be satisfied with interpersonal reports and reports with executives, respectively with their managers. This is an enviable and over average percentage that makes you understand that the workers of the Ferizaj Region have a positive tendency to be motivated, and on that basis give good performance.

**Table.2 Wage and Benefits**

	N	Min	Max	Average	Standard deviation	Variance
I am satisfied with my current salary	467	1.00	5.00	3.5161	1.15032	1.323
I'm delighted with the benefit package	467	1.00	5.00	3.9079	1.39053	1.934
I am delighted with the recent salary increase	467	1.00	5.00	3.8758	1.38105	1.907
I am delighted with the payment structure of the company	467	1.00	5.00	3.8223	1.39608	1.949
I am satisfied with the amounts my company pays for my benefits	467	1.00	5.00	3.8158	1.44288	2.082
I am satisfied with the wage growth interval in the company	467	1.00	5.00	3.7923	1.54396	2.384
I reward for the quality of my efforts	467	1.00	5.00	3.5268	1.28746	1.658
I experience personal financial growth in this company	467	1.00	5.00	3.5846	1.23557	1.527
Performance evaluation impacts on salary increases	467	1.00	5.00	3.5803	1.24278	1.545
Here is the opportunity for advancing the career	467	1.00	5.00	3.5803	1.27853	1.635

So surveyed workers are satisfied with pay, benefits package, are satisfied with the payment structure, are satisfied with the wage growth interval, and have career promotion opportunities.

Another important indicator is the degree of compliance where we see that 20.97% are not satisfied with the pay and bonuses given to the company, 19.32% were unsure if the claims submitted corresponded to the situation in the company, and finally with the highest percentage of compliance by all groups of questions was here with 59.05%.

**Table.3 Linear Regression**

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.336	.084		3.978	.008
WAGE	.487	.029	.558	16.611	.002
REWARD	.275	.059	.294	4.632	.050
RELATIONSHIP WITH WORKERS	.094	.052	.100	1.830	.068

a. Dependent Variable: MOTIVATION

Linear regression was used for the analysis of results, where correlation is measured from data and anova for finding the influence of independent variables and dependent variables.

The dependent variance in this paper is the motivation of human resources, while independent variables are payouts, rewards, and magnitudes at work.

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n + e$$

y- Motivation

$\beta_1$  – wage

$\beta_2$  – Rewards

$\beta_3$  - magnitudes at work

$$y(m) = .336 + .487(\text{wage}) X_1 + .275(\text{reward}) X_2 + .094 X_3 (mw) + e$$

From the formula of the model we see that despite the independent variables (influencing factors), the workers are motivated .336, while with the growth of one, a motivation payment unit rises to .487. with the growth of 1 reward unit (activity) of bonuses increased motivation for .275 and from all these less influential variables have emerged from work relations.

The values given in the model are expressed on the basis of activities and have positive links, so independent variables have a direct impact on the independent variables. From the table are taken non-standardized coefficients since the unit of measurement for all variables is the same

**Conclutions and Recommendations**

Quantitative methods were used to give answers to questions and objectives. Part of the study were 467 hotel hotel workers, 36% were women and 63.4% males.

The first set of questions that maths at work consists of 9 statements, found that relationships were on a satisfactory level, with an average of 3.9 from a minimum of 1 to a maximum of 5.

The workers were in agreement with a sufficiently high degree of compliance to support their professional development by managers, treated fairly and impartially, assessed and rewarded when performance is high, etc.

In addition, it is worth pointing out that work relationships have positively influenced the motivation of employees, thus increasing the quality of service

The second group had 10 statements that motivated the job. From previous statistics we see that the group's average was 3.7 and standard deviation 1.33. According to this we came to the conclusion that employees are satisfied with their salary, benefits bonuses, and many other points mentioned in the questionnaires. So the level of compliance was quite high at 59.05%, which means that the salary positively affects the motivation of the workers, thus affecting the increase of the quality of the service. So both of them are in fair proportion, with the growth of one increasing and the other and vice versa

Recommendations are attributed to enterprise hotel managers because these factors that influence motivation are internal factors, and as such should be applied to employees.

Although the statistical data resulted in a high level of motivation, the recommendations help to improve the situation even further. Because a motivated worker is worth treasure.

Since the subject matter of the study was labor relations as well as wages and bonuses, it is recommended that work relationships improve even more at those points where they have been poorer, also, countries such as Kaçanik and Shtime need much attention to work relations. As for the salary and rewards, it is recommended that wages are even higher, because this factor was the one with the greatest weight affecting the motivation of workers.

For other researchers who want to deal with motivational factors, it is recommended to address other factors influencing motivation at work because it was impossible to examine all who are mentioned in the literature, which are: institution policies, competence, success, achievement, professional growth, environment and working conditions, training, career promotion etc.

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