

MOTIVATION AND PERFORMANCE: A CASE STUDY OF THE ALBANIAN PUBLIC ADMINISTRATION

Gentiana KRAJA

University "Aleksandër Moisiu", Durrës, Albania

gentianakraja@yahoo.com

Abstract

Motivation as a practice of identifying the needs of the individual in the function of his mobilization has become a very important practice in human resource management in successful organizations. The realization of this practice in its full range of public organizations is a real challenge, it's because public organizations often operate under a strict legal framework and of these practices use and flexibility and efficiency is difficult. The main purpose of this paper is to present the main theoretical approaches related to motivation in public administration all special presents this practice in the budgetary sectors. Further, in a more practical level, other purpose of this paper is to analyze the relationship of motivation with performance seen in two levels; individual and organizational. To realize the goals of this paper are following two main ways. Initially he conducted a theoretical picture of attitudes to assess performance and its position in view of the performance of public administrator. Later in order to answer to key questions of research is designed and distributed a questionnaire on the Albanian public administration whose data are processed further. At the end of this work based on literature review and practical results reflected some recommendations and conclusions. Motivating public administration is a real challenge for human resources management in public organizations, since they are lacked of flexibility, but this study shows that there is space thorough the combination of motivation theories, and the synergy they cause works on explaining the public administrator performance, this is the main finding of the study. Form this point of view, we recommend that motivation practices to have a better impact on performance should concentrate on the public administrator performance, so should be leaded from it inputs and outputs.

Keywords: Motivation, public administration, performance, human resource, Albania

INTRODUCTION

Motivation at work is a group of energetic forces that originate both inside and outside individual to initiate behavior related to work and to determine the shape, direction, intensity and duration of it (Muchinsky, M. P., 2008). So motivation is a very important process for the organization and the treatment of the individual. This is a process and one of the practices of human resource management that involves quite human resources management and is well connected with the performance. By many authors, of the field of management or organizational behavior, motivation is defined as a process that implies psychological elements that promote a direct run behavior of targets (Kinicki, A., Kreitner, R., 2006).

There are many definitions of motivation at work different from each other but, some consensus is found for determining the motivation to work in the way that starts a certain behavior, energized, supported, directed, stop and subjective responses that are present in the organization while this happens. Although the role of motivation and its impact limited to the performance seen by some authors, however, they recognize the impact of motivation on important aspects of the work such as direction, intensity and persistence of behavior associated with this behavior work desired by the organization and its representatives. While the private sector in job motivation has a special importance in the public sector that is not given due attention at all. Public sector organizations are under constant pressure to improve their productivity and reduce costs. As public sector workers are often labeled as lazy, self-serving and misguided, it is necessary to better understanding of motivation at work to describe, support and improve the efficiency and effectiveness of public organizations (Wright E. B., 2001).

Main questions of the research

How is translated the mechanism that relates the practices of human resources management with organizational performance?

Which is the dynamism of this mechanism under the influence of various individual and organizational factors?

In an effort to realize the main purpose of this study work is oriented by two main directions. Originally it realized a theoretical framework to reflect different attitudes regarding the practices of human resource management, black box as a mechanism for the performance of public organizations. Human resource management be represented by eight key practices such as recruitment, training, motivation, job security, performance evaluation, career management, talent management and compensation, their effect can be seen as a single set. While being supported by the theoretical framework "black box" is represented by the individual inputs and

outputs: first connect with skills and expertise, motivation and opportunities for participation, while the latter attitudes towards work as satisfaction, involvement and commitment to and results of work. In the second part the study is directed towards empirical research.

LITERATURE REVIEW

While reviewing the literature for this paper for motivation was found two main approaches, this was e interesting finding about the concept of motivation. One of this treatments was the classic treatment of motivation as one of the main practices of human resources management. While the other approach treats motivation as an internal incentive, as a individual characteristic about a genetic one, in this context motivation is parallelized with the other characteristics such as personality, control locus etc. and the organization has nothing to do about it, form this point of view motivation cannot be manipulated form the organization.

From the perspective of the public sector such motivation comes from within the individual so as an individual-level factor is known as the motivation of the public sector (public service Motivation, PSM) who first described as such were Perry dhe Wise (1990), two authors who formalized the concept of motivation of public administration expressing it as an individual predisposition to respond to motives or uniquely originally based in institutions or public organizations (Perry, L.J., Wise, L., 1990). The authors explain that when using the word "motivation" refer meaning of psychological impulse that term in connection with individual feedback. Other authors also refer to psychological terms when you want to define motivation. On the other hand public sector motivation PSM therefore seen as a more altruistic concept, while the above definition of Perry and Wise is seen as a highly individualistic definition, but challenged by a much determination so institutionalized public sector motivation therefore defines PSM as the belief that the values and attitudes that go beyond self-interest belonging to a political entity and to motivate individuals to behave properly and appropriately (Vandenabeele, W. 2008).

The result of a motivated behavior is performance. Motivation is a psychological condition, which affects individual behavior. Performance is related to an external standard, which is formulated more from others than the individual himself. The process of motivation is influenced by two sets of factors; factors that are associated with its work and conditions (physical conditions, job design, rewards, social norms, culture) as well as individual conditions (skills, competencies, personality, values). Such a model divides into two main categories theories related to internal motivation and theories related to external motivation (Laegaard, J., 2006).

According to some other theories, the process of motivation caused by how the individual perceives himself in an ideal context and themselves in a current context that passes through the needs and expectations that he has a certain job causing a certain behavior this system or this process is influenced by internal motivators such as job satisfaction, personal development, recognition by managers etc. External motivators are outside the control of individual payments such as bonuses or material goods. Social motivators originate from the fact that the individual makes decisions that belong to him, but also the influence or affect the group to which belongs (Senyucel, Z., 2009).

In this paper for the determination of motivation will be embraced the Armstrong (2009) approach, which defines motivation related to the strength and direction of a behavior and the factors that influence people to behave in a certain way. According to the same author motivation is seen as the product of three main components: leadership, effort and persistence. The term can refer objectives motivation that individuals, how individuals choose these objectives and the way others try to change their behavior.

In conclusion we can say that in terms of his motivation and approach regarding the public sector it exists in two forms: first as internal sensation to serve the public, so the case of public sector motivation (PSM) and secondly as the practice of studying and implementing human resource management. In both the above cases the motivation is still an internal incentive psychological implications that leads the individual towards a desired behavior of the organization. It is precisely this incentive to be studied and on which to work to achieve the proper behavior of the individual against what the organization wants.

Motivation as a conceptual model of theoretical links

As reflected above, motivation is a very complex process and concept. Therefore in this paper will build a conceptual model of motivation theoretical connections, the construction of this model will orient the source of motivation. Continuing this logic of individual motivation to work initially springs to individual and genetic predisposition (Kasimati, M. 2010), in this case the motivation is part of the personality and character of an individual, then the individual characteristic. On the other hand motivation organization recognizes as a practice quite efficient in mobilizing the workers split its best efforts to identify the needs of the individual in order to meet them in order to fulfill its mission, in this case stems from the motivation of human resource management and it is one of the main practices of the process of human resource practice (Ceni. A., 2010).

Regarding this argument, the public sector has a peculiarity as mentioned above, for individual or public administrator in his work in the public sector feels motivated by the fact that

serves the public and is part of the state structures. As mentioned above, the motivation to work has two main sources, sources that stand out individual and make that the motivation is external motivation and resources that lie within the individual and to make this motivation is internal motivation. By linking this reasoning conceptual model we want to build connections, individual motivation that comes as a result of human resource practices, so as a result of working style and management of human resources is clearly the organization uses external motivation, too individual motivation comes from the fact that working in a public organization, so that is at the service of his people in this study will be considered as part of external motivation. This motivation that in most cases the public sector is called motivation of the public sector (public service Motivation PSM), although there is theoretical evidence that this motivation can be considered and as an internal excitement that comes when individuals serve the public, in this case It considered as internal motivation for more that different individuals react differently to this kind of harassment.

However, while not being or public service or public administration is an irritation which the individual cannot manage his and that stands out in this study, this motivation will be considered as part of external motivation. While individual motivation that comes as part of the individual characteristics is clearly internal motivation of the individual but motivation as part of the results and performance of the individual is the product of two motivations that come from sources outside and within the individual and is treated as such in the methodology of this study.

Motivation as a Human Resource Management Practice

Regarding motivation as a human resources practice should stop longer to justify that will support approaches to explain this kind of motivation in this study. Regarding the motivation to practice proper management of human resources story begins in 1911, when Taylor (Taylor. F. W., 1911) stated that if we do something against individuals, that something will lead to something else, then explain individual behavior causal fragments of promoted by various harassment. So that individuals are motivated to work only if the rewards or penalties against them are directly related to the performance that they have. It defines also the Taylorism as employee motivation theory.

In later years followed many other theories, most of which are oriented towards meeting the needs of the individual, then the common philosophy of these theories explains that unites individual and organization needs, on the one hand individual needs on the other needs of the organization at some point, but mostly heavy weight is given to individual needs. So organizations should be very interested in knowing the needs of individuals employed, it should

be careful to fulfill in a timely manner to these needs and also to the discovery of others, as well as authors expressed and motivation theories based on the need, a need met is not stimulus, is not encouraging and not serve as a motivator. While some other motivation theories based on the process and connectivity. In fairly compiled form, following table shows the majority of the best-known theories of motivation, which belong to the category and the author or group of authors.

Table 1: Summary of the philosophies of main motivation theories

Category	Types	Author(s)	Philosophy
Instrumentality	Taylorism	Taylor (1911)	Motivating people through incentives. Pay based performance.
Reinforcement	Motivating process	Hull (1951)	Individual perception about goal achieving actions. Feedback that is positively reinforced to influence the behavior
Needs	Needs hierarchy	Maslow (1954)	Need are categorized in 5 steps of a pyramid
	ERG theory	Alderfer (1972)	3 needs: this author divides needs in three categories: existence, relation, and growth
	Managerial needs	McClelland (1973)	Managers has three needs: achievement, acknowledgement and power.
Teoritë e procesit/ njohëse - konjiktive	Expectations Theory	Vroom (1964), Porter and Lawler (1968)	Effort depends if is followed form recompense and this recompense worth it.
	Objectives Theory	Latham and Locke (1979)	Employees motivations increases qif they know the objectives
	Theory of justice	Adams (1965)	Individuals are motivated if they feel that are treated with justice
	Theory of social learning	Bandura (1977)	Emphasizes the psychological need for socialization and social learning
Two factors theory	Linked with the needs theory	Herzberg (1957)	Two levels factor internal and external that influence job satisfaction
X and Y Theory	General approach of motivation	McGregor (1960)	Divides the individuals in X and Y

Source: Armstrong, M., (2009)

Since the focus in this study is not only to forms of motivation, but to human resources practices and motivation is only one of these forms of motivation to be taken as representative of motivation in this study are: Theory of expectations; Goal Theory and Theory of Equity. Following briefly explained each of them. *Expectancies Theory*. Vroom (1964) reformulated by Porter and Lawler (1968) (Kinicki, A., Kreitner, R., 2010). According to this theory, individuals employed by an organization behave in such a way as to produce various combinations of

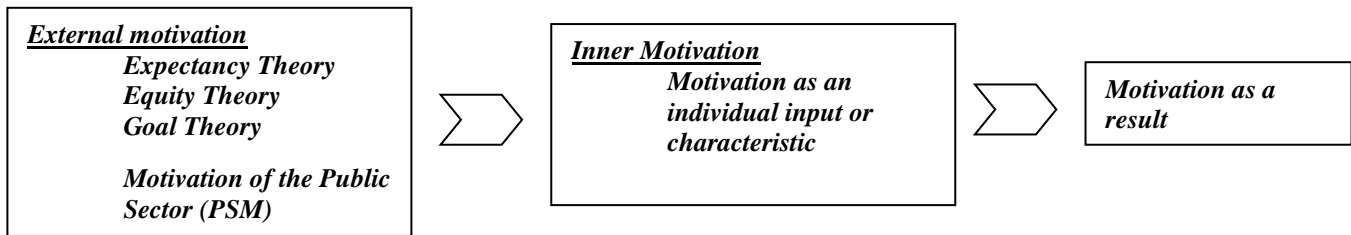
desired results (desired status). Perception plays a very important role in this theory. In general terms this theory advocates that the strength of a tendency to act in a certain form of an individual depends on the strength of an expectation that this move will be followed by a consequence (result) and on the value or attraction that has individual towards this result (outcome). So, according to this theory of motivation or encouragement to the individual's work it depends on how he feels and believes that his efforts he manages to finish a work out and how important it is for the individual this result.

Effort → *Performance and Performance* → *Result*

Giving more mathematical character this theory we can say that the reception is defined as the probability provided that a certain action will be followed about a certain result and ranges from 0 - not occur in the first - definitely happening (Reinhardt, L., Wahba, M. A., 2011). *Goal Theory or Theory of Latham and Locke (1979)* (Gordon, J., 2002). According to this theory of motivation individuals they are much more motivated if they know and accept the objectives in view of which is their job, they work best when they feel that their work has meaning. So the organization is obliged to include the establishment, recognition and promotion of the objectives of at least the unit where they belong. *Equity theory. Theory of Adams (1965)* (Muchinsky, M. P., 2008). According to this theory, individuals coming into the organization with its own characteristics, among which the ability, experience, knowledge, skills, etc., and after triggering themselves have some work results, results for which they are rewarded in various ways, for salaried example, the increase in duty, with training, more recognition, etc. rated. Individuals tend to decide in relation to the characteristics (inputs) of their income or bonuses (output) to receive from using their inputs, this report it must stand equal with other individuals of the same position, level or hierarchy. So, each individual compares his report with the report of others. If the individual reports is not proportionally equal stand, then intervene to change individuals that tend to equate these reports. These challenges are related to the individual or alters the income of others or alters its input, the latter is the most frequent intervention.

Reduced explanation made to each of the theories of motivation is clear that these theories are the only ones that include more elements of the model in this study, for example, results, performance, individual characteristics, abilities, etc. role perception. This is the main reason why these theories are selected to represent the motivation to practice human resource management in the study. In the summary of all the above given ideas about treatment motivation theoretical conceptual model presented schematically theoretical connections as in the figure 1.

Figure 1: Conceptual model of theoretical links for motivation



Public Administrator Performance

The effect of motivation will be seen initially in relation with public administrator performance and then with organizational performance. The public administrator performance is represented as the product of their individual characteristics or its inputs and outputs its results. characteristics with which the individual comes to the organization and serve as "raw material" for the application of managerial practices of human resource management are: skills, motivation and opportunities. If managers want to impact positively on individual performance, they must affect on these three components (Boxall, P., Purcell. J., 2003, 2011). Let's briefly explain each of them.

Skills indicate what the individual is able to do. To perform successfully on all tasks involving a particular work, the individual must have some skill and dexterity. Skill seen as the product of physiological and biological factors and the learning process and it is difficult to change. Really that authors are of the opinion that the skills are determined by genetic factors, but there are many others who claim that these "limits" break up to some extent by learning (Kasimati, M. 2010). *Motivation* reflects the decisions taken by the individual for it to do, the intensity with which the make and how long will do (Kasimati, M. 2010). *Opportunities* for participation refer to the fact that many organizations or individuals create opportunities and promote the expression of the individual's skills and work. Often it is giving opportunity seen as part of the perception of the role and the psychological contract between employer and employee created. Psychological contract, particularly in the public sector, is quite concerning the reliability not only to the organization and the public administrator, but in this case and the state government, with the expectations and opportunities given to the public administrator and public self (Willems, I., Janvier, R., Henderickx, E., 2004). On the other hand the performance of public administrator is the performance of human resources results. Based on theoretical positions as Becker (96, 1997) which identifies the output productivity, Guest (1997), which identifies the involvement and civic behavior, work or output results, Purcell ('99, '02, 2003) order job satisfaction, output, and Nishii Wright (2006) self motivation or motivate behavior as

part of the output, in the summary of these theoretical approaches public administrator results obtained in this study represented by: *job satisfaction, commitment and involvement, motivation / behavior motivated, civic behavior in the organization / organization discrete behavior.*

RESEARCH METHODOLOGY

The present study used a descriptive research design. Database was provided by primary sources through primary data collection therefore directly from the investigator. This process took place between creation and distribution of a questionnaire. For the design of the questionnaire initially we relied on the theoretical framework, but also in the interviews conducted for this purpose with representatives of the departments of human resources management of some public organizations. The questionnaire was designed with closed questions. The questions were in the form of statements, where respondents are required to hold a position from 1 - Strongly disagree 5 - I totally agree. For the realization of this study was compiled and distributed a questionnaire with 52 questions, were distributed 600 questionnaires but only 500 were available for further processing of data.

The questionnaire was distributed only in public organizations while the focus of this study public administrator. The data are based on personal perceptions that public administrators interviewed about the motivation (the questions were guided by theoretical connections conceptual model), job performance of public administrator and organizational performance. To select the source of the first public institutions was approved budget of the Ministry of Finance for 2015, later addressed the website of each institution to verify the accuracy of the list under its institutions, and on this basis was created a database on the form of a genuine network of connections that served as a guide for data collection. Then the selection of respondents in each institution was fortuitous by distributors then contact person. At the end of data collection resulted in a relatively successful process was taken seriously either by the persons who were either distribution by respondents.

Key elements of the model, then the variables are: motivation, which is the independent variable of the model. Public administrator's performance, which is seen as the product of its input and output. Public administrator's performance depending on the connection being tested behaves times as dependent variable and time as the independent variable. Public organization's performance is increasingly dependent variable. At the beginning of this questionnaire the interviewee is asked about some of his biographical characteristics such as age sex, education, etc., as well as the characteristics of the organization as the central public administration or local, big or small, etc.

The data were processed on the statistical program STATA version 11. Data analysis originally was done between descriptive statistical analysis and testing hypotheses through the econometric model of multiple and simple linear regression by the least squares method (OLS).

ANALYSIS AND RESULTS

Sample description

Referring whether respondents belong central public administration, local or other category describes sample 48.2% are central public administration, 34.8% belong to the local public administration while 17.0% belong to other categories. Regarding the characteristics of the sample size according to data processing by gender shows that 38.6% are male and 61.4 are female, while in terms of educational attainment for the sample described by 77.2% with university degrees, 21.6% have completed studies of second cycle - Master, while 1.2% have scientific degree 'Doctor'. Respondents were also asked about their position in the structure or hierarchy of the organization, finding that 77.8% of them are in the current position of specialist, 16.8% of them are in charge of the sector position while 5.4% are in the position of director.

Descriptive Statistics

Respondents were asked to take attitude (expressed in 1 don't agree to 5 totally agree) to the declarative questions. In synthesis of this, descriptive statistics are presented below:

Table 2: Descriptive Statistics

Ind./Org. Characteristic	Motivation (Independent Variable)	Public Administrator Performance		Organizational performance (Depend. Variable)
		Input	Output	
Central Administration	3.7	3.9	3.6	3.6
Local Administration	4	4.1	3.8	3.9
Gender – male	3.8	4	3.6	3.7
Gender – female	3.9	1	3.7	3.8
Age 21-40	3.8	3.9	3.6	3.6
Age 40-65	3.9	4.1	3.7	3.9
High education	3.8	4	3.7	3.2
Master	3.8	4	3.7	3.8
Doctorate	4.2	4.4	4.1	4.1
Years in public administration up to 7 yrs	3.8	3.9	3.6	3.7
Years in public administration 8-25 yrs	3.9	4.1	3.7	3.7
Married	3.8	4	3.7	3.7
Single	3.9	4	3.7	3.7

As we can see from the table 2, motivation has its best value when respondents are from local government or when they have PhD degree. When we discuss the public administrator performance its inputs have the best value is when the respondents are in the interval of age form 40 – 65, and when they have PhD degree. Outputs have a constant lower results of the mean then other three categories, while inputs have the highest results the other three categories. Respondents from local government and that have “Doctorate” degree have constantly the best results from the four categories.

Linear regression analysis regarding the hypothesis

Having thoroughly studied motivation in relation to the individual's performance and characteristics. Establish null hypothesis H_0 : Motivation does not affect the performance of the public administrator. After regression we obtain the following table:

Table 3. Performance regression explaining the public administrator and individual characteristics of motivation

Public administrators performance	OLS
Motivation	0.700534*** (0.03137)
Gender (male)	-0.0696777** (0.0335693)
Status (married)	-0.0367875 (0.0427193)
Small Org	
Medium Org	0.0643322 (0.0527162)
Big Org	0.0764917 (0.0549576)
Age	0.0030643 (0.0026907)
Years in public administration	0.0022659 (0.0026991)
Central Public Administration	-0.105816** (0.0461617)
Local Public Administration	-0.0935981** (0.0475251)
Others	
Number of persons in charge	0.0318688** (0.0144062)
F	65.53
R²	0.45727
Nr. Of observations	500
β_0	0.9953642***

Note: Statistical significant at *10% **5% ***1%

Motivation in this case presents a statistically significant coefficient as p - value <0.01 cent, the value of this coefficient is $\beta_1 = 0.700534$, we note that is a relatively high value. As predicted there is a high value of the coefficient, in fact the highest value so far to discuss this variable, compared with recruiting but has a slightly smaller amount, referred to theoretical discussion and keep the approach in this study as motivation not to the same extent affects the individual inputs and outputs cannot have greater input in the independent variable in this case is the individual characteristics and performance. While recruitment claimed that affects or has contributed well to the inputs to outputs. Therefore expected to have a greater weighting in the case, although the difference is not very noticeable. Gender male, married status, local and central public administration, represent negative values of their coefficients thus have a negative relationship with individual characteristics and individual performance at work. The number of dependents has a positive and statistically significant coefficient as p - value <0.05 , the value of this coefficient is $\beta_{12} = 0.0318688$.

In this regression, hypothesis null and alternative hypotheses are as follows:

Ho: Motivation does not affect the individual characteristics and individual performance at work.

Ha: Motivation has impact on individual characteristics and individual performance at work.

The model is statistically significant when p-value $<0,01$. The coefficient of determination $R^2 = 0.5727$ which means that 57.27% of dependent variables so individual characteristics explained by the independent variable so recruitment. To achieve this number of observations was 500 level of significance of this model it is significant, in this way we can say that the null hypothesis falls and the alternative hypothesis is confirmed, then the motivation has a significant impact on the performance of public administrator and individual characteristics.

Equation 5 in this case would have the form:

'Performance of the public administrator and the individual characteristics' = $0.9953642 + 0.700534$ 'motivation'

However one of the main questions of this study was associated with motivation and its impact on organizational performance, thus motivation is regressed with public organization after the regression in made is obtained the table 4.

Table 2. Regression explaining organizational performance
the motivation and input of individual outputs

Public Organization performance	OLS
Motivation	0.339624*** (0.0366012)
Inputs (AMO)	0.2221971*** (0.0345004)
Outputs	0.4949162*** (0.0396008)
Gender (male)	- 0.0153497 (0.027762)
Status (married)	-0.0001096 (0.0350342)
Small Org	0.1937385*** (0.0435971)
Medium Org.	0.1477941*** (0.0451567)
Big Org	0.0018845 (0.002208)
Age	-0.003631 (0.0022135)
Years in public administration	-0.0245374 (0.0380302)
Central Public Administration	-0.022155 (0.0390975)
Local Public Administration	-0.0072524 (0.0118652)
R²	0.7831
Number of persons in charge	500
β_0	-0.4356683***

Note: * 10% statistical significance

**5% statistical significance

***1% statistical significance

Motivation in this case retains a statistically significant coefficient as $p = \text{value} < 0.01$, the value of this coefficient is $\beta_1 = 0.339624$, we note that is a relatively high value compared to the values of individual coefficients of other variables. However, compared with the individual value that this regression coefficient had done when individual characteristics and performance of the public administrator. In this regression back individual inputs and outputs are statistically significant, represent a positive coefficient, the value of individual input coefficient is slightly smaller in the equation $\beta = 0.2221971$, while the value of the output coefficient is $\beta = 0.4949162$ therefore has increased compared to the value it had in the equation 7, in fact such a thing happens with any regression to do in respect of each practice individually with the performance of public organizations. Gender male, married status, local and central public

administration, public administration years, the number of dependents present negative values of their coefficients thus have a negative relationship with the performance of public organizations.

In this regression, hypothesis null and alternative hypotheses are as follows:

Ho: Motivation does not affect the performance of public organizations.

Ha: Motivation has an impact on the performance of public organizations.

The model is statistically significant when p-value <0,01. The coefficient of determination $R^2 = 0.7831$ which means that 78.31% of dependent variables therefore organizational performance is explained by the independent variable namely motivation, individual inputs and outputs. To achieve this number of observations was 500, the level of importance of this model is significant, in this way we can say that the null hypothesis falls and the alternative hypothesis is confirmed, then the motivation has a significant impact on the performance of public organizations.

Equation 8 in this case would have the form:

'Performance of the public organization '= -0.4356683 + 0.339624' motivation '+ 0.2221971' inputs' + 0.4949162 'output'

DISCUSSIONS AND CONCLUSIONS

The main objective performance management if public organization whether public administrator are his results, expressed in this study as the performance, satisfaction, commitment, involvement of discrete behavior, on the other hand, individual outputs and process indicators of human resources management. It cannot pretend that they are operating well when the public administrator is unmotivated, or not seeing the success of the organization as a success of his work, then that means it lacks commitment.

Motivation is one of the most important practices of human resource management it impacts the performance of public administrator and the performance of public organizations. To test the motivation in public administration in this study were used three main theories, expectations theory under which the public administrator of connecting motivation level of expectations about the job, pledging level of effort and the product of these two factors as it goes in favor the achievement of results and performance, and as the latter leads to the realization of expectation. Theory which connects objectives motivating the public administrator with knowledge of the objectives and targets in function of which is his work, often this theory work parallel to meaningfulness. In a significant move work tasks assigned are routine in the

perception of the individual and seems nothing changes even though the direction of the organization in a dynamic environment changes constantly. On the other hand however to be working well an individual if his work does not go in favor of the objectives of the organization all efforts were in vain, recognition of objectives provides the necessary understanding and identity work. Equity theory motivates the individual while providing the opportunity to address so vast. On the basis of this theory is the philosophy that the individual needs to be treated just like other individuals who have the same input with respect to the work. This choice was made on the fact that these theories are not based on their financial incentives but other factors working context. This selection results in very important as in relation to the performance of public administrator also in direct relation to the performance of public organizations. At the same time this practice in a systematic way results have the highest contribution in influencing organizational performance and especially the performance of public administrator of all other practices. Highest coefficient practice has about individual inputs and outputs not as claimed. One of the important components of the individual inputs is intrinsic motivation that is working against the individual in general and a specific job in particular. Motivation as the practice of human resource management as well as to the individual's motivation as a result of working in the public administration of internal motivation affect the individual that is part of the individual inputs, that is why there is little motivation to contribute more individual inputs.

Individual inputs are perceived to be important for the public administrator, it appears from descriptive statistics, it is because the first person knows better, but also because the public administrator really forming individual perceives him as an asset to the organization publicly. On the other hand local public administration tends to have positive results, it's because first it enjoys more flexibility and secondly because the distance to the power and the hierarchy is less to the public administrator in this case is much more involved.

Another very important conclusion associated with motivation is the fact that our public administration and assessment reward perceived not as a result of good work, so the general perception is that the estimates do not go to individuals with better performance. On the other hand, public bodies is very difficult to find ways to promote and stimulate public administrators in their work. While the public administrator is very important and significant that his work is in the public function. So the fact that public organizations are quite limited in the application of various theories of motivation. This is not just about financial incentives but also to promote, increase in duty, or participation in training are planned and follow well-defined procedures by which there can be no deviation. In this way, against which challenges facing human resource managers in public organizations is the optimal utilization of the above-mentioned theories and study or new alternative theories to motivate public administrators. Also in the case of public organizations

-serving the public it is a major source of motivation for many public administrators and this is also another element to which should be explored by human resource managers in these organizations. Both of these elements have already mentioned room for further studies about finding the best ways to motivate public administrators.

REFERENCES

- Armstrong, M., (2009). Human Resource Management in practice. By Saxon Graphics Ltd, Derby.
- Becker, B. & Gerhart, B. (1996) *The impact of Human Resource Management on Organizational Performance: Progress and prospects. Special Research Forum on Human Resource Management and Organizational Performance.* Academy of Management Journal, 39 (4), 770-801.
- Becker, B.E., Huselid, MA., Pickus. PS., & Sprats, M . (1997). *HR as a source of shareholder value: Research and recommendations.* Human Resource Management, 36, 39-47.
- Boxall, P., Purcell. J., (2003) &(2011). Strategy and Human resource management. Third edition. Pargrave Ltd.
- Ceni. A., (2010). Menaxhimi i Shpërblimit. SHBLU.
- Gordon, J., (2002). Organizational Behavior: A Diagnostic approach. (7th edition) Pearsonhall.
- Guest, D. E., (1997). *Human resource management and performance: a review and research agenda.* The International Journal of Human Resource Management, 8(3), 263-276.
- Kasimati, M. (2010) Sjellje Organizative. SHBLU.
- Kinicki, A., Kreitner, R., (2006). Organizational Behavior; key concepts, skills & best practice. McGraw-Hill Irwin.
- Kinicki, A., Kreitner, R., (2010). Organizational Behavior: key concepts, skills & best practices. MCGraw-Hill/Irwin,
- Laegaard, J., (2006) Organizational Theory. Mille Bindslev & Ventus Publishing Aps.
- Muchinsky, M. P., (2008) Psikologjia e Zbatuar në Punë. Shtëpia botuese UFO Press.
- Muchinsky, M. P., (2008) Psikologjia e Zbatuar në Punë. Shtëpia botuese UFO Press.
- Perry, L.J., Wise, L., (1990). The motivational bases of public service. Public Administration Review.
- Purcell J., Kinnie, N., Hutchinson, S., Rayton, B. and Swart, J. (2003) *Understanding the People Performance Link: Unlocking the black box*, Research report, London: CIPD
- Purcell, J., (1999). *Best practice and best fit: chimera or cul – de – sac?* Human resource management journal. Vol. 9. No. 3.
- Purcell. J. (2002). *Sustaining the HR and performance link in difficult times.* Employment research project at the university of Bath. CIPD.
- Reinharth. L., Wahba. M. A., (2011). Expectancy theory as a predictor of work motivation, effort expenditure and job performance. The Academy of Management Journal. Vol. 18. No. 3.
- Senyucel, Z., (2009). Managing the Human Resource in the 21st Century. Zorlu Snyucel & Ventus Publishing ApS. Book.
- Taylor. F. W., (1911) The prnciples of Scientific Management. New York, London, Harper and Brothers (2006).
- Vandenabeele, W. (2008). Development of Public Service Motivation Measurement Scale: Corroborating and Extending Perry's Measurement Instrument. International Public Management Journal 11(1): 143-167.

Willems, I., Janvier, R., Henderickx, E., (2004). The unique nature of psychological contract in the public sector: an exploration. Paper to be presented at the EGPA Annual Conference, Ljubljana (Slovenia), 1-4 September 2004 Study Group 3: Personnel Policies.

Wright E. B., (2001) Public Sector Work motivation: a review of the current literature and a revised conceptual model. *Journal of Public Administration Research and theory*.

Wright, P. M., & Nishii, L. H. (2006). *Strategic HRM and organizational behavior: integrating multiple levels of analysis*. CARHS Working Paper Series, 05. Available at: <<http://ilr.corneli.edu/CAHRS>>.