

Encouraging Businesses Classified as Medium and Small, for Albania and Bulgaria

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Abstract – Comprehending the encouraging of managers in Albania and Bulgaria is essential for formulating tactics that foster creativity, efficiency, and the retention of valuable personnel in small and medium-sized businesses.

This topic is important because motivation plays a key role in driving productivity, job satisfaction, and personal growth, all of which are essential for a business to remain competitive in the ever-changing business environment.

A unique perspective on overcoming cultural and economic barriers can be gained by comparing the motivational profiles of managers in the two nations. This analysis also emphasizes the importance of adapted approaches in HRM.

This is especially crucial considering globalization, as successful multinational and multicultural businesses can greatly benefit from knowing and utilizing effective motivational techniques.

Keywords – Encouraging, Human Resources, Managers, Small And Medium-Sized Business, Albania, Bulgaria.

I. INTRODUCTION

The aim of enhancing the effectiveness of the organization's operations holds a prominent position in the complex issues affecting human resource management. This is accomplished through boosting work-related motivation [1].

This issue is one of the main concerns in any economic unit's structure. Building and operating a structure requires the development of suitable integration tools and mechanisms, as well as the regulation and guidance of individual participation in the solution of shared tasks and problems [2, 3].

Because of this, the management of the organization's primary objective is to align each person's needs and opportunities with those of the collective activity. Finding out about and influencing employee motivation is one method to accomplish this. [4, 5].

Motivation is an empowering energy that awakens each person's hidden potential. Usually, it results from an unfulfilled need. When people act, it's usually because they have a need for it, are trying to accomplish something, or have internal desires and values that explain their actions. This is the motivational mechanism in general [1, 6, 7].

Researchers now take a different approach to this process. It is described as a collection of elements that influence, determine, and direct an individual's behavior in some situations, and as a collection of incentives or incitements that drive an individual's actions and define their course in others [8, 9, 10].

Simultaneously, motivation is regarded as a process of controlling a particular activity, impacted by incentives and a mechanism that establishes the occurrence, course, and mode of execution of the assigned actions [11].

To create an efficient system of forms and procedures that enhance work, it is helpful to identify the underlying motivations for a particular behavior and what causes it to manifest. When under specific pressure, motivated employees become aware of their unfulfilled needs, and this generates motivating stimuli [1, 4, 5, 12, 13].

Certain behaviors, such as intentional behavior, are carried out to ease tension [1, 3, 7, 9, 12, 14].

II. MATERIALS AND METHOD

Giving employees the chance to meet their needs is essential if managers want to make the most of each employee's potential as well as that of the entire staff. The primary issue in this regard is how to integrate the objectives of the organization with the individual aspirations, interests, and goals of its members while still maintaining an organic unity [1, 6, 9].

Workplace motivation is a critical component of human resource management and is crucial to raising organizational productivity. It's a process that awakens people's potential based on their needs, wants, objectives, and values, causing them to act and choose how they behave [1, 5, 9, 10, 15].

Understanding the motivations behind a particular behavior is necessary for developing an efficient system of techniques and forms to enhance work in the organization.

The goal is to combine and strike a balance between intrinsic (inward) and extrinsic (inner) motivations. In human resource management, work motivation is a crucial component that affects employee engagement and yields positive outcomes [8, 10, 12, 13, 15].

Combining and integrating organizational goals with individual employee goals and interests is essential for the management system to operate successfully.

102 people in management positions in small and medium-sized businesses operating in Bulgaria and Albania participated in a survey by answering a questionnaire.

The survey involved 102 respondents, of whom 58 are employed within the borders of Bulgaria, and the remaining 44 are representatives of small and medium-sized businesses, organisations, and companies that conduct business in Albania. From the perspective of managers, the 20 questions on the survey card, which allow respondents to select numbers between 1 and 7, help identify significant aspects of motivation in the companies under study.

The subsequent five sets of motivation-related issues are classified and arranged according to their respective motivational levels: high, medium, and low:

- ↪ The fundamental elements of motivation.
- ↪ Safety and defence.
- ↪ Loyalty and belonging.
- ↪ Acknowledgement.
- ↪ Self-development and improvement.

III. RESULTS

1. Following an analysis of the managers' motivation data from Bulgaria and Albania, several key trends emerged:

About 90% of managers from both nations exhibit high levels of motivation in the first category, which is associated with the primary base countries of motivation. But compared to Albania, Bulgaria has a greater proportion of managers who lack motivation.

Table 1. Motivation level of managers in Albania and Bulgaria.

Motivation Level	Albania		Bulgaria	
	No.	%	No.	%
Low	1	2.3	1	1.7
Middle	4	9.3	3	4.8
High	38	88.4	54	93.4

There is one manager whose score is below the low level, with a minimum score of 1.7% or 1 respondent. It is evident that 38 out of the respondents in Albania, or 88.4%, scored highly on this metric. Middle-level managers, with a reported relative share of 9.3% or 4 managers, come in second place after them. One respondent has a minimal score of 2.3%, placing them in the low category.

It was discovered that 93.4%, or 54, of the respondents in Bulgaria had a high level of this indicator based on the data shown in the Table 1. Middle-level managers, with a reported relative share of 4.8% or 3 managers, come in second place after them.

- More than 89% of managers in both nations exhibit high levels of motivation when it comes to security and protection, according to the data derived from the diagram in Table 2. The proportion of managers in Bulgaria who fall into this category and have average or low motivation is lower.

Table 2. Safety and defence level of managers in Albania and Bulgaria.

Motivation Level	Albania		Bulgaria	
	No.	%	No.	%
Low	1	1.8	0	0.7
Middle	4	9.2	2	2.8
High	39	89	56	96.6

It is observed that 39, or 89%, of Albanian respondents scored highly on this measure. The middle-level managers, with a relative share of 9.2% or 4 managers, come in second after them. One respondent, or a minimum score of 1.8%, are managers whose results fall into the low category.

A high level of this indicator was reported by 96.6%, or 56, of the respondents in Bulgaria.

Middle-level managers, with a relative share of 2.8% or two managers, come in second after them. Once more, no manager receives a minimal score of 0.7%, or 0, which is regarded as low.

- More than 90% of managers in both countries demonstrate a high level of motivation when it comes to loyalty and a sense of belonging (Table 3). Unlike in Albania, managers who exhibit low motivation are not found in this category in Bulgaria.

Table 3. Loyalty and belonging level of managers in Albania and Bulgaria.

Motivation Level	Albania		Bulgaria	
	No.	%	No.	%
Low	1	2.8	0	0
Middle	2	5.5	1	1.4
High	40	91.7	57	98.6

It is discovered that for Albania: 91.7%, or 40, of respondents score highly on this metric. The middle-level managers follow them in second position, with a relative share of 5.5% or 2 managers. Just 2.8%, or one of the respondents, are managers whose outcomes are categorized as low.

In Bulgaria, however, 57 out of the respondents in Bulgaria, or 98.6%, report having a high level of this indication. Middle-level managers come in second place, accounting for precisely one manager and a relative share of 1.4%. The fact that not a single manager has a low score is a good finding.

In terms of acknowledgement, more than 90% of managers in both nations exhibit motivation. Furthermore, the proportion of managers in Bulgaria who have a medium drive for recognition is lower.

- Based on the information presented in Table 4, it was discovered that 91.7% of Albanian respondents, or 39 persons, exhibited a high degree of this indication. Middle-level managers, who make up 6.8% of the workforce and represent 3 individuals, come in second. Just 2 out of the respondents, or 4.5%, identified as low-achieving managers.

Table 5. Acknowledgement level of managers in Albania and Bulgaria.

Motivation Level	Albania		Bulgaria	
	No.	%	No.	%
Low	2	4.5	1	1.4
Middle	3	6.8	2	3.5
High	39	88.6	55	95.2

Furthermore, it was discovered that 55 out of the 95.2% of respondents in Bulgaria exhibit a high level of this indicator. Middle level managers, who make up 3.5% of the workforce, or two individuals, come in second. Just one response, or 1.4% of the total, are categorized as low-achieving managers.

- In the final category—self-development and improvement—more than 90% of managers in both nations exhibit strong motivation. The difference can be seen in the lower proportion of managers in Bulgaria compared to Albania who have a medium or low degree of motivation.

Table 6. Self-development and improvement level of managers in Albania and Bulgaria.

Motivation Level	Albania		Bulgaria	
	No.	%	No.	%
Low	1	1.8	0	0.7
Middle	3	6.8	2	3.4
High	40	91.4	56	95.9

It can be stated that 91.4%, or 40, of the Albanian respondents exhibit a high degree of this characteristic. Middle-level managers, who make up 6.8% of the workforce, or three individuals, come in second after them. The percentage of respondents who are managers with a poor score is only 1.8%, or one manager.

Additionally, 95.9%, or 56, of the respondents in Bulgaria exhibit a high level on this indication based on the data shown in the Table 5 figure. They are followed in second place by middle-level managers, who make up 3.4% or 2 individuals. There is any respondent, or 0.7% of the total, who is a manager and has a low score.

IV. DISCUSSION

Without the development of effective motivational models, no management system can work effectively. According to Kokorev, the following motivation models are most frequently applied in most the world's nations [16]:

- ✓ expectations.
- ✓ social justice.
- ✓ "Cookie" rewards and "whip" punishments.

- ✓ primary and secondary needs.
- ✓ internal and external rewards:
- ✓ justice.
- ✓ the stimulation factorial model

"Work motivation" or "motivation to work" is essentially defined as an incentive to work generally; a particular type of work, such as performing a profession or carrying out specific duties; employment in a particular organization, such as selecting an employer and the factors that bind and retain employees there; commitment to the organization; attaining excellent performance at work—high work accomplishments [17, 18, 19, 20, 21, 22].

In this context, we concur with the assessment that a major issue facing any organization's human resources management appears to be the motivation mentioned in this manner. It is crucial to remember that although motivation is fueled by motivation, motivation is an objective process [1, 6, 7, 23, 24].

The high level and the five distinct areas in which the managers are defined are where the majority of respondents from Bulgaria exhibit the most consistency between their results and those from Albania, with the difference being only a few percentage points. The patterns in the five components and the data from both countries are nearly the same at the remaining two levels, medium and low.

In summary, although there are certain parallels in terms of motivation levels, the distinctions between Albania and Bulgaria can be seen in the proportions of managers who exhibit varying degrees of motivation across the various components. This could be the outcome of the two nations' dissimilar cultures, economies, and management styles..

V. CONCLUSION

- ✓ Studying the motivation of managers of small and medium businesses in Bulgaria and Albania yields important information about how motivation changes and operates in various situations.
- ✓ According to the data gathered, a significant portion of managers in both nations exhibit high levels of motivation across a range of dimensions, including the core motivational factors of security and protection, belonging and loyalty, recognition, and the drive for personal growth.
- ✓ The percentages of managers in the two nations who exhibit varying degrees of motivation throughout the many components are where the discrepancies between them are most noticeable. These variations might result from things like management styles, economic situations, and cultural traits.
- ✓ It is noteworthy that a significant proportion of managers in each of the countries exhibit a high degree of motivation, underscoring the significance of this attribute for the prosperous operation of small and medium-sized businesses.
- ✓ Consequently, the study's conclusion highlights the necessity of encouraging and fostering motivation as a crucial component of attaining commitment and efficiency in managers' and their teams' work.

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