

NON-MONETARY STIMULATION OF STAFF: A CASE STUDY OF BUSINESSES IN THE DEVELOPING MARKET

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Abstract

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In this paper, we have examined the topic related to staff stimulation, more specifically, what does it include and why is staff stimulation done? How does it affect workers? What are the challenges and achievements of the training? This paper is based on the research of Kabashi et al. (2015), Jusufi and Ramaj (2020). It is known that stimulation is an important tool for staff development, it is of great importance due to the extraordinary rate of change in the internal and external organizational environment. It is important to ensure that the business is complying with competition rules, this can be achieved through ongoing training. We also organized a survey regarding the expectations from the training, and the experience gained and the results provide answers that prove the theses about the impact of stimulation and motivation on the efficiency and authority that will have during the performance of operational works. The managerial staff of businesses has approximate expectations with benefits and results, proving the thesis that in addition to objective stimulation and motivation such as salary, the staff also needs subjective stimulation by training, evaluating, and feeling important within the business where they work.

Keywords: Human Capital, Non-Monetary, Stimulation, Efficiency, Staff

Authors' individual contribution: Conceptualization — M.K. and V.R.; Methodology — M.K. and V.R.; Investigation — M.K. and V.R.; Writing — Original Draft — M.K. and V.R.; Writing — Review & Editing — M.K. and V.R.; Supervision — M.K. and V.R.

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1. INTRODUCTION

According to Winston Churchill, if we work together, nothing is impossible. If we are divided, then everything will fail (Campbell, 2015). In any kind of problem, if you dig deep, you will find people. Based on economic science, which relies on the principle that changes in incentives have a predictable impact on human behavior, that is, incentives are divided

into two monetary factors and non-monetary factors. If a good becomes more expensive, people are less likely to choose it. On the other hand, when the benefits derived from choosing an alternative increase, people will be more likely to choose it. This idea as a pillar of economic science is a powerful tool for human capital because it applies to almost everything we do (Gwartney et al., 2016).

Nikita Khrushchev would say about stimulation: "Call it what you want, but stimulation is what makes people work harder a lot" (Conway, 2015). A mechanic fixes your car not because you need to get on the road again, but because he is paid to do so. The waitress who brings you lunch does so for the same reason — not because you are hungry. Money plays an important role in the economy, however, incentives are not only applied to money. You may turn down a well-paid but long-hour job in favor of a less generous salary, and this is because of the incentive of having more free time (Conway, 2015). The person-task fit characterizes the degree to which the individual's contribution is harmonized with the requirements of the organization. (Manjhari, 2010).

Enterprises in developing countries suffer a lot from the lack of ways to motivate and stimulate their staff (Kastrati, 2018). These companies in these countries are faced with many challenges such as criminality, fiscal evasion, etc., which make their financial and social situation even worse (Krasniqi et al., 2022; Krasniqi & Jusufi, 2022). Therefore, according to the papers by Qorraj and Jusufi (2018) and Osmani et al. (2022), different managerial tools and methods are used in the enterprises of the Western Balkan countries to motivate the managerial staff. Also, Berisha-Qehaja et al. (2017), Jusufi and Ukaj (2021), Leka et al. (2022), Berisha and Rexhepi (2022), and Ramaj et al. (2022) have offered similar conclusions for this problem which afflicts most of the enterprises in the Western Balkans.

The literature gap consists in a marked lack of literature on this issue that is analyzed here. The research aim and questions are related to the research and analysis of non-monetary incentives for business staff in developing countries. The theoretical/conceptual framework applied lies in the literature review as well as in the understandable statistics through which reliable results are derived. The relevance and significance of the study lie in the elaboration and elaboration of an important topic for organizational psychology, management, etc. The research methodology applied consists of using simple statistics to derive effective and relevant results for drawing conclusions. The main findings/contributions are that training schemes must be established and implemented to develop the skills of employees throughout their careers. To maintain the level of knowledge, skills must be practiced and refreshed regularly so that certain elements are not forgotten.

The following research questions have been formulated in the study:

RQ1: What does it include and why is staff training done?

RQ2: How does it affect workers?

RQ3: What are the challenges and achievements of the training?

The remainder of this paper is structured as follows. Section 2 reviews the relevant literature. Section 3 analyzes the methodology that has been used to conduct empirical research. Section 4 presents the results, while Section 5 discusses the findings. Section 6 concludes the paper.

2. LITERATURE REVIEW

To better understand the subject of the research, we have brought definitions as a convenience for researchers about the topic which is elaborated in this scientific paper. According to Gerhart and Feng (2021) and Sayli et al. (2022), the employer is any natural or legal person who employs employees and is responsible for the enterprise or institution. An employee is anyone employed by an employer, including apprentices, for training or entering the labor market, excluding domestic workers. (Kabashi et al., 2015). Employment is the real use of the production factor — labor (Jusufi et al., 2020). Hiring, engaging in work of the workforce or other employees of the enterprise.

Human capital can be acquired through specific training or work experience. Like physical capital, it can become obsolete through changes in technology or taste. Unlike physical capital, it cannot be sold, which means it cannot be used as collateral for loans. The training needed to create human capital must be paid for. Firm-specific human capital training that does not improve the earning capacity of workers outside the firm can be provided by employers. General or professional human capital, which can be used by other employers, will increase the external earning power of workers, so employers are generally reluctant to provide this type of training. Thus, the cost of creating human capital falls mainly on individuals or their families, charitable institutions, or the state (Black, 2002). Human capital is the totality of knowledge and technical skills possessed by a country's workforce, acquired through formal education (schooling) qualifications or by working (Skenderi, 2010).

Encouragement is to give courage to someone, to make him braver and fill him with confidence, to make him feel safe, to enliven him, and urge him to do something (Kabashi et al., 2015). The notion of human rights has gained a lot of importance in recent years and has achieved somewhat official status in international debates. Important committees meet regularly to discuss the fulfillment and violation of human rights in different countries of the world. Certainly, the rhetoric of human rights is much more acceptable today — indeed much more often demanded — than it ever was in the past. At least, the language of national and international communication seems to reflect a shift in priorities and emphasis, compared to the dialectical style that prevailed even a few decades ago. Human rights have also become an important part of the development literature (Sen, 2009).

We often imagine the evolution of the economy as the progressive transition from self-production and self-consumption to the organization of mutual exchanges of what each has the opportunity to produce better. This mutually fruitful exchange also brings benefits in cooperation together and can produce better than separately. This also contains another dimension, that of the art of collective organization. Appreciation of comparative advantages and advantages from cooperation constitute the builders of society (Calame, 2011). The process of development and economic growth is characterized

by the fact that qualifications, skills, and in general human labor become more and more important in the production process over time (Piketty, 2014).

Our interest is to explain and predict people's behavior at work. Every job consists of two things: people and work tasks. The results at work of the employees will be incremental when a high matching of skills with work is possible. The specific intellectual or physical skills required to perform a specific task are determined by the set of skills required by the job itself. To focus only on the skills of the employee or the skills required by the task is to ignore the fact that the levels of employee achievement depend on the interaction of the two. The person-task fit characterizes the degree to which the individual's contribution is harmonized with the requirements of the organization. Job matching efforts include employee selection, training and development, career planning, and counseling (Qehaja et al., 2022).

The idea is that an investment in human capital, in the form of increasing the level of education and in the form of preparation through work, is similar to an investment that is made to invest in physical capital, for example, to buy a car. The benefit from an investment in human capital must be higher than the benefit from investing in physical capital to guarantee the performance of this investment. Investing in human capital would not make sense to undertake if it did not provide the individual with a specific benefit. The personal benefit resulting from the realization of investment in human capital is presented in two forms: a) monetary benefit and b) non-monetary benefit.

Monetary benefits are related to the increase in real income during the entire period that the individual is busy with work. Whereas the non-monetary benefits are related to the improvement of the working conditions in which the individual will work after investing (Qirici, 2005). The classic and the father of economics, Adam Smith, in his masterpiece "The Wealth of Nations" (Smith, 2000), when he talks about the accumulation of capital or productive and non-productive work, says: "One type of labor adds value to the object for which it is used, the other type does not have this effect. The first produces value, which can be called productive work, and the second is non-productive work".

Thus, the work of the worker of the manufacturer (factory-production industry) usually adds to the value of the materials he/she works with, the value of the expenses he/she needs to live, and the profit of the master owner. But the work of the house servant does not add any value. The employer indeed advances the wage to the worker in the manufacture, but he/she does not spend anything on it, because the value of this wage usually returns to him together with the profit in the added value of the object where the worker's work is poured. On the contrary, the expenses required to maintain the house servant are never replaced. A man becomes rich by employing many factory workers and impoverished by keeping many domestic servants.

The work of these servants, however, has its value and deserves to be rewarded just like the work of others. But the work of the manufacturing worker

is fixed and materialized in a specific object or commodity that can be sold and that continues to exist at least for some time after it has been worked (Smith, 2000). A positive sense of self-worth and self-esteem is the key to excellent performance and high levels of motivation. Every person needs to feel important, to feel victorious. To make your employees feel like winners, five things are necessary. First, build self-esteem in your staff by setting clear goals and objectives they should aim for, if not seen. Second, it sets attainable and measurable standards so that people know how well they are doing in the process of achieving their goals. Third, structure the work in such a way that people achieve the goals they have set and enjoy the feeling of success.

The owner's job is to ensure that people "win" regularly and consistently. Fourth, practice a positive attitude toward every staff member, regardless of how you feel inside. Say things like, "I know you have done a great job", or, "I have complete confidence in you". Fifth, sparingly give people public praise and words of appreciation for a job well done. There is no point in being a winner, that you have completed the task, or that you have reached the objective if all this goes unnoticed and unrecognized. Take every opportunity to praise the staff member personally in public and in front of other staff members. When you give people positive feedback or praise in front of their colleagues, it has double the motivational power compared to if you were to say those words to that person just in private. As a result, staff members will be much more motivated to do even better work in the future (Tracy, 2013a). Objective incentives include working conditions, job security, relationships with other employees, and salary.

3. RESEARCH METHODOLOGY

Subjective incentives include evaluation and giving of responsibilities by superiors, opportunities for professional training and promotion, as well as the opportunity to highlight one's abilities (Atkinson, 2021). The four factors of motivation according to Sever and Malbašić (2019):

1. *Management style*: A key factor in determining how people feel about the company they work for and how motivated they are. Very often, simply by changing the leader, the psychological climate of the company changes and, therefore, the entire performance of the people in the organization changes.

2. *Reward system*: Every organization is characterized by a special reward structure system, which is often different from person to person and from department to department.

3. *Organizational climate*: Is your company "a great place to work"? The organizational climate is created and intentionally maintained by the management apparatus. In large part, it consists of how people up and down the structure treat each other.

4. *Work structure*: Some jobs are intrinsically motivating because they require creativity, imagination, and high levels of energy. That activity that includes communication, negotiation, and

mutual actions with other people, to benefit from their cooperation for the fastest and best performance of the work, releases outside the individual his best energies. That activity is existing and challenging. Also, it is usually well-rewarded (Tracy, 2013b).

In this paper, we have examined the topic related to staff training. It is known that training is an important tool for staff development, but it is of great importance due to the extraordinary rate of change in the internal and external organizational environment. The purpose of the training was for the trainees to learn as much as possible, thus achieving and fulfilling the requirements of the company and themselves. Training and development of workers are very important for the company and their motivation and performance.

The training of workers takes place to refresh knowledge and for new workers to be able to understand their duties and responsibilities (Qorraj & Jusufi, 2019). But the human resources department has other tasks besides the development and training of workers, therefore the supervision or monitoring of training has many advantages, two of which are the completion of the staff with the necessary skills to develop the work and, at

the same time, creating a staff with prepared for different situations (Ajdarpašić & Qorraj, 2019). During the two-day training in three modules with 100 business managers, in addition to the training, we also organized a survey regarding the expectations from the training, the experience gained and the results provide answers that prove the theses about the impact of stimulation and motivation on the efficiency and authority that will have during the performance of operational works. Alternative methods that would be suitable for conducting this research are probit regression analysis, factorial analysis, etc.

4. RESULTS

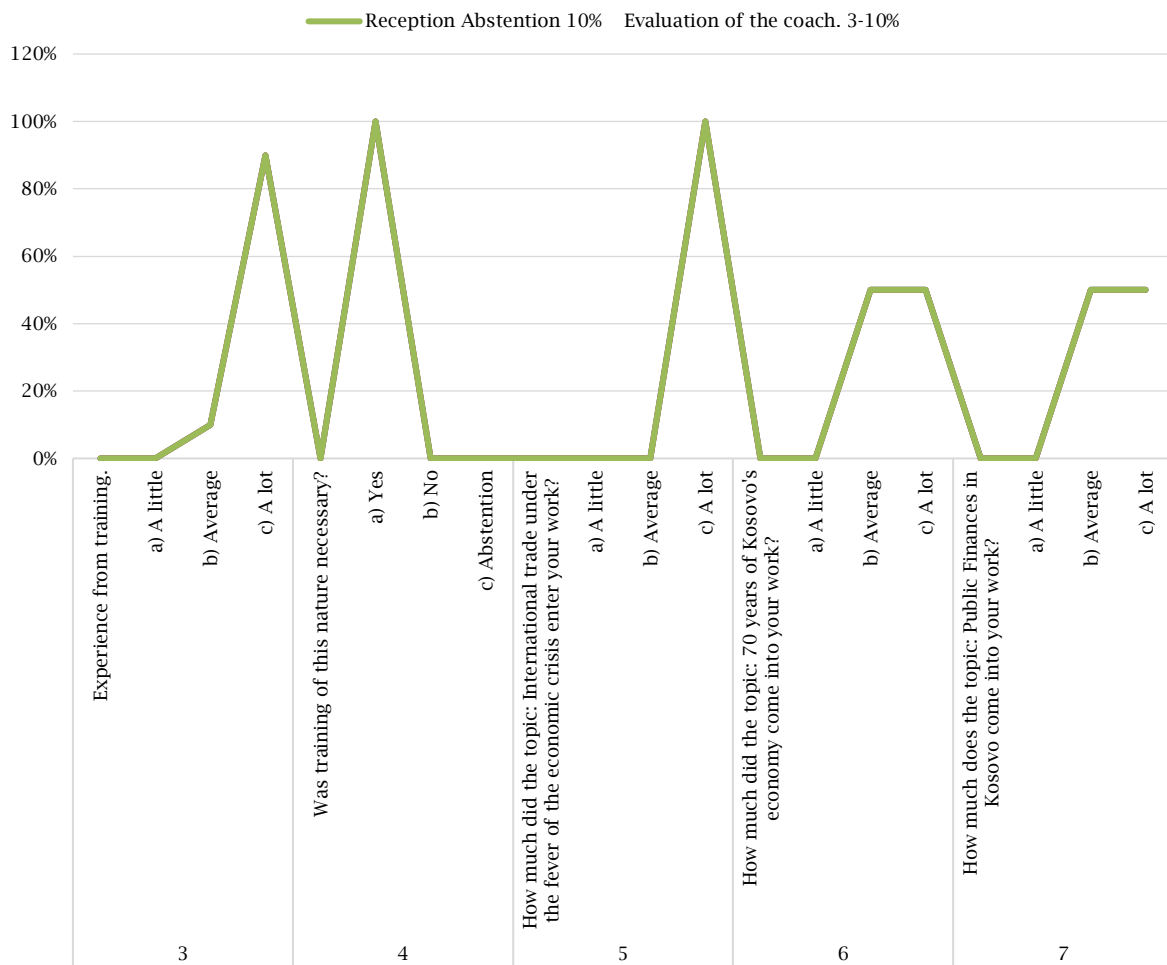
Based on responses from expectations, experience, and results, the managerial staff of businesses has approximate expectations of benefits and results, proving the thesis that, in addition to objective stimulation and motivation, such as salary, the staff also needs subjective stimulation by training and evaluating them, feeling important within the company where they work.

Table 1. Expectations from the training

No.	Reception			
1	Training impression	Positive	90%	Abstention 10%
2	<i>Evaluation of the coach</i>			
	Rating: 1 2 3 4 5	5-80%	4-10%	3-10%
3	<i>Experience from training</i>			
	a) A little	0%		
	b) Average	10%		
	c) A lot	90%		
4	<i>Was training of this nature necessary?</i>			
	a) Yes	100%		
	b) No	0%		
	c) Abstention	0%		
5	<i>How much did the topic "International trade under the fever of the economic crisis enter your work"?</i>			
	a) A little	0%		
	b) Average	0%		
	c) A lot	100%		
6	<i>How much did the topic "70 years of Kosovo's economy come into your work"?</i>			
	a) A little	0%		
	b) Average	50%		
	c) A lot	50%		
7	<i>How much does the topic "Public finances in Kosovo come into your work"?</i>			
	a) A little	0%		
	b) Average	50%		
	c) A lot	50%		

Source: Authors' elaboration.

Figure 1. Expectations from the training



Source: Authors' elaboration.

At the beginning of the training, the managers expected something good that they would benefit from, but not at a very good level, while the evaluation of the trainer was organized with a grade of 4 from 1 to 5, the expectations were

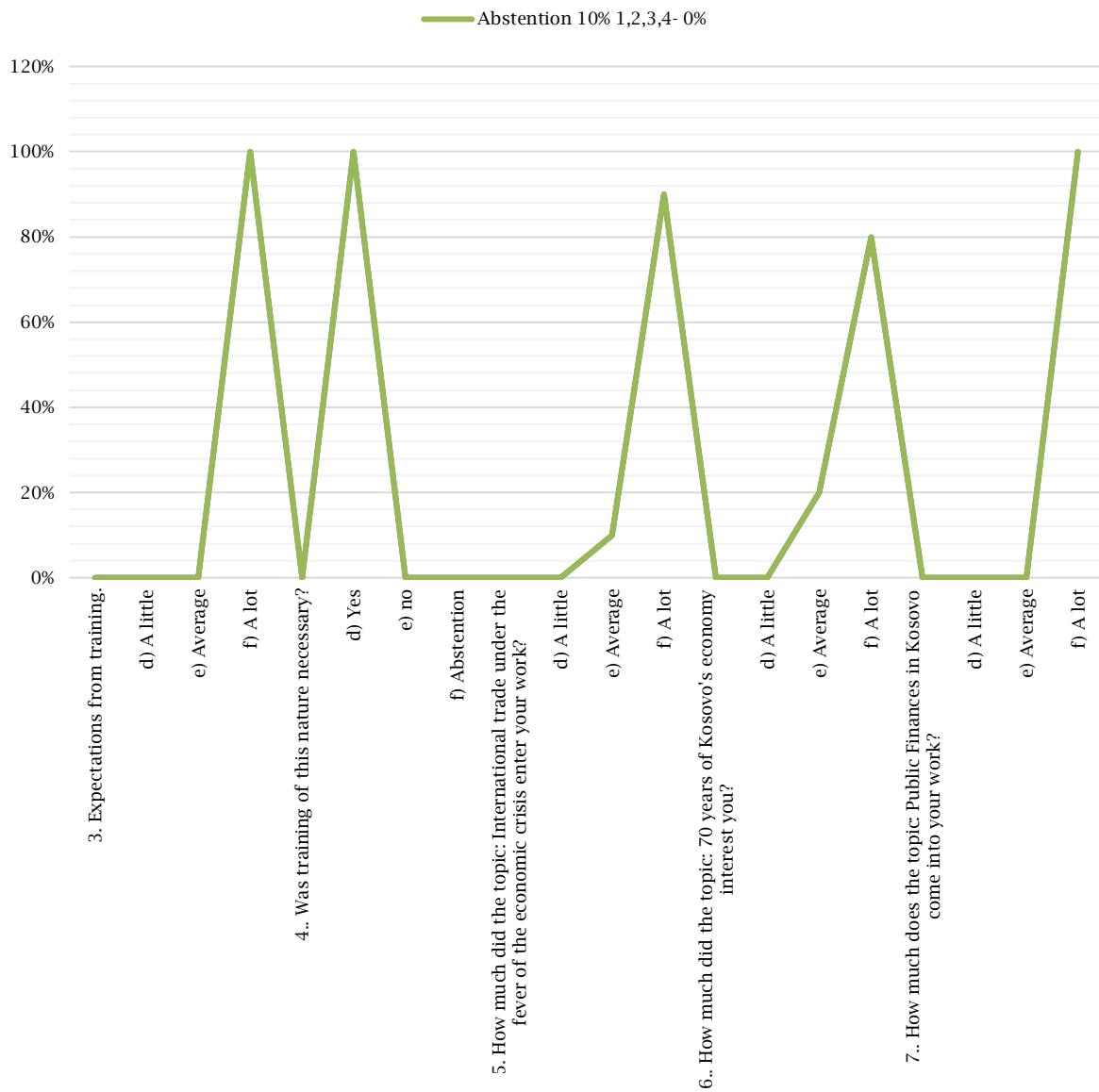
generally high than what was necessary such training has been evaluated 100% by the participants, as the three modules are generally high. Although expectations are high, they are always accompanied by a dose of doubt.

Table 2. Experience from training

Training experience	Positives 90%	Abstention 10%
1. What do you have in mind about training?		
2. Evaluation of the coach		
Rating: 1 2 3 4 5	5-100%	1,2,3,4-0%
3. Expectations from training		
a) A little	0%	
b) Average	0%	
c) A lot	100%	
4. Was training of this nature necessary?		
a) Yes	100%	
b) no	0%	
c) Abstention	0%	
5. How much did the topic "International trade under the fever of the economic crisis enter your work"?		
a) A little	0%	
b) Average	10%	
c) A lot	90%	
6. How much did the topic "70 years of Kosovo's economy interest you"?		
a) A little	0%	
b) Average	20%	
c) A lot	80%	
7. How much does the topic "Public finances in Kosovo come into your work"?		
a) A little	0%	
b) Average	0%	
c) A lot	100%	

Source: Authors' elaboration.

Figure 2. Experience from training



Source: Authors' elaboration.

Based on the answers given by the participants, as a result of the level of satisfaction from the training, it shows that such training was necessary, the level of satisfaction has increased in all the answers. This, at the same time, proves

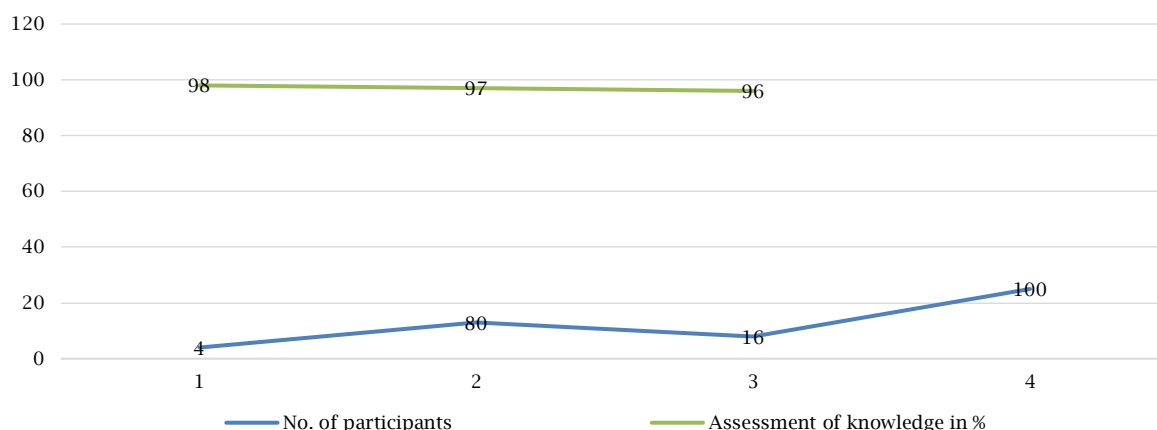
the thesis presented by this paper that, in addition to salary stimulation or objective stimulation, employees also need subjective stimulation or self-confidence, to feel important at work. Also, this was proved by Qorraaj and Jusufi (2021).

Table 3. Accessibility of participants

No. of participants	Assessment of knowledge in %
4	98
80	97
16	96
100	

Source: Authors' elaboration.

Figure 3. Accessibility of participants



Source: Authors' elaboration.

Based on the level of evaluation, the participants at the end of the training show a better performance, resulting in an answer of over 95% in accessibility, giving an even greater validation to the thesis that the staff needs training, which is refreshment and recognition of new practices at the level of development of management science and doing business in general. Similar results were achieved by Qorraaj (2017).

5. DISCUSSION

Businesses should not remain static, even with the development of staff, who are the main asset to push the business forward. Regular staff training is essential to assist with ongoing skills development. As industries are constantly changing, a business needs to evolve, so as not to be left behind. It is also important to ensure that the business is complying with competition rules, this can be achieved through ongoing training, and ensuring that the skills and knowledge of the staff are up to date. With the constant developments in technology, it is not enough to just take the training long ago to stay current.

Therefore, regular training should be organized from time to time for the staff, to ensure that all of them are using the technology properly and are reaping the benefits and making the most of its benefits. Staying in a rut without moving forward can destroy the business, so make sure your staff is constantly advancing. In this way, the business will continue to move forward and remain competitive within the labor market. This proves that regular training makes it easier for businesses to identify gaps in the labor market and gaps in the existing workforce. By early identification of these deficiencies, the necessary time is created to train the staff in these areas, so that they can meet the requirements and their role effectively. Although training can be held at the beginning of the job for new employees, it is not enough.

Training schemes must be established and implemented to develop the skills of employees throughout their careers. To maintain the level of

knowledge, skills must be practiced and refreshed regularly so that certain elements are not forgotten. When a business spends money to provide core skills, those skills can serve as a foundation upon which new knowledge can be built that will bring even more benefits to the business. Through continuous training, working staff can have a greater chance of promotion within the company. Unlike hiring new staff, current staff already knows the business and how it works, and have the right skills and credibility. If businesses want to have the best employees this is achieved through continuous training, not only do you have a better chance of keeping current staff for longer, but you also attract talented people from the start. Employee development and training your staff gives your business a good image and is a key feature most people look for when looking for a job.

6. CONCLUSION

The conclusions of this research can help in the better understanding of the elaborated problem. The implications of the results apply to firms in developing and transition countries. So, these are characteristics for these firms. The main findings of this paper can be summarized in several points, such as staff training shows that the business is in step with the changes in the industry and flexible with the competition, the business is up-to-date with the latest developments in the field of technology.

Also, staff training allows the business to see weaknesses and deficiencies in their skills, and with training, the level of knowledge and skills of the staff is maintained. Meanwhile, staff training is an incentive for new knowledge, and the level of confidence and appreciation at work increases. With training, firms grow quickly to attract new talents. This research has some limitations, such as the research sample, the small geographical scope of the research, etc. Future studies should take into account all these limitations, address more variables to explain this phenomenon, and achieve more useful results for this field.

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