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Effective delegation enables managers to have more time for their priority activities Case Study: Financial businesses and insurance activities in Kosovo

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Abstract. Time management is a primary issue in managers' job. The implementation of the advantages enables the manager to neglect all those tasks that hinder the fulfilment of more important tasks that can be done by others or should be left for later. The main role in the continuity of the work process has the manager, who manages the entire process. Delegation of tasks is one of the essential skills of effective management, which is becoming more and more a priority of managerial staffs. One key element of the manager is to find the right people for the right tasks. Successful managers are those who can get the best performance from subordinates. To achieve this, besides the information, knowledge and tools which they give to subordinates, they must also motivate them. At the same time, effective delegation requires that the authority for the use of resources be equal to the responsibility given to delegates. The purpose of this research is to identify how much effective delegation enables managers to have more time for priority activities. To achieve this, in the paper was discussed the process of delegating of 135 business managers in financial and insurance activity in Kosovo. In order to obtain the right information on the attitudes and the way of delegation from the managers of these businesses, was used a survey of 135 business managers. The results of this study proved H.1 hypothesis. Effective delegation enables managers to have more time for priority activities.

Keywords. Effective Delegation, Motivation, Responsibility, Manager, Business, activities, responsibility, time, motivation.

1. Literature Review

Time management really is about managing priorities [19] [14] [20] [8] [6]. Almost all the manager activities should be focused on priority activities [18] [10] [7] [25].

In addressing priorities, Covey's frameworks have special importance. Except the value they have on the issue of priorities, these quadrants were studied and have been addressed in writings of many scholars of time management, which raised these quadrants to a higher level. Covey introduced four quadrants for effective time management, referred to as Covey's Frameworks, which are still being considered as the basis for defining and applying of important activities [25].

To take only priority activities the manager needs time. This is the reason for delegating tasks. Delegation is one of the essential skills of effective management; it is one of the key processes for maximum progress of the work process. The ability to delegate well and effectively enables the manager to have more free time to deal on more important issues. For this purpose, delegation of works is considered as the basic activity of the manager in business management.

Delegation is the basis of the management task, claims Griffin [13] and Jay [21]. People are not managed. Your job is to guide them [4] [5] [23]. Effective managers know that they can

achieve much more, faster and more efficiently by assigning specific tasks to their subordinates [3] [13].

According to Arthur [9] this is best done by describing the job. However, according to Mackenzie & Nickerson [1] "Sometimes, even with the best intentions on both sides, delegation fails, because both may have ignored the gaps". Effective delegation means taking things done in right way and time and by right people [22] [3] [14] [24].

Effective delegation has been treated also by Laurence [16], Griffin [13] and Mackenzie & Nickerson [1]. To achieve effective delegation employees should be motivated [16]. Two of the best motivators in business are freedom and responsibility [5] [23] [17] [15] [11]. For a better effective delegation, managers should delegate to subordinates the authority and resources needed to complete their tasks effectively [3].

2. Methodology

The purpose of this research is to identify how effective delegation enables managers to have more time for priority activities and to validate the hypotheses:

H0: 1. Effective delegation does not allow managers to have more time for priority activities.

Ha: 1. Effective delegation enables managers to have more time for priority activities.

The paper contains theoretical and the research part, where a qualitative and quantitative method has been made. For the research part were used questionnaires and analytical method. The collected data were selected, analyzed and finally presented in tabular form. From these tables are derived graphs which represent the results of the data in percentages.

For extraction of the sample are used data provided from the Business Registration Agency of Kosovo [2]. In the research are selected 201 businesses in financial and insurance activity. For extraction of the sample is used the formulae which Taro Yamane [26] defined in his theory of selection of elementary sample. Based on formulae with 5% importance level (95% significance) the size of the sample consists of 135 questionnaires.

For data collection, 90 questionnaires were distributed through direct contacts and 120 questionnaires were distributed via Google Form to 150 businesses in the Republic of Kosovo during the period August - September 2020. From the 210 questionnaires that were distributed to managers and entrepreneurs in financial and insurance activity in Kosovo 60 of them did not answer and 15 of them have not given the correct answer, which were removed from analysis. In total, 135 questionnaires were used for the research.

This questionnaire is divided into two categories: the first category includes general information: a) personal data on the respondent, b) business data, and the second category includes questions for delegation formulated according to Likert scale, 1 (very rarely), 2 (rare), 3 (sometimes), 4 (often), and 5 (very often). The analysis and results of these questions have been made through the statistical method.

For quantitative data analysis, as statistical tools for their analysis were used Excel software for descriptive data and SPSS software, for Likert scale questions by factorial method, and proof of hypotheses with Linear regression. By linear regression it has been proved that there is a relationship between the variables.

3. The empirical study

In the empirical study are presented the results of the questionnaire realized by the selected business managers. As mentioned above, the results were realized by distributing questionnaires to managers of these businesses. Questionnaire contains 22 questions. Below are the data collected through the table.

The total number of research subjects consists of 135 managers, who participated in the research, which is shown in the table below.

Table: 1. General information about the participants involved in this study

Demographic Distribution		Frequency	Percent
Gender	Men	95	70.4 %
	Females	40	29.6 %
	Total	135	100
Age	18 - 25	12	8.9 %
	26 – 30	40	29.6 %
	31 – 35	29	21.5 %
	36 – 40	23	17.0 %
	41 – 45	13	9.6 %
	46 – 50	10	7.4 %
	51 and more	8	5.9 %
Total	135	100	
Level of education	Ph.D.	3	2.2 %
	Scientific master	31	23.0 %
	Master professional	28	20.7 %
	Faculty	63	46.7 %
	High School	8	5.9 %
	Secondary school	2	1.5 %
Total	135	100	
Field of study	Economy	50	37.0 %
	Management	44	32.6 %
	Accounting and Finance	4	3.0 %
	Engineering	8	5.9 %
	Other	29	21.5 %
	Total	135	100
Position in the business	General director	31	23.0 %
	General manager	60	44.4%
	Human resources manager	14	10.4%
	Marketing manager	6	4.4%
	Financial manager	11	8.1%
	Project manager	5	3.7 %

	Other	8	5.9%
	Total	135	100

Source: Author (2020)

Of all the participating managers in research 95 of them are male 70.4% and 40 females 29.6%. The minimum age is 22 and max 55 years. As seen in table 1, dominant age group is 26-30 with 29.6%, age group 31-35 years-old 21.5%, 17% of participants entered the 36-40 years-old group, 9.6% of them are 41-45 years old, 8.9% the age group 18-25 years old, in the age group 46-50 years are 7.4% of managers and only 5.9% are over 51 years old.

Of the managers who have been part of the study, regarding the question of what is the highest level of your education 46.7% of them have declared that they have completed the faculty, 23% scientific master, 20.7% professional master, 2.2% doctoral, High school 5.9% and only 1.5% middle school.

Of the 135 managers participating in the research, 37% stated that they have studied economics, 32.6% management, 3% accounting and finance, 5.9% engineering and 21.5% other: (business administration, marketing, computer science, information technology, international relations).

When asked about your position in the business where you work, 44.4% of them stated that they work as general manager, 23% as general director, 10.4% human resource manager, 8.1% financial manager, Marketing manager 4.4%, 3.7% project manager and 5.9% others: (sales manager, production manager, import manager, quality manager).

Table: 2. Results of KMO and Test Bartlett

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.783
Bartlett's Test	Approx. Chi-Square	762.560
of Sphericity	Df	136
	Sig.	.000

Source: Author (2020)

As seen from the table above, the KMO test is 78.3% (.783) because $78.3 > 0.50$ we can say that the data test is appropriate for factorial analysis. The second test we will look at is the Bartlett test. As can be seen from the table, the Bartlett test is important (Sig.). This means that there are high correlations between the variables, in other words the data set is suitable for the factor analysis.

Table: 3. Number of Factors Related to Eigen Value and Explanatory Percentage of Variance

Component	Total Variance Explained								
	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.648	27.339	27.339	4.648	27.339	27.339	2.907	17.098	17.098
2	2.427	14.276	41.614	2.427	14.276	41.614	2.801	16.479	33.577
3	1.546	9.095	50.710	1.546	9.095	50.710	1.778	10.458	44.035
4	1.217	7.161	57.870	1.217	7.161	57.870	1.765	10.384	54.419
5	1.028	6.046	63.916	1.028	6.046	63.916	1.615	9.497	63.916
6	.814	4.787	68.703						
7	.774	4.554	73.257						
8	.745	4.380	77.637						

9	.668	3.928	81.565					
10	.641	3.772	85.337					
11	.478	2.813	88.150					
12	.448	2.633	90.783					
13	.407	2.396	93.179					
14	.370	2.174	95.353					
15	.303	1.783	97.136					
16	.259	1.524	98.660					
17	.228	1.340	100.000					

Extraction Method: Principal Component Analysis.

Source: Author (2020)

There are different factors for determining the number of factors. In our example, we have selected the Eigen value which takes into account the larger factors than 1. In Table 3 are 5 factors greater than value 1 (Eigen values). Five factors explain the variance 63.916%.

Table: 4. Common Variance Table
Communalities

	Initial	Extraction
Do you delegate work to your employees regularly	1.000	.660
Do you set deadlines for performing tasks	1.000	.663
You pick the right people by taking into account their skills and knowledge	1.000	.692
Do you give clear instructions and obligations	1.000	.690
Make sure employees understand the purpose of the work	1.000	.478
Do you delegate the responsibility too	1.000	.742
Do you express your confidence to the employee	1.000	.619
Do you give employees freedom to perform the work in their own way	1.000	.748
Do you help them to give their best	1.000	.502
Do you follow and occasionally check the progress of the task execution	1.000	.575
If a delegated work goes wrong, do you personally take the responsibility	1.000	.636
Do you motivate employees to do what you are looking for	1.000	.515
Do you delegate everything that can be done by others	1.000	.423
Are you afraid to delegate tasks to the employee	1.000	.743
When you delegate a work, does it seem that will never end up in the way you want	1.000	.696
You do not have time to delegate properly	1.000	.712
Do You have problems while communicating with employees about delegated tasks	1.000	.771

Extraction Method: Principal Component Analysis.

Source: Author (2020)

Communality (Common variances) represents the sum of the variance that a variable divide along with the other variables which participates in the analysis [12]. In factorial analysis, we extract from the analysis variables that have low variance (example under 0.50).

The purpose of rotation is to gain meaningful factors that can be interpreted. Below, Table 4 shows the (Rotated Component Matrix). This matrix is the final result of factorial analysis. In the matrix, can be seen correlations between the original variable and its factor. The variable that has the largest weight under a certain factor means that the variable has a correlation to that factor. If the number of data (observations) is 350 and above, the factor weight should be 0.30 and above. But weights 0.50 and above are accepted as very good ones [12].

In our example, in Table 5 are given 5 factors (columns) and the weights of each variable under the factors (Factor loadings - coefficient of correlation between variables and factors). From the table, the variable "Do You have problems while communicating with employees about delegated tasks" has the largest weight under factor 1 (.864). Variable "Do you set

deadlines for performing tasks” has the highest weight under factor 2 (.798), variable “Do you give employees freedom to perform the work in their own way” under factor 3 (.852), variable “If a delegated work goes wrong, do you personally take the responsibility” under factor 4 (.773) and the variable “Do you delegate the responsibility too” under factor 5 (.843).

Table: 5. Rotated Component Matrix
Rotated Component Matrix^a

	Component				
	1	2	3	4	5
Do you delegate work to your employees regularly		.779			
Do you set deadlines for performing tasks		.798			
You pick the right people by taking into account their skills and knowledge		.776			
Do you give clear instructions and obligations		.593			
Make sure employees understand the purpose of the work					
Do you delegate the responsibility too					.843
Do you express your confidence to the employee			.733		
Do you give employees freedom to perform the work in their own way			.852		
Do you help them to give their best			.529		
Do you follow and occasionally check the progress of the task execution				.581	
If a delegated work goes wrong, do you personally take the responsibility				.773	
Do you motivate employees to do what you are looking for				.618	
Do you delegate everything that can be done by others					
Are you afraid to delegate tasks to the employee	.817				
When you delegate a work, does it seem that will never end up in the way you want	.807				
You do not have time to delegate properly	.807				
Do You have problems while communicating with employees about delegated tasks	.864				

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.^a

a. Rotation converged in 6 iterations.

Source: Author (2020)

To make the appointment of factors it is necessary to group the variables that have a greater weight under one factor. For example, in Table 5, variables 14 (.817), 15 (.807), 16 (.807), and 17 (.864) have the largest weight under factor 1 (variables that have small weights under the factor 1 were not taken into account). These variables have to do with fear of delegation, so the first factor is named - fear of delegation.

Similarly, the variables 1 (.779), 2 (.798), 3 (.776), 4 (.593), have the largest weight under factor 2. These four variables have to do with delegation activity, so the second factor is named - delegation activities.

Under the third factor, the variables 7 (.773), 8 (.852), 9 (.529) have the largest weight. These four variables have to do with motivation, so the third factor is named - motivation of employees.

Under the fourth factor, variables 10 (.581), 11 (.773), 12 (.618) have the highest weight. The common characteristic of these variables is the control of works, so this factor is named - work control.

Under the fifth factor, we only have a variable 6 (.843), "Do you delegate responsibility", so this factor is called - delegation of responsibility.

To determine the reliability and to find the durability of the scale used, Alpha Cronbach's test was used which is 0.684 for all variables (15 variables) together exceeding the value of 06. Based on the probability test it is ascertained that the variables used in this research are reliable and sufficient for data analysis.

Table: 6. Reliability Test

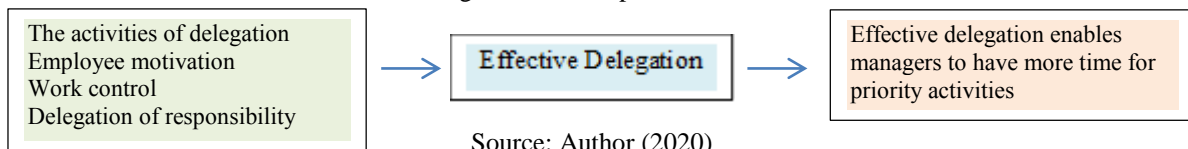
Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.684	.748	15

Source: Author (2020)

H₀: 1. Effective delegation does not allow managers to have more time for priority activities.

H_a: 1. Effective delegation enables managers to have more time for priority activities

Figures 1: Conceptual model



Source: Author (2020)

Table: 7. Variation Analysis Table

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.651 ^a	.423	.401	.5787

a. Predictors: (Constant), factor 5, factor 4, factor 3, factor 2, factor 1.

Source: Author (2020)

In this analysis from the correlation table, it can be evidenced that the correlation coefficient R equals 0.651, which shows good correlation and indicates that the coefficient is different from zero. Whereas according to the R² line which represents the percentage of change in the dependent variable that can be explained by independent variables. It can be seen that from our 0.423 value that independent variables explain 42.3% of variability of dependent variables.

Table: 8. Variance Analysis Table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.734	5	6.347	18.952	.000 ^b
	Residual	43.199	129	.335		
	Total	74.933	134			

a. Dependent Variable: Effective delegation enables managers to have more time for priority activities

b. Predictors: (Constant), factor 5, factor 4, factor 3, factor 2, factor 1.

Source: Author (2020)

The table above shows the results of analysis of variance to see the difference between the results of activities for effective delegation, employee motivation, work control and delegation of responsibility involved in this study.

The table shows that in the dependent variable, “*Effective delegation enables managers to have more time for priority activities*”, there are differences of averages for effective delegation activities, employee motivation, works control and delegation of responsibility, included in this

study. Value - F is 18.952 and p corresponding value is given as <0.000. Therefore, we can safely reject the zero hypothesis, which means that the observed differences have statistical significance.

Table: 9. Prediction of parameters
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.978	.050		79.866	.000
factor 1	-.070	.050	-.094	-1.408	.162
factor 2	.329	.050	.440	6.583	.000
factor 3	.166	.050	.222	3.321	.001
factor 4	.194	.050	.260	3.883	.000
factor 5	.241	.050	.323	4.830	.000

a. Dependent Variable: Effective delegation enables managers to have more time for priority activities

Source: Author (2020)

The table above shows the results of regression, where, as the dependent variable is included “*Effective delegation enables managers to have more time for priority activities*” while as independent variables are included: activities for effective delegation, employee motivation, work control and delegation of responsibility.

The "fear of delegation" variable has resulted in negative values and for this reason it has not been included in the analysis. The table also shows that the link between the “effective delegation activities” and the dependent variables is positive (Beta 0.440, t 6.583, sig. 0.000). The link between “employee motivation” and dependent variable is positive (Beta 0.222, t 3.321, sig. 0.001). The link between the “job control” and the dependent variables is positive (Beta 0.260, t 3.883, sig. 0.000). Also the link between “delegation of responsibility” and dependency variable is positive (Beta 0.323, t 4.830, sig. 0.000).

The positive regression $B > 0$ indicates a positive correlation between independent variables and dependent variables, resulting that with the increase in the level of the variable "activities for effective delegation" the value of the dependent variance increases for 0.329 units.

With the increase in the level of the variable "employee motivation" the value of the dependent variable increases for 0.166 units.

With the increase in the level of the "job control" variable, the value of the dependent variable increases for 0.194 units, and with the increase in the level of the "delegation of responsibility" variable, the value of the dependent variable increases for 0.241 units.

The results of four independent variables positively affect the dependent variables. Based on these data we can conclude that H_a : 1. Effective delegation allows managers to have more time for priority activities. And with this the hypothesis drops down H_0 : 1.

Model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Y= Effective delegation enables managers to have more time for priority activities

$\beta_0 = 3.978$; (constant term)

$\beta_1 X_1 = 0.329$; (The activities of delegation)

$\beta_2 X_2 = 0.166$; (Employee motivation)

$\beta_3 X_3 = 0.194$ (Work control)
 $\beta_4 X_4 = 0.241$ (Delegation of responsibility)

ε – The term of error
Reliability coefficient = 95%

The model's prediction outline is as follows:

Effective delegation enables managers to have more time for priority activities = $3,978 + 0.329 * (\text{The activities of delegation}) + 0.166 * (\text{Employee motivation}) + 0.194 * (\text{Work control}) + 0.241 * (\text{Delegation of responsibility})$

Conclusions

The purpose of this research was to identify how effective delegation enables managers to have more time for priority activities. To achieve this, in the paper was discussed the process of delegating of 135 business managers in financial and insurance activity in Kosovo. In order to obtain the right information on the attitudes and the way of delegation from the managers of these businesses was used a survey of 135 business managers. The results of this study proved H.1 hypothesis. Effective delegation enables managers to have more time for priority activities.

This research proved that business managers in Kosovo also give special importance to the delegation process which helps them to have more time for the priority jobs. The results of this research show that managers of these businesses are effectively using delegation. Based on the purpose of the research where the focus is verifying the hypothesis was proved the impact that effective delegation has (activities for effective delegation, motivation of employees, the works and responsibility assigned control) in delegation of tasks enabling managers to have more time to deal with their priorities.

The survey found several expected results, it resulted that managers of these businesses control and motivate employees, follow and occasionally check the progress of the task execution, and motivate employees to do what they are looking for. At the same time the data also showed the trust the managers have in their employees, delegating responsibilities, constantly expressing confidence in them, and giving employees full freedom to perform the work in their way.

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