

## Assessment of the Employee Motivation System: a Case Study of a Production Enterprise

Ina Matuziene, Dovile Gaidamaviciene

Siauliai University

### Abstract

The article focuses on the issue of employee retention in an enterprise as economic growth in Lithuania was still noticeable during the period of investigation (March–April, 2008). This growth was accompanied by overfull employment in the market which subsequently resulted in a tough competition among enterprises for human resources. In order to retain their employees, the executives were constantly raising the following questions: What are the means to make employees work effectively and devotedly? What work conditions should be created? What wages should be paid? How to promote and motivate the work of staff? What wage package to offer? All these issues were being solved by creating a unique motivation system for each organization.

In the article, the employee promotion system is perceived comprehensively, i.e. as the entirety of groups of *economic* (wages, premiums, bonuses, etc.), *juridical* (working hours and relaxation time, entitlement to annual holidays, job safety instructions, etc.), *psychological* (work conditions, moral inducement, in-service training, career, etc.) and *philosophical* (involvement of employees in decision making, communication, feedback, etc.) factors of motivation. The study on assessment of the employee motivation system at the selected production enterprise, by means of which imperfections in the motivation system of the enterprise were identified, was carried out in the above mentioned directions.

**Keywords:** demand, motivation, motivation system, means of impact, motivation measures.

### Introduction

**Novelty and relevance of the study.** The enterprise introduced in the article is a production enterprise operating in the city of Siauliai. The specific name of the enterprise in question shall not be mentioned in the article in order to ensure confidentiality of the information provided therein. Products manufactured by the enterprise are oriented towards both Lithuanian market and foreign markets. Currently, it is difficult to forecast the impact of the global and the national economic crisis on the sales targets of the given enterprise in the national and foreign markets.

Industry is one of the major economic sectors in the city of Siauliai. Siauliai is the fourth largest

city by population in the country and the administrative centre of Siauliai Region, the City Municipality and Siauliai District Municipality. Products manufactured by industry are oriented towards foreign markets. More than half of the products manufactured in Siauliai Region are exported. Export of goods of Lithuanian origin in the region amounted to EUR 457.95 million in 2007. About 83 percent of goods were exported to the European Union. The items of exports involved the following: electrical machinery and equipment and their parts (EUR 81.34 million), furniture, bedding articles, mattresses, mattress cases, fancy cushions (EUR 69.52 million), plastics and their products (EUR 45.35 million), timber and wooden products (EUR 34,92 million). The major exporters in the region are the following: “Baltik vairas” UAB (bicycle production), “Siauliu Tauro televizoriai” UAB (TV set production), “Putoksnis” UAB (PET container production) (www.siauliai.lt/investicijos, 2009).

The human role is crucial inasmuch as a human being assists in all production processes. A production enterprise was chosen for the study with the aim of analysing the topics of employee motivation, finding out how employees evaluate the motivation system applicable within enterprises and substantive problems intrinsic to the motivation system that prevent employees from achieving more effective results at work. These are the main issues reflecting *the problem of the study*.

**Subject of the study** is employee motivation system.

**Aim of the study** is assessment of the employee motivation system at a production enterprise.

**Objectives of the study** are:

1. To carry out assessment of the motivation system at a given enterprise in terms of economic motivation measures applied to its employees.
2. To carry out assessment of the motivation system at a given enterprise in terms of juridical motivation measures applied to its employees.
3. To carry out assessment of the motivation system at a given enterprise in terms of psychological motivation measures applied to its employees.

4. To carry out assessment of the motivation system at a given enterprise in terms of philosophical motivation measures applied to its employees.

**Methods of the study:** analysis of scientific literature, a written questionnaire survey of the employees.

### **Peculiarities of the Employee Motivation System within an Organization Theoretically**

A person is stimulated for action by the entirety of multiple demands (Juceviciene, 1996, p. 66). A successful choice of motivation measures is possible only if the needs and demands of employees are known.

Dictionary of Psychology (1993, p. 215) approaches **the demand** as “a condition of an individual, a nervous psychical strain deriving from the lack and shortage of existential necessities. Strain and emotional dissatisfaction are eliminated only after the demand has been satisfied”.

Activity incentives associated with fulfilment of a person’s demands are called **motives** (Dictionary of International Terms (2000, p. 497).

The concept “**motivation**” is differently described by various authors.

*Motivation* is the force of certain behavioural elements leading to implementation of basic demands (Rabey, 2001, p. 26).

*Motivation* is the feeling deriving from one’s desire to achieve something, to get established and to be responsible for one’s own actions (Thiedke, 2004, p. 54).

*Motivation* is an incentive to make every effort to pursue one’s purpose which meets individual demands (Currie, 2002, p. 45).

*Motivation* is defined as involvement in work activities. Engagement in work activities is one of the ways to achieve one’s aim: to receive remuneration, to climb the career ladder or to receive other people’s acknowledgement (Kretchmar, 2008, p. 5).

According to I. Buciuniene (1996, p. 32), the concept of motivation allows introduction of the concept of the **employee motivation** in order to escape confusion. *The author suggests that the impact on the employee motivation shall be called motivation whereas methods and measures of the given impact shall be called motivation methods and motivation measures.* In his book “1001 Ways to Motivate Yourself and Others” Sang H. Kim (2004, p. 4), for example, indicates plenty of measures for a boss to motivate his subordinates, work teams, employees’ ingenuity and work effectiveness. Not all motivation measures, however, come to good and sometimes offered motivation measures are not comprehensible to all.

Many authors (Butkus, 2003; Lipinskiene, 2008; Dessler, 2003; Forsyth, 2006; Mathis, Jackson 2003; Pinnington, Edwards, 2000; Rainey, 2003; Travin, Maruga, Kurbanova, 2005, etc.) believe that the most important advantage of work motivation consists of a systematic and clear research into the entirety of determinants of motivation rather than into separate processes. H.G. Rainey (2003, p. 211), for example, emphasizes internal and external motivation, however, basically speaking of the entirety of material and non-material incentives within an organization: “The work itself, i.e. the content of work, freedom of activities, diversity of work, the possibilities of improvement, shall be ascribable to internal motivation. External motivation is associated with *material* (wages, bonuses and all other financial incentives voluntarily paid by an organization) and *non-material* incentives”. His view is shared by A. Pinnington, E. Edwards (2000, p. 125): “Remuneration for accomplished work is most important to an employee in his activities. The employee receives internal remuneration from the operation itself and its results whereas external remuneration is provided by an organization rather than work. It can include wages, the possibility of training and improvement”. D. Lipinskiene (2008, p. 11–14), however, takes the view that in order to motivate their employees, organizations use all kinds of remunerations, various material and non-material measures which, from an employee’s point of view, become remunerations, the entirety of which constitutes the remuneration system. The concept “remuneration” becomes all-embracing as it involves both *material and non-material remunerations* meanwhile the remuneration system itself includes all the valuable things in the individual’s life that are perceived by him as a set of measures that would meet different needs and demands of employees and that are very divergent among employees.

Speaking of work promotion, one can come across the concept of employee *management techniques* in literature. F.S. Butkus’ (2003) conception of the pattern of the employee motivation system was underlying solution of work motivation issues in the article. According to the given pattern, the motivation system is approached in an integrated manner, i.e. as the entirety of economic, juridical, psychological and philosophical employee management techniques. Economic, juridical, psychological and philosophical employee management techniques are the manager’s methods of impact on the subordinates. These methods are named adequately, by taking into account the type of employees’ demands they meet (according to A. Maslow, classification of demands and economic management techniques are based on fulfilment of a person’s physiological needs; juridical ma-

management techniques are based on fulfilment of safety needs; psychological management techniques are based on fulfilment of a person's needs for belonging and respect; and philosophical management techniques are based on fulfilment of the needs for self-expression and possibility development). Hence, the concepts employee "management techniques" and the manager's "methods of impact on his subordinates" can be used interchangeably. Impact on subordinates is called motivation (according to Buciuene, 1996, p. 32), consequently methods of impact on subordinates are named as sets of motivating factors (economic, juridical, psychological and philosophical) in the article. The given sets of factors are specified by adequate employee motivation means that form the basis of the motivation system.

*Impact on the staff can be made within an organization by using motivation measures ascribable to a set of economic factors. This includes (Butkus, 2003, p. 75): remuneration for work, bonuses, premiums, perquisites (benefits), etc.*

It is commonly accepted that one of the most obvious ways of employee motivation is the monetary remuneration payable for work. T.I. Zacharova (2008, p. 222) holds the opinion that money is the most common way used by an organization for employee promotion (reward).

Financial inducement used for motivating employees to work better can be either varying extra wages or bonuses for the aims achieved. Varying premiums promote better work (Aamodt, 2004, p. 12).

B. Martinkus (2003, p. 97) assumes that employees should be paid *premiums* for professionalism, work experience, a high degree of responsibility as well as for overtime, night work, work on holidays, work under harmful conditions, etc. Meanwhile *bonuses*, according to the author, can be given to employees or their groups for efficiency at work and for a large economic effect obtained, bonuses can be awarded to individual workers for different kinds of projects or results of researches which essentially improve operations or for particular merits in the successful solution of a problem in a critical situation. The leaders of organizations can also receive such bonuses for making great strides in improvement of the quality or efficiency of the staff work. *Services paid for by an organization* are also important to employees. These are reimbursement of transport expenses, organization of feed-in, reimbursement of study expenses and medical service costs, etc.

All the above mentioned stimuli make one or another kind of influence on overall motivation of an employee. A poorly framed promotion system can trigger stress, health aggravation, decrease of an employee's sense of safety and security.

*The impact on employee behaviour within an organization can also be made by motivation measures of a set of juridical factors. These include employment contracts and collective agreements defining employees' working hours and rest time, lunch and rest breaks, entitlement to annual holidays, job safety instructions at work, etc. (Butkus, 2003, p. 75).*

Management relations with a person commence upon conclusion of an employment contract between him and the manager of an organization. *An employment contract* is an agreement between the employee and the employer whereby the employee shall undertake to do the work of a particular profession, speciality or qualification or to hold certain office in compliance with the procedure established at work and the employer shall undertake to provide the employee with a job established under the contract, to pay the stipulated wages to the employee and to secure the work conditions defined by labour laws, other normative acts, a collective agreement and an agreement between the parties (Law on Confirmation, Validation and Implementation of the Labour Code of the Republic of Lithuania, 2002, No. IX-926, <http://www3.lrs.lt>). The following types of employment contracts can be distinguished: 1) open-ended; 2) fixed-term, temporary, seasonal, etc. An employment contract is considered open-ended when it is concluded for indefinite time. A fixed-term employment contract can be concluded for a certain period of time or for a period of specific performance but for no longer than five years. A fixed-term employment contract is not allowed in the event of a permanent job with exception of cases when it is established by laws or collective agreements (Art. 108 & 109).

*A collective agreement* of an enterprise is a written agreement between the employer and the enterprise employees defining work, work payment and other social and economic conditions. A collective agreement of an enterprise may include terms and conditions related to organization of work payment (tariff rates, assignment salaries, premiums, extra wages, other benefits and remunerations, schemes and forms of work payment and promotion, establishment of working standards, etc.), distribution of working hours and rest time, creation of safe and harmless work conditions, the possibility of training or requalification as well as other provisions (Art. 61).

*Distribution (alternation) of each employee's working hours and rest time* per day, per week or through an accounting period as well as the beginning and the end of everyday work (shift) shall be fixed in accordance with the rules of procedure of an enterprise, an institution or an organization. It is one of the provisions regulated by a collective agreement of an enterprise.

Law on Confirmation, Validation and Implementation of the Labour Code of the Republic of Lithuania (2002, No. IX-926, <http://www3.lrs.lt>) presents the following concept of working hours: "Working hours shall be considered a period of time throughout which an employee must do the work assigned to him as well as any other equivalent periods" (Art. 142). Meanwhile "rest time is time out of hours regulated by law, a collective agreement or an employment contract" (Art. 156). There is a break for taking a rest and for having lunch, additional and special rest breaks, etc.

Employees shall also be entitled to annual or target holidays. According to Law on Confirmation, Validation and Implementation of the Labour Code of the Republic of Lithuania (2002, No. IX-926, <http://www3.lrs.lt>), annual holidays shall be considered a period counted in calendar days and granted to an employee for rest and restoration of working capacity, during which the employee leaves the workplace (office) and is paid average wages (Art. 165).

Employees shall be instructed on the issues of safety and health at work according to employee safety and health instructions approved within enterprises. *Instructing* is informing an employee of professional risks at the enterprise and at the workplace and of the requirements set in employee safety and health normative acts applicable within the enterprise as well as clarification of safe procedures obligatory during performance of work activities delegated to him. Each enterprise shall have a prepared introductory instruction for introductory instructing of an employee and workplace instructions. These instructions shall be prepared either for workers in certain positions (metalworkers, bricklayers, cashiers, cleaners, etc.) or for certain types of work (repairs, installation, testing, etc) or for use of work implements (computer equipment, grinding-machine, etc.) (Order No. 1-107 of 20 April 2005 "Regarding Preparation of Employee Safety and Health Instructions and Approval of Instructing Order" passed by the Chief State Labour Inspector, <http://www.litlex.lt>).

Thus motivation measures of a set of juridical factors define and secure juridical relationship between employees and employers.

*Work activities performed by subordinates within an organization can be motivated by using incentives with a **psychological effect**. These include work conditions, moral inducement, creation of possibilities for developing one's abilities and career opportunities (Butkus, 2003, p. 75).*

The employer must provide normal *work conditions* for an employee to fulfil work quotas. Such conditions shall be understood as (Law on Confirmation, Validation and Implementation of the Labour Code of the Republic of Lithuania, 2002, No. IX-926, [http://](http://www3.lrs.lt)

[www3.lrs.lt](http://www3.lrs.lt)) (Art. 191): 1. proper state of machinery, tools and equipment; 2. timely supply of technical documents; 3. appropriate quality of materials and tools necessary for work and their timely delivery; 4. production supply of the electric power, gas and other kinds of power; 5. safe and harmless work conditions (compliance with rules and norms of safety techniques, proper lighting, heating, ventilation, elimination of noise, radiation, vibration and other harmful factors having negative influence on employees' health, etc.); 6. creation of adequate conditions for professional training and developing abilities under procedures established by normative acts; 7. other conditions necessary for particular performance.

Each employee shall be granted adequate and harmless work conditions corresponding to the law related to employee safety and health.

The aim of *moral inducement* is to provide employees with psychological comfort that would allow for work efficiency. This may include promotion, training possibilities, an acknowledgement letter, public compliments, festivals, etc. M.G. Aamodt (2004, p. 168) maintains that support at work is none the less important factor in rendering psychological comfort for employees. Support at work is significant inasmuch as it reduces an employee's intention to leave the organization wherein he works. Support is a verbally expressed assessment of one's activities, a compliment or nonverbal communication: smiles, glances, pat on the back. Work is better improved by positive and informative support rather than by negative and monitoring behaviour.

Employee training and career planning are also important stimuli of work activities. The enterprise enabling training of its employee accordingly encourages him to expand his skills, to obtain more knowledge and to improve. According to R.A. Noe (1999, p. 35), training is aimed at revealing and improving employees' competences in order to make an effective use of their potential by rendering knowledge and framing skills in practice.

Therefore all the mentioned factors (support at work, training and career) are interdependent elements greatly influencing motivation of work of the staff.

*The staff within an organization can be affected by using motivation measures ascribable to a **set of philosophical factors**. These are employee involvement into management, communication, feedback, etc. (Butkus, 2003, p. 75)*

Management specialists also emphasize the influence of *employee involvement in the organizational management* on the motivation of work activities. Permission for employees to participate in seeking solution to problems concerning their work allows improvement of employees' capacity. Following the

most recent attitude, capacity will increase provided employees take part in framing the aims, i.e. if the manager designates the aim to employees, capacity will increase; but if employees assist the manager in designation of the aim, capacity will increase even faster. However, researches proved that employee participation in designation of aims would not accelerate work although an employee participating in designation of aims was obligated to achieve them faster (Aamodt, 2004, p. 168).

In order to involve an employee in the overall process of management, *communication* between executives and employees, among employees, work groups or the enterprise subdivisions becomes of utmost importance. Most of management theoreticians and practitioners agree with the statement that communication is a leading factor in achieving organizational aims. The basic reason for low efficiency of communication is ignorance of communication as exchange of information. In the course of the given process, both parties play an important role: simply conveying information is not sufficient because it is necessary for the other party to accept it (Plotnikov, 2008, p. 72). Generally, communication means confidence: thanks to it, an employee becomes aware of common objectives of the enterprise and his place within the organization. Information about objectives of the enterprise spread through the communication process creates a sense of intercommunity and gives employees an incentive to act as they get involved in the integrated process of problem assessment and decision making.

In summary, it can be maintained that the management when affecting a subordinate in all possible directions should choose the most effective measures of impact in every situation. Therefore a further goal shall be the study of assessment of a motivation system within the selected enterprise in terms of economic, juridical, psychological and philosophical motivation measures applicable to its employees.

## Study Methodology

The study was being carried out from 7 March 2008 till 27 April 2008. In order to assess the employee motivation system at a production enterprise, a standardized written survey of employees was carried out. The questionnaire underlying the survey in a chosen enterprise was prepared following F.S. Butkus' (2003) theoretical pattern of employee motivation. According to this pattern, a motivation system within an organization is approached as a complex of sets of economic (wages, premiums, bonuses, etc.), juridical (working hours and rest time, entitlement to annual holidays, job safety instructions, etc.), psychological (work conditions, training, career, etc.) and

philosophical (involvement of employees in decision making, communication, etc.) factors of motivation.

The questionnaire consists of two blocks: demographic and diagnostic. The demographic block of the questionnaire comprises questions for collecting information about the respondents' sex, age, work experience, education and position at work. The diagnostic block of the questionnaire is intended for finding out the respondents' opinion on peculiarities of the motivation system at the production enterprise. The diagnostic block of the questionnaire contributed to assessment of the motivation systems at the given enterprise. It consisted of 4 sections (25 statements in total) that represented the employees' opinion on economic (5 statements), juridical (5 statements), psychological (10 statements) and philosophical (5 statements) motivation measures applied at the enterprise. An ordinal scale ("Yes", "Perhaps", "Hardly", "No") was employed for assessing the statements presented in the diagnostic block.

104 respondents took part in the survey: 17% were females and 83% were males. The respondents were grouped: there were five age groups (under 25, from 26 till 35, from 36 till 45, from 46 till 55 and over 55); six groups according to work experience (up to 1 year, up to 5 years, up to 10 years, up to 15 years, up to 20 years, over 20 years); five groups according to education (basic, secondary, vocational, further and higher); and two groups according to the position occupied with the organization: an executive (having subordinates) and an ordinary employee (having no subordinates).

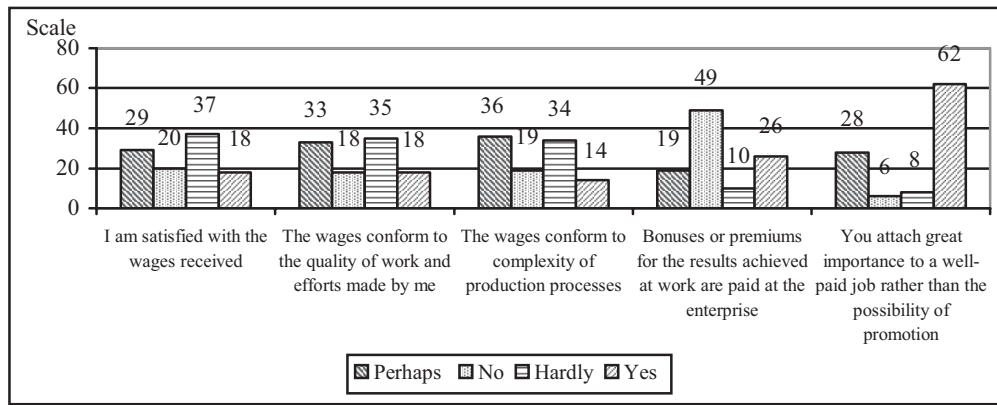
## Results of the Study

### *Assessment of the Employee Motivation System within a Production Enterprise: the Aspect of Economic Motivation Measures*

The respondents expressed their opinion on *the motivation measures of economic character* applicable within organizations.

One of normally applied motivation measures is wages. Therefore during the study period in a selected production enterprise, attempts were made to identify the enterprise employees' satisfaction with the wages earned: their conformity to the quality of performance, complexity of production processes, payment of premiums and bonuses at the enterprise. Attempts were also made to find out whether the respondents preferred a well-paid job to the possibility of promotion.

Only 18 respondents seconded the statement "*I am satisfied with the wages received*". 20 respondents expressed discontent with the given statement and 29 and 37 respondents were "perhaps satisfied" and "hardly satisfied" respectively (see Figure 1).



**Figure 1.** Assessment of economic motivation measures applicable at the production enterprise, N = 104

As it has already been mentioned, the study was carried out in March 2008 when the Lithuanian economy was still growing; consequently the demands and expectations of the employed were bigger. This explains prominence given to the size of wages. It can be presumed that currently social guarantees and the possibility to have a job in general would be more important motives for many employees.

The analysis results of the statement “*The wages conform to the quality of work and efforts made by me*” confirmed that during the study period the employees were not satisfied with the wages policy practised at the enterprise. 18 respondents who had chosen the answer “No” reckoned the size of the wages unbecomable to the quality of work and efforts made by them. 35 respondents chose the answer “Hardly” indicating that they were not absolutely sure about the balance between the size of the wages and efforts made by them. 33 respondents partially agreed with the given statement and chose the variant “Perhaps”. Only 18 respondents were satisfied with the wages they received and agreed that the wages conformed to the quality of work and efforts made by them. It should be noted that the assessment of one’s own wages cannot escape the subjective factor.

90 respondents participating in the survey preferred the answers “No”, “Perhaps” and “Hardly” in response to the statement “*The wages conform to complexity of production processes*”. The surveyed must have assumed that their wages should be increased agreeably to upgraded industrial presses at the enterprise. Here again the factor of subjectivity can hardly be escaped in the assessment of one’s own wages.

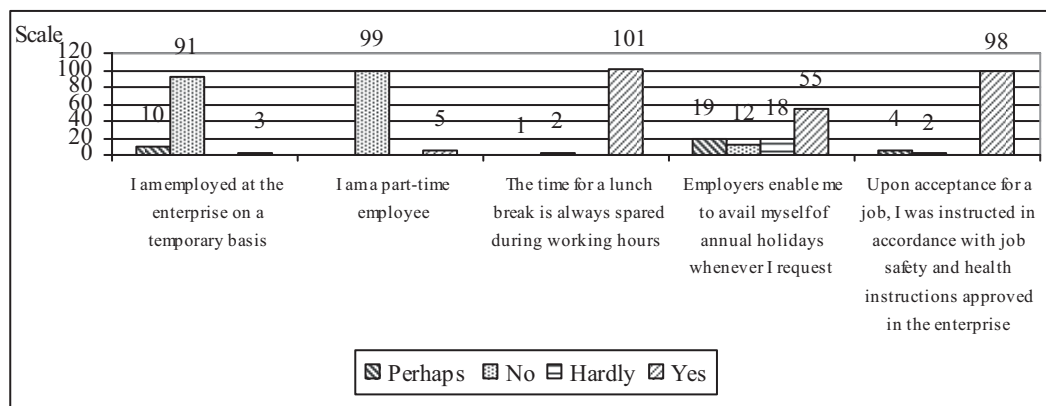
The assessment of the statement “*Bonuses or premiums for the results achieved at work are paid at the enterprise*” by 49 respondents indicated that premiums for the results achieved at work were not paid at the enterprise. Only 26 respondents favoured this statement. The rest (29 respondents) ticked the answers “Perhaps” and “Hardly”. The results of the study showed that the majority of the employees did not receive any premiums or bonuses at all.

Opinions on the statement “*You attach great importance to a well-paid job rather than the possibility of promotion*” distributed in the following way: 62 respondents agreed with this statement (chose the variant “Yes”) indicating that they preferred a well-paid job to the possibility of promotion. The variant “Perhaps” was picked by 28 respondents implying their standpoint that monetary payment was a more important work motive than career. 8 enterprise employees picked the variant “Hardly” indicating that money was definitely not the overriding motive in their work activities. Meanwhile 6 respondents gave a spirited reply that they preferred the career motive to wages (they expressed their opinion by choosing the answer “No”).

The analysis results demonstrated that during the study period the employees at the selected production enterprise underestimated motivation measures of economic character (the findings obtained from Figure 1 showed that in most cases the respondents picked the answers “Hardly”, “No” and “Perhaps” while assessing the given statements). Further employee motivation measures ascribable to a set of juridical factors shall be analysed.

#### ***Assessment of the Employee Motivation System within a Production Enterprise: the Aspect of Juridical Motivation Measures***

The second block of diagnostic questions in the questionnaire was aimed at clarifying the efficacy of various motivation measures of *juridical character* to the employees. Specifically, the purpose was to find out how many employees at the enterprise worked on a temporary basis or part-time, whether the employees always had time for a lunch break, if they could avail themselves of annual holidays whenever they requested, whether upon acceptance for a job they were instructed in accordance with job safety and health instructions approved in the enterprise (see Figure 2).



**Figure 2.** Assessment of juridical motivation measures applicable at the production enterprise, N = 104

The statements “*I am employed at the enterprise on a temporary basis*” and “*I am a part-time employee*” were aimed at ascertaining the structure and constancy of the number of employees working at the enterprise in question. It was established that during the study period (March-April 2008) only 3 respondents were employed at the enterprise on a temporary basis. 10 respondents were not positive that the enterprise was their permanent workplace (they chose the answer “Perhaps” for assessment of the statement “*I am employed at the enterprise on a temporary basis*”). The assumption can be made that the given respondents intended to look for a new job in the nearest future, i.e. to change their workplace. Meanwhile 91 respondents were permanent employees at the enterprise. 99 respondents were full-time employees and only 5 respondents were part-time employees at the company. The findings showed that the bulk of the enterprise employees who took part in the survey worked under an open-ended employment contract, the given production enterprise being their main workplace.

101 respondents’ assent to the statement “*The time for a lunch break is always spared during working hours*” indicated that the company complied with the provisions set out in the Law on Confirmation, Validation and Implementation of the Labour Code of the Republic of Lithuania (4 June 2002) by including lunch breaks at work (Art. 157). However 2 respondents pointed out that they did not have a lunch break, 1 respondent was doubtful about this statement (picked the answer “Perhaps”). It can be explained by that part-time employees are not entitled to lunch breaks.

Since the company in question is a production enterprise, uninterrupted work processes are going on within it. Consequently, some employees have to take holidays by rotation. This explains 12 respondents’ disapproval of the statement “*Employers enable me to avail myself of annual holidays whenever I request*” (the respondents ticked the variant “No” in the assessment of the given statement). 55 enterprise employees offered the opinion that they could avail themselves of annual holidays whenever they requested.

The assessment of the statement “*Upon acceptance for a job, I was instructed in accordance with job safety and health instructions approved in the enterprise*” showed that 98 respondents were instructed in accordance with job safety and health instructions approved in the enterprise. 4 respondents chose the variant “Perhaps” as the answer to the statement implying that they did not remember that fact. 2 participants stated they were not instructed upon acceptance for a job. It can be presumed that they were either absent from work or simply could not attend due to uninterrupted production processes at the time when the enterprise employees were being instructed in accordance with job safety and health instructions approved at the enterprise.

The findings showed that motivation measures of juridical character such as “full-time employment”, “the time spared for a lunch break” and “job safety instructions” were positively assessed by the majority of the employees (the respondents expressed their agreement with the statements in Fig. 2 by choosing the answers “Yes” and “Perhaps” in most cases). Hence the fundamental work processes at the production enterprise are regulated by laws. This reflects maturity of the enterprise and properly practised juridical working relationship.

Further employee motivation measures ascribable to a set of juridical factors shall be analysed.

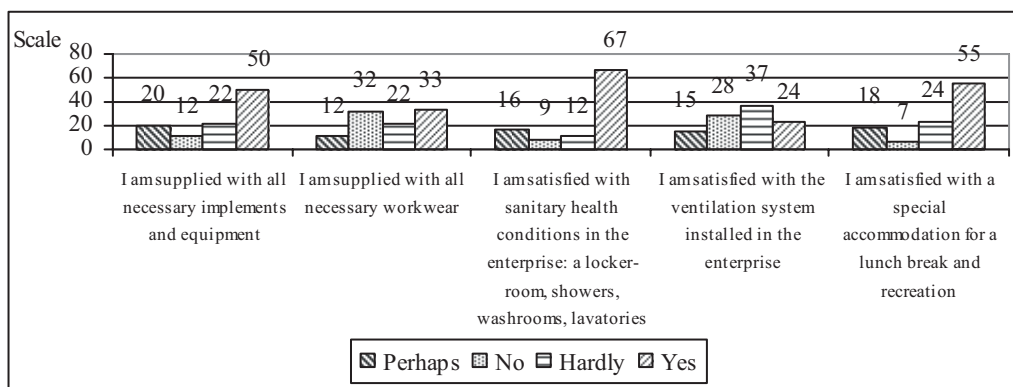
#### ***Assessment of the Employee Motivation System within a Production Enterprise: the Aspect of Psychological Motivation Measures***

The abundance of *psychological motivators* determined a more detailed analysis of psychological motivation measures applicable at the selected production enterprise. The work motives of work conditions and training and career opportunities were distinguished.

Thus first of all, the study sought to investigate “**work conditions**” at the enterprise, in particular, if the employees were supplied with necessary imple-

ments, appliances and workwear and whether they were satisfied with sanitary health conditions, the ven-

tilation system, a special accommodation for a lunch break and rest (see Figure 3).



**Figure 3.** Assessment of psychological motivation measures (work conditions) applicable at the production enterprise, N = 104

It is deemed that efficiency and quality of the employees' work will significantly increase provided that they are duly supplied with all necessary implements and appliances. The findings showed that 50 respondents had all indispensable implements and 33 respondents were supplied with workwear. A relatively low approval of the statements "I am supplied with all necessary implements and equipment" and "I am supplied with all necessary workwear" can be explained by the fact that executives and employees holding higher positions at work need neither special workwear nor tools. Everything related to improvement of work conditions, compliance with health norms, accommodation of an employee with implements, supply of workwear and aesthetics of the premises has a motivating effect.

The assessment of the statement "I am satisfied with sanitary health conditions in the enterprise: a locker-room, showers, washrooms, lavatories" testified 67 respondents' content with the given conditions. 16 respondents agreed with the statement in part (picked the answer "Perhaps"), 12 respondents were "Hardly" satisfied with sanitary health conditions and 9 respondents were completely dissatisfied with them. Hence it can be maintained that the majority of the enterprise employees were satisfied with sanitary health conditions.

37 respondents were not quite satisfied with the ventilation system installed within the enterprise (their common response to the statement "I am satisfied with the ventilation system installed in the enterprise" was "Hardly") and 28 respondents expressed their discontent with the ventilation system. 24 respondents agreed with the given statement (chose the variant "Yes"). The findings of the study suggest that the leadership of the enterprise should pay more atten-

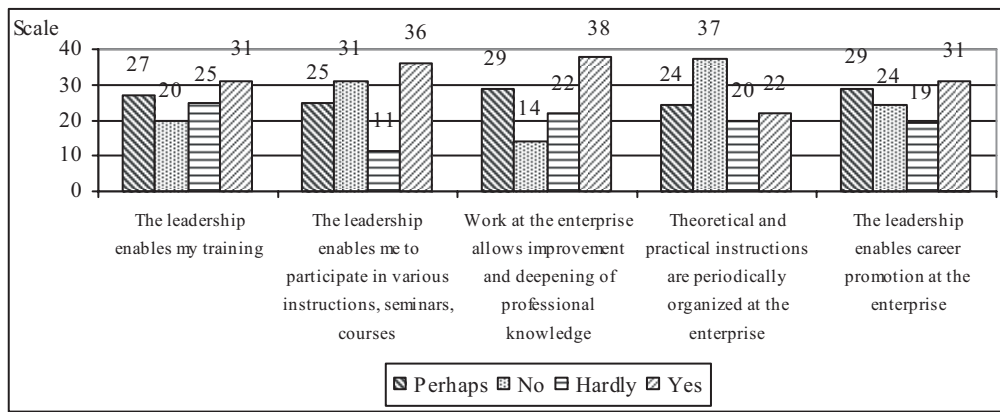
tion to the refinement of the ventilation system. Elimination of the given shortcoming is likely to increase efficiency of the employees' work processes.

55 respondents were satisfied with a special accommodation for a lunch break ("I am satisfied with a special accommodation for a lunch break and rest"). 18 respondents were doubtful but more satisfied than dissatisfied with such accommodation (they preferred the answer "Perhaps"). 24 respondents were not very happy about the accommodation in question and 7 respondents were completely dissatisfied. It should be noted that the tidy accommodation for employees' lunch break and rest allow the workers to feel important in the enterprise because the quality of the accommodation indicates care about welfare of the enterprise employees.

The findings showed that motivation measures of psychological character such as "implements", "sanitary health conditions", "ventilation system" and "a special accommodation for a lunch break" were favoured by the majority of the employees (the respondents expressed their agreement with the statements in Fig. 3 by choosing the answers "Yes" and "Perhaps" in most cases).

In the employees' opinion, other motivation measures of psychological character such as "training" and "career opportunities" are none the less important. Training is an important motivation measure that develops employees' skills and deepens their professional knowledge and competences. Therefore the analysis of the given motivator was aimed at establishing whether the leadership enabled the enterprise employees to attend training courses, to participate in seminars and instructions and to build a career at the enterprise (see Figure 4).





**Figure 4.** Assessment of psychological motivation measures (training and career opportunities) applicable at the production enterprise, N = 104

It was established during the study that 31 respondents had the possibility of training and career promotion at the enterprise. According to 38 respondents, work at the enterprise allowed improvement and deepening of professional knowledge. However, organization of theoretical and practical instructions was not popular at the given production enterprise. 37 respondents expressed their negative attitude towards the statement *“Theoretical and practical instructions are periodically organized at the enterprise”* (it was the worst assessed statement according to the number of the variants “No”). 31 respondents did not think they had the possibility of attending different instructions, seminars and courses (it was the second worst assessed statement according to the number of the variants “No”).

The third worst assessed statement following the possibility of attending different instructions, seminars and courses was *“The leadership enables career promotion at the enterprise”* (24 respondents gave a “No” assessment to the given statement). Their replies only confirmed fears expressed by E. Bagdonas *et al.* (2000, p. 131): “Although the career system should reflect the true values of the organization, it happens that one thing is declared and the other is done. Frequently the organization, promoting a humanistic attitude towards man and striving for the team unity, actually is focused only on individual quantitative results. Therefore the career ladder is climbed only by those whose contribution to the collective progress is not always solid”.

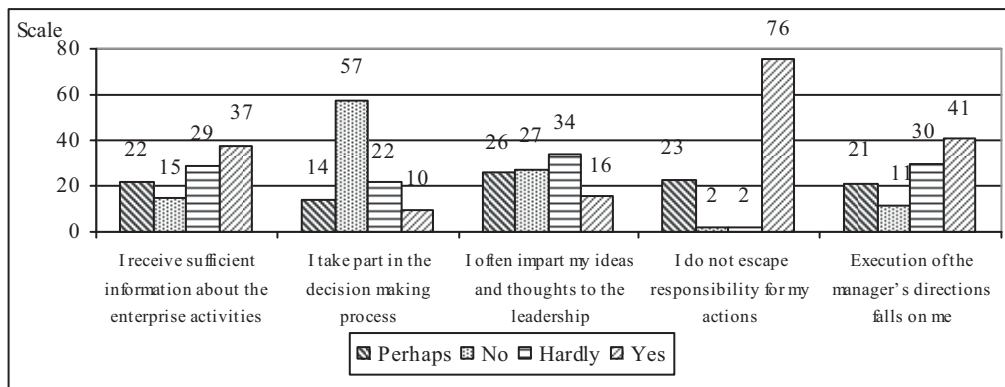
The findings suggest that the management of the enterprise should encourage employee training and improvement more intensively and organize theoretical and practical instructions more frequently. Qualified personnel strengthen the enterprise potential, secure a more rapid implementation of innovations and increase competitiveness of the enterprise.

The findings of the analysis showed that motivation measures of psychological character such as “training” and “career opportunities” were differently assessed by the employees. Nevertheless it should be noted that most of the statements, especially “the leadership enables participation in various courses”, “instructions are periodically organized at the enterprise”, “the leadership enables career promotion”, were underestimated, i.e. a big part of the respondents preferred the replies “Hardly” and “No”. These elements of the motivation system need adjustment.

Another element of the motivation system is employee motivation measures belonging to a set of philosophical factors.

#### ***Assessment of the Employee Motivation System within a Production Enterprise: the Aspect of Philosophical Motivation Measures***

The last block of diagnostic questions in the questionnaire was aimed at clarifying efficacy of various motivation measures of *philosophical character* to the employees. Application of philosophical motivation measures within the enterprise is associated with involvement of all the employees in the decision making process, backing of the feedback between the leadership and the employees, etc. Specifically, the purpose was to establish whether the employees received sufficient information about the enterprise activities, i.e. if the spread of information was taking place in the enterprise, what the level of the employee participation in the decision making process was, if the employees were encouraged to impart their thoughts and ideas to the leadership, if the employees felt responsible for their actions, etc. (see Figure 5).



**Figure 5.** Assessment of philosophical motivation measures applicable at the production enterprise, N = 104

The findings demonstrated that the majority of the workers at the production enterprise were not informed about the enterprise activities (only 37 respondents agreed with the statement “*I receive sufficient information about the enterprise activities*” whereas 29 respondents “hardly” know about the processes going on within the enterprise). These findings suggest the presumption that the executives are well aware of all the dealings of the enterprise and are not inclined to share the information with their employees. It is to be regretted that the syndrome of reticence and mystery diminish work motivation of the enterprise personnel. This can be explained by the fact that an employee is not able to witness significance of his labour to the final product and therefore cannot conceive importance of his contribution to the work results. The results of the study performed by I. Matuziene and D. Savareikiene in Siauliai organizations in March 2004 evidenced that the leadership scarcely communicate with the employees. Communication, if any, is limited to assignments, thus preventing employees from perceiving importance of their input into the work results; employees are not involved in decision making processes; employees have scarce career opportunities at the enterprise. Hence the problems essentially remain the same.

The survey showed that only 10 respondents were involved in decision making processes and 57 respondents did not take part in such processes at all. These findings highlighted the problem of the motivation system inasmuch as the employee deprived of participation in the organizational decision making process is not interested in success of the enterprise operations and consequently does not feel direct responsibility for work results.

The assessment of the first two statements provides the grounds for interpretation of the third statement “*I often impart my ideas and thoughts to the leadership*” (34 respondents answered “Hardly” and 27 of them chose the variant “No”): since the leadership

is not inclined to share information about the enterprise activities with the employees and the latter are poorly involved in decision making processes, the employees shrink from imparting their thoughts and ideas to the leadership. Disregard of the employees’ opinion is harmful primarily to the enterprise itself as the possibility of hearing good ideas, e.g. how one or another task can be improved, how production processes can be streamlined, how money can be saved, etc., is prevented. This is explained by the fact that a person doing a certain kind of work in a particular environment is the most skilful at it.

As many as 76 respondents approved of the statement “*I do not escape responsibility for my actions*”. This shows that the employees of the enterprise in question are qualified, responsible and sure about the quality of their labour.

Since the employees are poorly involved in decision making processes (57 respondents do not take part in decision making processes), it is natural that they are obedient followers of various directions given by the manager. The vast majority of the respondents (41) approved of the statement “*Following of the manager’s directions falls on me*”.

In summary, it can be maintained that the weakest employee motivation measures belonging to a set of philosophical factors are the employee involvement in decision making processes and expression of their thoughts and ideas.

## Conclusions

1. The bulk of the employees at the selected production enterprise underestimated motivation measures of economic character applicable within the enterprise. This is explained by the factor of subjectivity that cannot be escaped in the assessment of one’s own wages. It should also be noted that the study was carried out in March-April 2008 when employee turnover was prominent in Lithu-

ania due to overfull employment and emigration. Employees remaining in Lithuania set terms to employers and continued searching for better paying jobs.

2. The assessment of the employee motivation system at the production enterprise in terms of juridical motivation measures allowed drawing the conclusion that the fundamental work processes in the company (time for a lunch break, entitlement to annual holidays, instructing employees at work, etc.) are regulated by laws, which reflects maturity of the enterprise and properly practised juridical working relationship.
3. The assessment of motivation measures of psychological character led to the conclusion that overall work conditions were positively graded by the enterprise employees (they were satisfied with sanitary health conditions at work, a special accommodation for lunch breaks, etc.). However it was established that organization of theoretical and practical instructions was not popular at the given enterprise, the employees had few opportunities to participate in various instructions, seminars and courses. It is regrettable for an enterprise of an industrial character as the company is likely to benefit from both theoretical and practical instructions delivered to the employees, especially in case of inexperienced young workers and those without practice.
4. The assessment of the employee motivation measures of a set of philosophical factors demonstrated that the enterprise employees do not escape responsibility for their actions but they do not receive sufficient information about the enterprise activities from their managers, they are not engaged in decision making processes, being only obedient followers of the manager's directions.
5. The present study enabled making comparison between the problems of the motivation system prevailing at the production enterprise in question and the previously performed studies in Siauliai organizations. The problems essentially remain the same: employees do not have opportunities to build career at the enterprise, they are not informed about the enterprise operations/results and they are not involved in decision making processes. These elements of the motivation system need adjustment.

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I. Matuzienė, D. Gaidamavičienė

## Darbuotojų motyvavimo sistemos vertinimas: gamybinės įmonės atvejo analizė

Santrauka

Straipsnyje daugiausia dėmesio skiriama darbuotojų išlaikymo įmonėje problemai, nes tiriamuoju laikotarpiu (2008 m. kovo–balandžio mėn.) Lietuvoje vis dar buvo pastebimas ekonomikos augimas. Šį augimą lydėjo darbo jėgos paklausos stygius rinkoje, o tai sukėlė aršią įmonių konkurenciją dėl žmogiškųjų išteklių. Siekdami išlaikyti darbuotojus, vadovai nuolat kėlė klausimus: kaip pasiekti, kad darbuotojai dirbtų efektyviai ir atsidaugt? Kokias darbo sąlygas sukurti? Kokį atlyginimą mokėti? Kaip skatinti ir motyvuoti personalo darbą? Kokį atlygio paketą pasiūlyti? Visi šie klausimai buvo sprendžiami kuriant kiekvienai organizacijai unikalią motyvavimo sistemą.

Tyrimo metu buvo suformuluoti šie **probleminiai klausimai**: kaip pasirinktos gamybinės įmonės darbuotojai vertina įmonėse taikomą motyvavimo sistemą? Kokios egzistuoja motyvavimo sistemos esminės problemos, kurios trukdo darbuotojams siekti efektyvesnių darbo rezultatų?

**Tyrimo tikslas** – įvertinti gamybinės įmonės darbuotojų motyvavimo sistemą.

Daugelio autorių nuomone (Butkus, 2003; Lipinskienė, 2008; Dessler, 2003; Forsyth, 2006; Mathis, Jackson 2003; Pinnington, Edwards, 2000; Rainey, 2003; Travin, Maruga, Kurbanova, 2005 ir kt.), svarbiausias darbo motyvacijos privalumas – tai sistemiškas ir aiškus motyvaciją lemiančių veiksnių visumas, o ne atskirų procesų, nagrinėjimas.

Straipsnyje darbuotojų skatinimo sistema suvokiama kompleksiskai, t. y. kaip *ekonominių* (darbo užmokestis, priedai, premijos ir pan.), *teisinių* (darbo ir poilsio laikas, teisė į kasmetines atostogas, saugaus darbo instrukcijos ir pan.), *psichologinių* (darbo sąlygos, moralinis skatinimas, kvalifikacijos kėlimas, karjera) ir *filosofinių* (darbuotojų įtraukimas į sprendimų priėmimą, komunikacija ir pan.) motyvavimo veiksnių grupių visuma. Būtent šiomis kryptimis atliktas pasirinktos įmonės darbuotojų motyvavimo sistemos vertinimo tyrimas. Pagrindiniu empiriniu informacijos šaltiniu tyrime pasirinkta Šiaulių mieste veikiančios gamybos profilio įmonės darbuotojų nuomonė. Nuo konkretaus tiriamos įmonės pavadinimo įvardijimo atsiribota, siekiant išlaikyti straipsnyje pateiktos informacijos konfidencialumą. Darbuotojų anketinė apklausa raštu atlikta 2008 m. kovo 7 d. – balandžio 27 d. Apklausoje dalyvavo 104 respondentai.

Tyrimo metu buvo **prieita prie šių išvadų**: daugelis pasirinktos gamybinės įmonės darbuotojų įmonėje taikomas *ekonominio* pobūdžio motyvavimo priemonės vertino nepakankamai. Tai galima paaiškinti tuo, kad vertinant savo paties darbo užmokestį, neįmanoma išvengti subjektyvumo veiksnio. Atkreiptinas dėmesys ir į tai, kad tyrimas buvo atliktas 2008 m. kovo–balandžio mėn., kai Lietuvoje vis dar buvo juntama didelė darbuotojų kaita dėl darbo jėgos deficito ir migracijos į užsienio valstybes. Tad likę Lietuvoje darbuotojai kėlė didesnes sąlygas darbdaviams ir vis ieškodavo geriau apmokamo darbo. Gamybinės įmonės darbuotojų motyvavimo sistemos vertinimas *teisinių* motyvavimo priemonių aspektu leido priėti prie išvados, kad svarbiausi darbo procesai (laikas pietų pertraukai, teisė į kasmetines atostogas, darbuotojų instruktavimas darbe ir pan.) bendrovėje yra reglamentuoti įstatymais, o tai atspindi įmonės brandą ir teisingai vykdomus teisinius darbo santykius. Vertinant *psichologinio* pobūdžio motyvavimo priemones nustatyta, kad bendras darbo sąlygas įmonės darbuotojai vertino teigiamai (juos tenkino sanitarinės-higienines darbo sąlygos, patalpa pietų pertraukai ir pan.). Tačiau nustatyta, kad analizuojamoje įmonėje nėra populiaru rengti teorinius ir praktinius mokymus, taip pat darbuotojai turi mažai galimybių dalyvauti įvairiuose mokymuose, seminaruose ir kursuose. Tai gamybinio pobūdžio įmonė, todėl tikėtina, kad įvairūs teoriniai ir praktiniai darbuotojų mokymai duotų įmonei naudos, ypač, kai reikia apmokyti praktinių įgūdžių ir patirties neturinčius jaunos darbuotojus. *Filosofinės* veiksnių grupės darbuotojų motyvavimo priemonių vertinimo duomenys parodė, kad analizuojamos įmonės darbuotojai nevengia prisiimti atsakomybės už savo veiksmus, tačiau jie nepakankamai gauna informacijos iš vadovybės apie įmonės veiklą, nėra įtraukiami į sprendimų priėmimo procesus ir yra tik paklusnūs vadovo nurodymų vykdytojai.

Šis tyrimas leido palyginti pasirinktos gamybinės įmonės dominuojančias motyvavimo sistemos problemas su anksčiau atliktais tyrimais Šiaulių miesto organizacijose. Šios problemos lieka tos pačios: darbuotojai neturi galimybių siekti karjeros įmonėje, jie nėra informuojami apie įmonės veiklą, rezultatus, nėra įtraukiami į sprendimo priėmimo procesus. Tai taisytinios motyvavimo sistemos vietos.

**Prasminiai žodžiai**: poreikis, motyvavimas, motyvavimo sistema, poveikio būdai, motyvavimo priemonės.