ROLE OF EMPLOYEES' MOTIVATION IN RESTRUCTURIZATION PROCESS IN WOOD PROCESSING COMPANY

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Abstract

Employees' motivation is a topic number one in the most companies today. There are never enough employees who achieve excellent job performance so we have to motivate all of them properly. Motivation plays one of the most important roles in a system of company human resources management. Team work and suitable motivation is the key element by successful restructurization process. The paper is focused on analysis of motivation factors for employees in wood processing company. Through cluster analysis we define groups of employees with similar motivation orientation on the levels top and middle management and also in the case of workers' categories.

Key words: analysis of motivation, motivation of employees, motivation factors, cluster analysis, restructurization process, strategic analysis.

Classification JEL: M12 – Personnel Management

1. Introduction

Motivation plays one of the most important roles in a system of company human resources management and it is also the key element by success of restructurization process. Managers from the area of manpower management have to deal with and find answer to the question why some employees work less and why the others are able to achieve excellent results. To be motivated is more than to be happy or satisfied in work, motivated people want to work the best they can not for you but for themselves, the motivation is the feeling inside them. Motivation lays in hearts of managing people and goes behind the borders of honor for well done job [Heller, 2005]. To main tasks of human resources management the securing the positive thinking of employees belong. It is the behavior of employees leading to realization of company strategy and effective achieving its goals. To achieve this systematic motivation and connecting motivation processes are needed. Employees´ motivation is influenced by different motivation factors. The problem of motivation is in many companies often disregarded and taken as a something generally valid, needless for practise. But employees' motivation is one of the most important tasks by directing the employee's behavior [Bajcura, 1985].

Analysis of motivation factors is one part of strategic analysis of company in preparatory phase by restructurization process.

2. Objective and methodology of paper

We can state that through motivation program it is necessary to affect to work effort of individuals and also group. It is important to realize except financial evaluating there are many other, often less costed and more effective motivators. Motivation program represents an integrated package of measures in the area of human resources management which with connection to others managing activities is directed to active influencing the work behavior (output) and to creating the positive approach of all employees in company [Blašková, 2003, p. 179]. Motivation theories give package of knowledge and hypotheses about factors influencing an employees' behavior in working process. The labor value is directly proportional to focus and interesation of employee. Motivation factors have a significant influence to work performance, to aspects connecting with running of the department. Don't forget that each employee has

different needs and wishes, requires different working conditions and approach of colleagues or working climate [Osvaldová, 1986, p. 74].

The goal of the paper is to process an effective system of employees´ motivation accepting running changes in the area of human resources management and reflecting to specific conditions of company. This systemic tool of personal work offers an opportunity to recognize motivation factors of employees which have the most influence to working output. The research of motivation factors in wood processing company was performed through questionnaires. The next dividing to similar motivation oriented groups through cluster analysis enabled to define more strictly the motivation tendencies of individual groups and then focus the motivation to specific employees. The final information can be used by creation of motivation program in the company.

3. Experimental part

The analyzed wood processing company an important state in the region and it belongs among crucial companies in area of energetics. According to data from the annual Trend Top 2003 the company with its turnover ranged among the biggest companies in the region Prešov on the 8th place and on the 11th place in the energetics section. The company secures through deliveries of energies and services for Industrial Park and city Humenné development. In the present the company uses in motivation several forms of rewarding, education and employees social care.

Rewarding the employees in the company is performed accordingly to reward principles. All principles are explained in the collective labor agreement. Education is performed on the base of § 141 Labor Code and directive of general manager for planning, realization and documentation of employees´ education which includes the requests for the manager levels, experts and employees and the forms of education activities.

As for social care the company grants above standard catering, healthcare, sport and relax activities for its employees.

Formation of Questionnaire

For information collecting about motivation state in the company the questionnaire method was chosen. This method enables to obtain a great number of information within a short time. We created a motivation questionnaire on the anonymity base to avoid the information abuse.

The questionnaire consists of two parts. The first part includes basic questions like age, sex, education and number of years worked in company and job category. The second part includes thirty motivation factors to which the employees had to express their opinion from the view of required and real (present) situation. Evaluation was performed through five degree scale where the importance of each motivation factor and satisfaction with the present situation was lowering from the number 5 to 1. The questionnaire fulfilled two functions: it brang information about present situation of motivation and also the reguests of employees in this area. On this information base we could evaluate the areas for bettering the motivation and the satisfying areas.

The target groups for finding out the motivation state the workers, leading and administrative employees were. The number of the filled returned questionnaire was 123. The percentage representation of observed groups was: 33.9 % workers, 25.5 % administrative employees and 45.9 % managers.

Motivation factors analysis

For appreciation of differences there where chosen job positions: worker, administrative employee and manager. The analysis was performed on the base of answers in the second part of questionnaire. The questionnaire included 30 motivation factors showed in table 1.

Table 1: Analyzed motivation factors

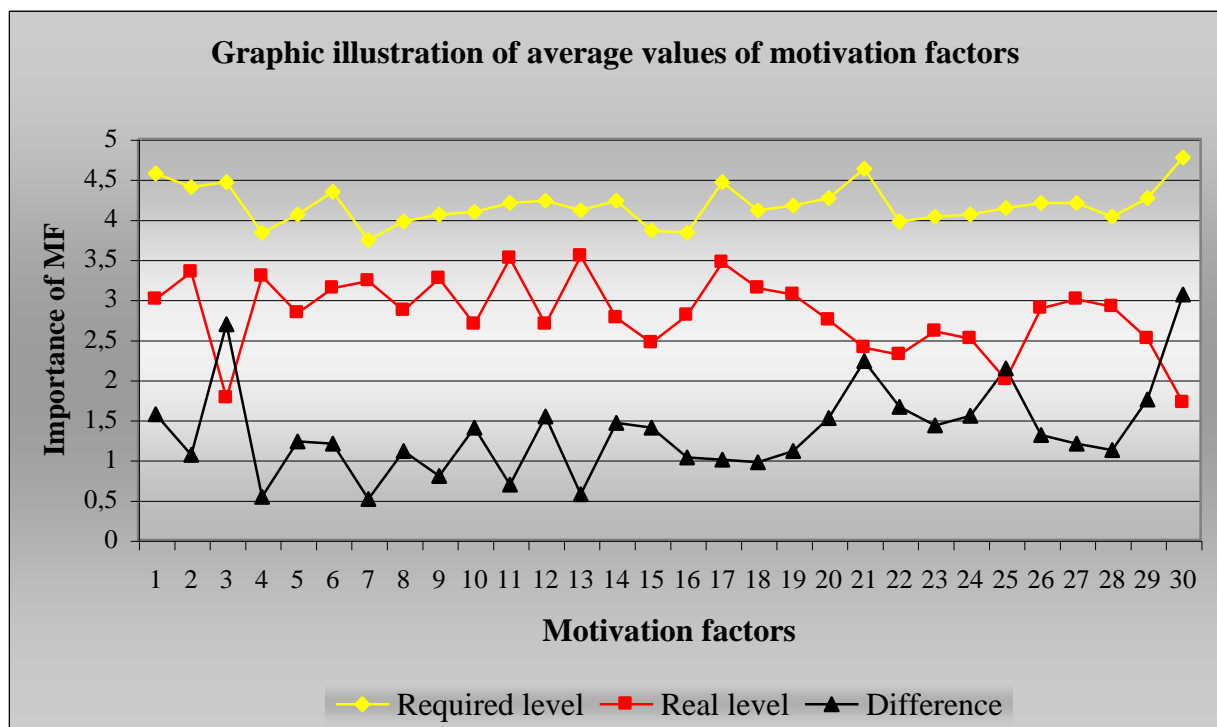| No	Motivation factor	No	Motivation factor
1.	Atmosphere at workplace	16.	Prestige
2.	Good working team	17.	Attitude of supervisor
3.	Additional financial reward	18.	Individual decision making
4.	Physical intensity of work	19.	Self-realization
5.	Job security	20.	Social advantages
6.	Communication at workplace	21.	Fair assessment of an employee
7.	Trade name	22.	Stress/stress elimination at a workplace
8.	Opportunity to utilize own abilities	23.	Mental stress
9.	Scope of employment and its type	24.	Company vision
10.	Acquaintance with working results	25.	Region development
11.	Working time	26.	Education and personal development
12.	Working environment	27.	Relation of company towards environment
13.	Working output	28.	Free time
14.	Working progress	29.	Acknowledgement
15.	Competences	30.	Basic pay

Source: own study

Required and also perceived motivation level by each motivation factor through point scale from one to five. In all groups of employees we made average values by all motivation factors and the difference between required and real state. Tables 2, 3, 4 include required and real level of motivation by individual working groups of employees. Graphs 1, 2 and 3 show the required and real state of motivation and the difference. On the x-axis are motivation factors and y-axis shows the average values of required and real state of motivation in the motivation factors. The comparison of curves enabled to determine the most problem motivation areas and the areas where the employees are satisfied.

Table 2: Comparison of required and actually perceived state of motivation by workers

S.n.	Motivation factor	Required state	Real state	Difference Req-Real
1.	Atmosphere at workplace	4.57	3.00	1.57
2.	Good working team	4.40	3.34	1.06
3.	Additional financial reward	4.46	1.77	2.69
4.	Physical intensity of work	3.83	3.29	0.54
5.	Job security	4.06	2.83	1.23
6.	Communication at workplace	4.34	3.14	1.20
7.	Trade name	3.74	3.23	0.51
8.	Opportunity to utilize own abilities	3.97	2.86	1.11

9.	Scope of employment and its type	4.06	3.26	0.80
10.	Acquaintance with working results	4.09	2,69	1.40
11.	Working time	4.20	3.51	0.69
12.	Working environment	4.23	2.69	1.54
13.	Working output	4.11	3.54	0.57
14.	Working progress	4.23	2.77	1.46
15.	Competences	3.86	2.46	1.40
16.	Prestige	3.83	2.80	1.03
17.	Attitude of supervisor	4.46	3.46	1.00
18.	Individual decision making	4.11	3.14	0.97
19.	Self-realization	4.17	3.06	1.11
20.	Social advantages	4.26	2.74	1.52
21.	Fair assessment of an employee	4.63	2.40	2.23
22.	Stress / stress elimination at a workplace	3.97	2.31	1.66
23.	Mental stress	4.03	2.60	1.43
24.	Company vision	4.06	2.51	1.55
25.	Region development	4.14	2.00	2.14
26.	Education and personal development	4.20	2.89	1.31
27.	Relation of company towards environment	4.20	3.00	1.20
28.	Free time	4.03	2.91	1.12
29.	Acknowledgement	4.26	2.51	1.75
30.	Basic pay	4.77	1.71	3.06

Source: own study

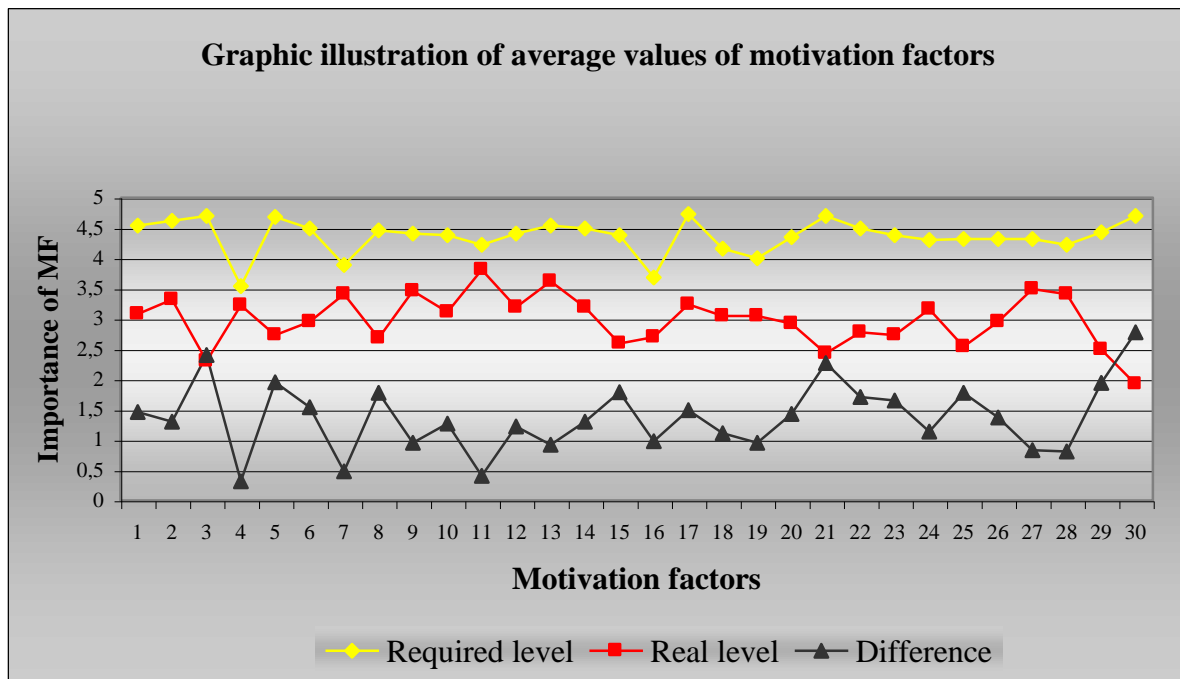*Graph 1: Required and actually perceived motivation level by workers*
Source: own study

The biggest difference between requirements and reality we can see by motivation factors basic pay, additional financial reward and fair assessment of employee. The groups of workers has the liest satisfaction with financial reward. The insufficient motivation level can be seen by working environment, atmosphere at the workplace and connecting stress. Employees in production consider important also acknowledgement, working progress, company vision and region development. The satisfaction is expressed by factors: physical intensity of work, trade name and working output.

Table 3: Comparison of required and actually perceived motivation state
by administrative employees

S.n.	Motivation factor	Required state	Real state	Difference Req-Real
1.	Atmosphere at workplace	4.54	3.08	1.46
2.	Good working team	4.62	3.32	1.30
3.	Additional financial reward	4.70	2.30	2.40
4.	Physical intensity of work	3.54	3.22	0.32
5.	Job security	4.68	2.73	1.95
6.	Communication at workplace	4.49	2.95	1.54
7.	Trade name	3.89	3.41	0.48
8.	Opportunity to utilize own abilities	4.46	2.68	1.78
9.	Scope of employment and its type	4.41	3.46	0.95
10.	Acquaintance with working results	4.38	3.11	1.27
11.	Working time	4.22	3.81	0.41
12.	Working environment	4.41	3.19	1.22
13.	Working output	4.54	3.62	0.92
14.	Working progress	4.49	3.19	1.30
15.	Competences	4.38	2.59	1.79
16.	Prestige	3.68	2.70	0.98
17.	Attitude of supervisor	4.73	3.24	1.50
18.	Individual decision making	4.16	3.05	1.10
19.	Self-realization	4.00	3.05	0.95
20.	Social advantages	4.35	2.92	1.43
21.	Fair assessment of an employee	4.70	2.43	2.27
22.	Stress / stress elimination at a workplace	4.49	2.78	1.71
23.	Mental stress	4.38	2.73	1.65
24.	Company vision	4.30	3.16	1.14
25.	Region development	4.32	2.54	1.78
26.	Education and personal development	4.32	2.95	1.37
27.	Relation of company towards environment	4.32	3.49	0.83
28.	Free time	4.22	3.41	0.81
29.	Acknowledgement	4.43	2.49	1.90
30.	Basic pay	4.70	1.92	2.78

Source: own study

Graph 2: Required and actually perceived motivation level by administrative employees
Source: own study

The insufficient motivation level by administrative employees can be seen by factors: basic pay, fair assessment of employee and additional financial reward. The next factors present the large difference between required and real state are job security and competences. Employees are not satisfied also with self-realization and acknowledgement. The administrative employees are satisfied with working time, physical intensity of work and trade name.

Table 4: Comparison of required and actually perceived motivation state by managers

S.n.	Motivation factor	Required state	Real state	Difference Req-Real
1.	Atmosphere at workplace	4.65	3.12	1.53
2.	Good working team	4.65	3.59	1.06
3.	Additional financial reward	4.41	2.88	1.53
4.	Physical intensity of work	3.18	3.35	-0.17
5.	Job security	4.59	2.94	1.65
6.	Communication at workplace	4.29	2.76	1.53
7.	Trade name	3.88	3.59	0.29
8.	Opportunity to utilize own abilities	4.29	3.24	1.05
9.	Scope of employment and its type	4.18	3.35	0.83
10.	Acquaintance with working results	4.29	2.94	1.35
11.	Working time	3.82	3.29	0.53
12.	Working environment	4.00	2.82	1.18
13.	Working output	4.29	3.71	0.58
14.	Working progress	4.00	3.41	0.59

15.	Competences	4.06	2.82	1.24
16.	Prestige	3.53	2.94	0.59
17.	Attitude of supervisor	4.47	3.18	1.29
18.	Individual decision making	4.06	3.35	0.71
19.	Self-realization	4.06	3.24	0.82
20.	Social advantages	3.94	3.12	0.82
21.	Fair assessment of an employee	4.59	2.71	1.88
22.	Stress / stress elimination at a workplace	3.94	2.65	1.29
23.	Mental stress	3.82	3.00	0.82
24.	Company vision	3.88	2.88	1.00
25.	Region development	4.00	2.41	1.59
26.	Education and personal development	4.24	3.24	1.00
27.	Relation of company towards environment	3.82	3.29	0.53
28.	Free time	3.88	3.06	0.82
29.	Acknowledgement	4.41	2.65	1.76
30.	Basic pay	4.71	2.59	2.12

Source: own study

By managers the differences between importance and satisfaction with motivators are the same as we can see by workers and administrative employees: dissatisfaction with basic pay, additional financial reward and fair assessment. On the required level are not adequate also communication at workplace, atmosphere at workplace, job security and region development. Managers are satisfied with physical intensity of work, trade name and relation of company to environment.
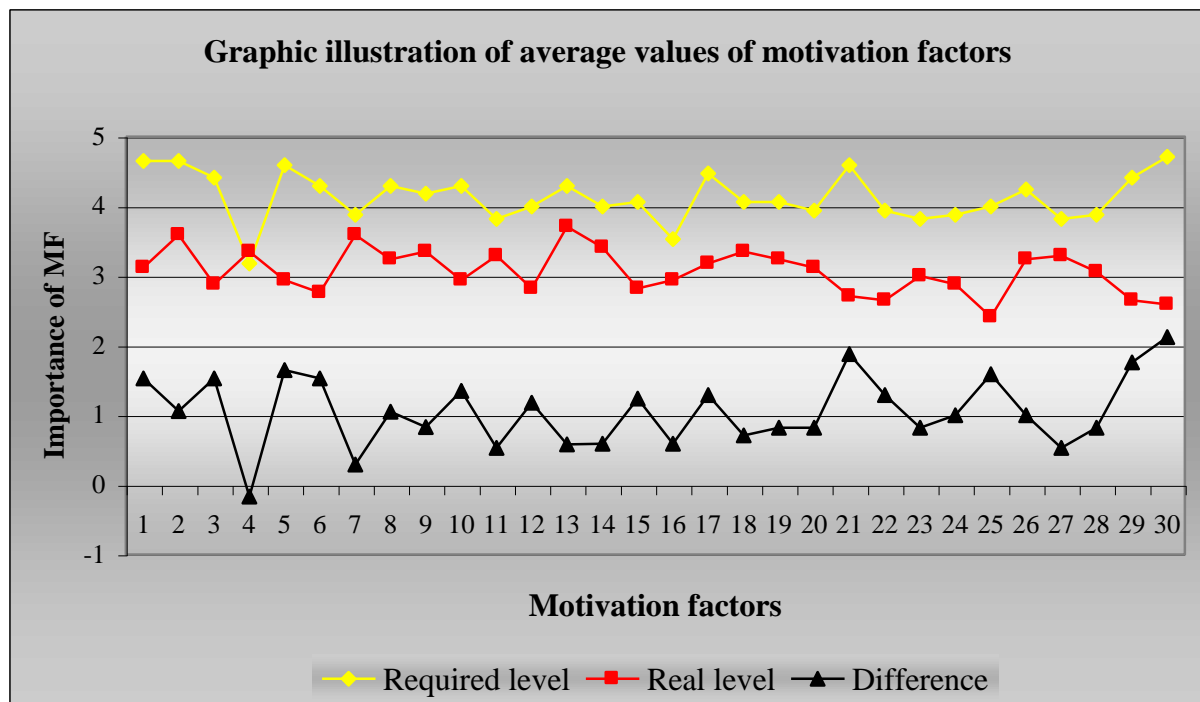
*Graph 3: Required and actually perceived motivation level by managers*
Source: own study

Statistic verification of motivation factors

Statistic verification of motivation factors we performed through cluster analysis. To analyze the similarity of motivation profiles of employees by each working scope (worker, administrative, manager) we used aglomerative hierarchical clustering method. It is based on sequential clustering the groups, at first the closest and then more distant. After data processing we formed graphs (dendrograms) which devided employees to groups – clusters according to allocated importance to motivation factors. It means that employees integrated to groups have similar opinions to motivation factors and they are similarly motivated.

Results of group workers are shown in graph 4 where on vertical axis are the participants (C-1 to C-69) and horizontal axis represents the divergence size of their answers.

On the base of similarity their answers we devided these 69 participants in group workers to four groups (clusters). The first analyzed group includes 25 workers with numbers: 1, 16, 17, 23, 5, 22, 20, 25, 6, 31, 21, 41, 32, 33, 35, 34, 9, 13, 14, 53, 18, 19, 30, 28 and 29. The second group consists of 8 participants with numbers: 27, 51, 47, 60, 66, 58, 63 and 68. The third group includes 31 participants marked with numbers: 2, 24, 26, 7, 56, 15, 8, 57, 44, 54, 64, 59, 10, 36, 45, 46, 11, 12, 49, 50, 61, 43, 48, 67, 65, 55, 62, 37, 40, 69 and 39. The fourth group has 5 members and includes workers with numbers 3, 4, 38, 42 and 52. We can see similar characteristics in all 4 different groups. In each group, on the first places appeared motivators connected with financial reward. This situation can be caused by low purchasing power and low living standard. The next group of motivators with average values 4.80 – 4.32 concerns the working environment as atmosphere and communication at workplace, good working team, attitude of supervisor. Importance allocated to these factors shows realizing the negative effects of disturbed working team or negative supervisor attitude. The comparison of importance of motivation factors showed the workers fear of employment lose especially in 4th group where the motivator job security is on the first place with average value 5.
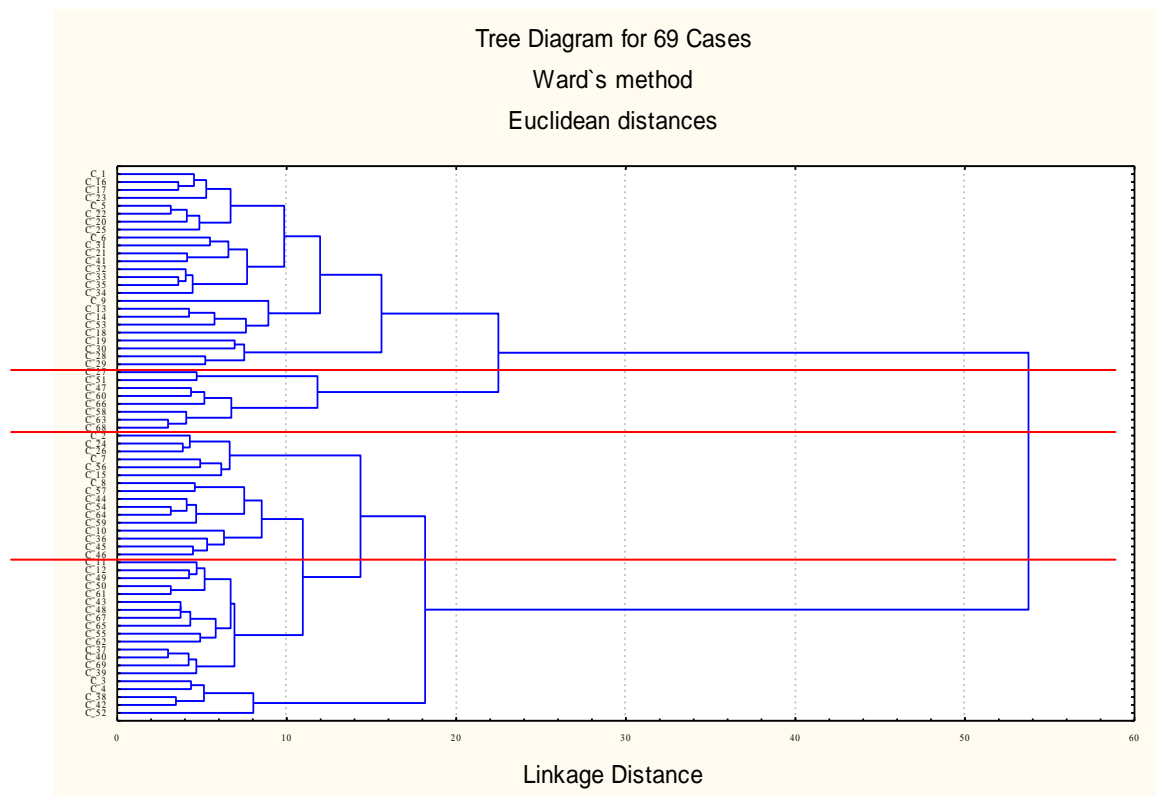
Graph 4: Hierarchic cluster analysis of motivation profiles of workers
Source: own study

*Table 5: Survey of the most motivating factors for workers*

**1. group of workers**			**2. group of workers**		

S.n.	**Motivation factor**	**Ave-rage**	**S.n.**	**Motivation factor**	**Ave-rage**
1.	Atmosphere at workplace	4.60	1.	Atmosphere at workplace	4.75
2.	Basic pay	4.56	2.	Working time	4.75
3.	Fair assesment of employee	4.52	3.	Working progress	4.75
4.	Good working team	4.44	2.	Basic pay	4.63
5.	Communication at workplace	4.40	5.	Acquaintance with working result	4.63
6.	Additional financial reward	4.32	6.	Prestige	4.63
7.	Attitude of a supervisor	4.32	7.	Company vision	4.63
8.	Region development	4.32	8.	Acknowledgement	4.63
9.	Working output	4.20	4.	Trade name	4.63
10.	Education and personal development	4.20	10.	Self-realization	4.50
**3. group of workers**			**4. group of workers**		
S.n.	**Motivation factor**	**Ave-rage**	**S.n.**	**Motivation factor**	**Ave-rage**
1.	Basic pay	4.87	1.	Job security	5.00
2.	Attitude of a supervisor	4.65	2.	Fair assesment of employee	5.00
3.	Fair assesment of employee	4.61	3.	Basic pay	5.00
4.	Working progress	4.58	4.	Atmosphere at workplace	4.80
5.	Acknowledgement	4.55	5.	Communication at workplace	4.80
6.	Atmosphere at workplace	4.48	6.	Scope of employment and its type	4.80
7.	Good working team	4.48	7.	Attitude of a supervisor	4.80
8.	Job security	4.48	8.	Stress/its elimination at workplace	4.80
9.	Additional financial reward	4.45	9.	Mental stress	4.80
10.	Working environment	4.39	10.	Education and personal development	4.80

Source: own study

Graph 5 shows the results of joined group administrative and leading employees. The vertical axis represents participants (managers A1 to A17 and administrative – B1 to B37) and horizontal axis represents divergence size of their answers. There was formed only one homogenic group of administrative employees, the other groups are combined.

The first group consists of 5 administrative (19, 15, 2, 26 and 10) and three leading employees (1, 11 and 8). The second group includes six administrative (29, 34, 35, 32, 16 and 17) and nine leading employees (2, 14, 15, 6, 17, 9, 7, 13 and 12). The third analyzed group involves nine administrative (18, 8, 1, 36, 31, 11, 12, 13 and 27) and two leading employees (10 and 16). The fourth group consists of 12 employees where nine are administrative (14, 22, 21, 20, 6, 30, 23, 24 and 25) and three leading employees (3, 4 and 5). The last group includes only 8 administrative employees with numbers: 3, 7, 4, 5, 9, 28, 33 and 37.

Motivators in the groups are close. The most important factor is factor concerning finance: basic pay, additional financial reward and fair assessment which achieved very high values. The motivator basic pay achieved the maximal average value – 5 in groups 4 and 5. The fifth group gives to the financial factors the biggest importance where they are on the first places with average value 5.
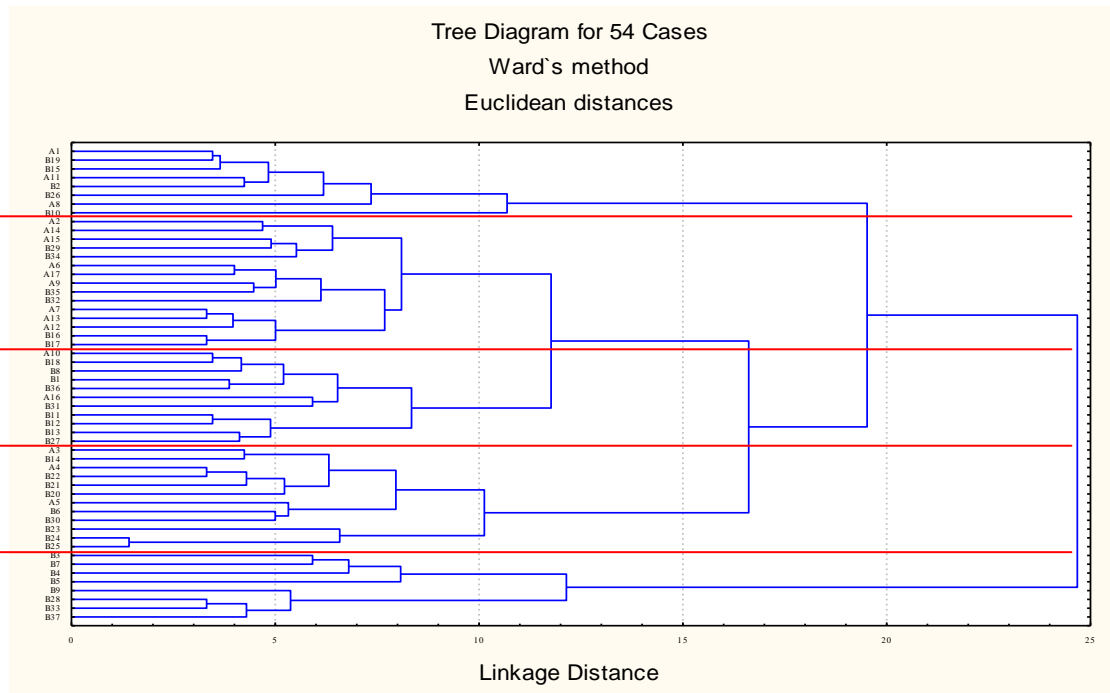
Graph 5: Hierarchic cluster analysis of motivation profiles by administrative and leading employees in wood processing company
Source: own study

Job security is the most important factor in all groups what can be connected with actual situation in region and employment possibility in the same area.

The next group of motivators is represented by motivators concerned with working environment: good working team, communication and atmosphere at workplace, working time, stress elimination. It is necessary to realize the negative effects of incorrect working relationship, stress at workplace to working output and also to economy of company.

The provided analyses showed the possibility of employees clustering according to their motivation requirements through cluster analysis on the all levels.

As we could ascertain, to create one motivation program and apply it upon all employees cannot have efficiency on required level. On the other side, individual motivation program for each employee is impossible and unprofitable. That is why we recommend application of the cluster analysis to form programs for motivationally similar groups.

Table 6: Survey of the most motivating factors for administrative and leading employees

1. group Administrative employees + managers					
S.n.	Motivation factor	Average	S.n.	Motivation factor	Average
1.	Atmosphere at workplace	4.88	6.	Scope of employment and its type	4.63
2.	Fair assessment of employee	4.88	7.	Working output	4.63
3.	Good working team	4.75	8.	Company vision	4.63
4.	Attitude of a supervisor	4.75	9.	Additional financial reward	4.50
5.	Communication at workplace	4.63	10.	Job security	4.50

**2. group Administrative employees + managers**
S.n.	Motivation factor	Ave-rage	S.n.	Motivation factor	Ave-rage
1.	Good working team	4.67	6.	Additional financial reward	4.47
2.	Job security	4.60	7.	Opportunity to utilize own abilities	4.47
3.	Basic pay	4.60	8.	Fair assessment of employee	4.47
4.	Atmosphere at workplace	4.53	9.	Acknowledgement	4.40
5.	Attitude of a supervisor	4.53	10.	Acquaintance with working result	4.33
**3. group Administrative employees + managers**
S.n.	Motivation factor	Ave-rage	S.n.	Motivation factor	Ave-rage
1.	Basic pay	4.64	6.	Fair assessment of employee	4.45
2.	Opportunity to utilize own abilities	4.55	7.	Additional financial reward	4.36
3.	Communication at workplace	4.55	8.	Job security	4.36
4.	Working output	4.45	9.	Attitude of a supervisor	4.36
5.	Individual decision making	4.45	10.	Competences	4.27
**4. group Administrative employees + managers**
S.n.	Motivation factor	Ave-rage	S.n.	Motivation factor	Ave-rage
1.	Basic pay	5.00	6.	Attitude of a supervisor	4.83
2.	Job security	4.92	7.	Fair assessment of employee	4.75
3.	Good working team	4.83	8.	Atmosphere at workplace	4.67
4.	Additional financial reward	4.83	9.	Communication at workplace	4.67
5.	Acknowledgement	4.83	10.	Education and personal development	4.67
**5. group Administrative employees + managers**
S.n.	Motivation factor	Ave-rage	S.n.	Motivation factor	Ave-rage
1.	Additional financial reward	5.00	6.	Working time	4.88
2.	Fair assessment of employee	5.00	7.	Attitude of a supervisor	4.88
3.	Basic pay	5.00	8.	Opportunity to utilize own abilities	4.75
4.	Good working team	4.88	9.	Mental stress	4.75
5.	Job security	4.88	10.	Stress/stress elimination at workplace	4.63

Source: own study

4. Results and discussion

Every employee works on unique set of motivation factors reacting to some of the positively and to some of them negatively. It is the task for company to find out what brings every member of team to maximal output. The important is to use motivation factors considered for the most essential.

The goal of motivation environment analysis was to find out requirements and the real state by chosen thirty motivation factors. The research performed through questionnaire method and statistical verification through cluster analysis given the important information for efficient motivation of employees in company.

The results of analysis show that employees give the biggest importance to financial factors: basic pay, additional financial reward, fair assessment and also job security and factors

concerning working environment. In these factors the biggest differences between required and real state were noticed. We suggest so that the organizations will motivate employees through share on profit when they will be more interested in economic results of company what can evoke the feeling of fair distribution of results.

In present time, the company uses the same motivators for all employees: rewarding, evaluation, education, social care and communication. In the research we found out that employees don't have the same needs and factors concerning the working environment like atmosphere and communication at workplace, good working team, supervisor approach, stress elimination are also very important. The management of company should motivate employees differently creating and using the different motivation programs.

To achieve success and required effects of restructurization process in company it is necessary to focus on increasing the motivation level in following motivation factors:

1. Financial factors – basic pay and additional rewards, fair evaluating the employees.
2. Working environment – atmosphere and communication at workplace, good work team, supervisor approach, stress elimination.

5. Conclusion

Researches of motivation structure accept general theoretical knowledge of work motivation and they are one of the first steps by forming the motivation program. We must realize the differences in value scale by each of us. There are many people who are motivated only by one factor – money. For the others can play an important role self-realization, pleasant working environment or employee advantages. Therefore it is needed correctly estimate and implement different types of motivation programs for different groups of employees.

If motivation process should have required effect it must reflect to employees needs and thereby influence their behavior and outputs towards determined direction. That is why it is needed to elaborate a complex motivation program connecting requirements of company and employees. By forming the motivation program it is important to find out the importance of particular motivation factors to individual employees and adapt them to possibilities of company. If the motivation program is projected in this way it will lead employees to higher efficiency, creativity, firmness, discipline and their value orientation will be in harmony with company goals.

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