

HUMAN CAPITAL DEVELOPMENT THROUGH MOTIVATION PROGRAMS

Katarína Teplická

Abstract: Motivation is tool that increases performance of the employees and it contributes to the increasing of the whole firm's performance. In the paper we deal with creation of motivation programs in the company and information obtaining for motivation programs from questionnaire research of motivation factors and motivation advantages for the employees. According research we found out that in the chosen firm financial rewarding is most important motivation factor and therefore motivation program must be built in this direction. But preparation of motivation program consists from several steps that must be accepted during their creation and in the presented paper we will deals mainly with mentioned.

Key words: motivation, motivation program, motivation factor, training, profit

Abstrakt: Motivácia je nástroj, ktorý zvyšuje výkonnosť zamestnancov a prispieva k zvyšovaniu výkonnosti celej firmy. V príspevku sa zaoberáme tvorbou motivačných programov v spoločnosti a získaním informácií pre motivačné programy z dotazníkového výskumu motivujúcich faktorov a motivačných výhod pre zamestnancov. Podľa prieskumu sme zistili, že vo vybranej firme je finančné odmeňovanie najdôležitejším motivačným faktorom a preto musí byť motivačný program zameraný týmto smerom. Príprava motivačného programu pozostáva z niekoľkých krokov, ktoré musia byť prijaté počas ich vytvárania a v príspevku sa budeme zaoberať prípravou motivačných programov.

Kľúčové slová: motivácia, motivačný program, motivačný faktor, tréning, zisk

Introduction

Motivation presents a tool for increasing of the employees' performance in the company that must be orientated to the increasing of the activities that create profit. Motivation of the employees must result from the goal of the company and their orientation. Motivation of workers begins with motivation of managers. Managers must be motivated by themselves and only then they can be motivated other employees. The ability to determine the level of motivation would therefore be very useful in the work of every manager [7]. Base of good motivation can be qualitative motivation system with direct relation to the financial contribution of the activity. Motivation factors that influence behavior of the employees and their attitude to motivation are important part of motivation system, therefore there is necessary to know individual motivation factors of every employee. Motivation through financial rewarding is not first and foremost in the companies and emphasis is given evenly to the not financial motivation factors as for example possibility of promotion, social relations at the working place, public approval, possibility to decide individually and to manage working time of the employee by himself [8]. Motivation is a tool for development of human potential in the company and very important instrument for employment these do not be accept by outsourcing, because this kind to obtain employees cost savings. Very important indicator of motivation is "state of stress". Consumers' need is in fact the "state of stress" resulting from them [6]. Motivation is key factor in area of public administration and instrument how to achieve public authority [3]. Delery, Roumpi (2017) [5] argue that HRM practices can contribute to a firm's sustainable competitive advantage not only by enhancing employees' ability, offering motivation and opportunities, but also by shaping supply-side and demand-side mobility constraints. Kampf, Hitka, Potkany (2014) [9] said that differences in employee motivation in Slovak manufacturing enterprises depend on individual motivation factors.

Motivation programs and their signification for human capital development

Motivation programs present tool for motivation development and they lead to the increasing of the work productivity and performance of employees. Preparation of motivation programs in the companies presents long term systematic process, through which goals of the company will be achieved. During creation of motivation programs there is necessary to know principle of motivation and its importance for increasing of human potential value. Various authors dealt with motivation and some of them presented in their theories important position of the individual motivation factors. Závadský, Hitka, Potkány (2015) [15] said that motivation was affected by changes in economic situation at European labor market and employees are focused on monetary incentives and relationship factors. Sojanah, Yuniarsih (2016) [14] stated that work satisfaction significantly affected staff performance, work motivation significantly affects organizational culture, work motivation significantly affects work satisfaction, organizational culture significantly affect work satisfaction, work motivation, organizational culture, and work satisfaction simultaneously have significant and strong effect on educational staff performance as motivation programs for staff [14]. Setup of motivation program plays very important tasks in green human resource management. Motivation program of employees built classical framework **Ability Motivation Opportunity (AMO)**. Green human resources management is innovation in Malaysian and it is process of integrating people, process, technology and the organization in the companies through motivation programs. This approach is pro-economic, pro-environment, pro-social [13]. Mediating effects of training motivation showed in Malaysia that the result of training motivation is as important mediator for training administration department and organizational managers [16].

Table 1. Analysis of motivation factors for individual motivation theories

Herzberg two phases theory	Maslow hierarchy of the needs	Alderfer theory ERG- theory of three factors	McClelland theory of success
Success Work Responsibility Process and growth	Necessity of self-realization	Necessity of promotion (self-approval, self-realization)	Necessity of success (goal achievement)
Approval	Necessity of approval	Necessity of harmonic relations	Necessity of power (managerial positions)
Control Interpersonal relations	Social needs	Existence needs	Necessity of fellowship
Certainty of work System of organization management	Necessity of security Certainties		
Wage Working conditions	Physiological needs		

Source: own source

As we can see from the individual theories of motivation, every one prefers different values; every one of them is orientated to the satisfaction of different needs. According these theories we can search motivation of employees in the company through needs that have been dealt by

famous authors of motivation theories. But whole process of motivation demands observance of certain process. First there must be rising motive (internal incentive), then characteristics of the necessity that has to be satisfied, necessity demands determination of concrete goal for the need providing, consequently activity and achievement of the determined goal. New tool for managing labor productivity is extrinsic motivation index (EMI) [2]. Before consideration of the way of employee's motivation we should realize small research by the way of questionnaire with aim to find out their priorities and to know how to prepare proper motivation program that could include individual groups of employees and their needs. We should orientate to the areas that have been demarcated to the motivation program. We prepared questionnaire according questions in table 2, by which we wanted to find out how employees perceive motivation, what is important for them, and what is not important, and what motivation theory would they choice during creation of motivation program.

Table 2. Questions for evaluation of motivation in question form

1	Do you know motivation system in Your company?	21	Is there mutual tolerance in working post and willingness from the side of colleagues?
2	Do you know system of rewarding in Your company?	22	How do You evaluate communication with Your superior?
3	What elements of rewarding are important for You?	23	Do You obtain approval from superior for properly done work?
4	What forms of wage do you obtain?	24	Are Your superior interesting about Your opinion?
5	Does volume of Your wage have influence to staying in the labor relation?	25	Does Your employer organize social event for You?
6	Is Your wage sufficient for covering of Your basic needs?	26	Do You have some plans how to improve in work?
7	Is development of the company reflecting also in Your wage?	27	What form of reward would be pleasant for You for extraordinary results?
8	Do you know what employees' advantages can Your company provide for you?	28	Are You satisfied with moment working position?
9	What employees' advantages would You invite in Your company?	29	Does Your company offer possibility of further free education?
10	Is working certainty in the company important for You?	30	Are You trying to achieve approval or promotion in the company?

11	What relation do you have to Your company?	31	Are You satisfied with your working time?
12	Is Your work interesting?	32	Is Your performance in accord with Your effort?
13	Are You satisfied with informing about activity of You company?	33	Do You think you can improve in work against previous year?
14	Are You satisfied with quality of working environment?	34	Do You feel limited in the work?
15	Are You satisfied with equipment of Your working post?	35	Do You something extra with aim to achieve success or approval?
16	Is there possibility in Your company for education?	36	Do You need permanent stress from superior to increase Your performance?
17	Do You have possibility of career promotion in the company?	37	Do You sometimes neglect your working obligations at the expense of personal interests?
18	How do You evaluate relation to the superior?	38	Do You have possibility to decide or altogether decide on the company?
19	Is there existing conflicts in Your working post?	39	Do You know how to manage Your working time with aim to fill all tasks?
20	Can You ask Your colleagues for help?	40	Do You have possibility to develop creativity in Your company?

Source: own source

2. Procedure of preparation motivation programs

Motivation programs and their precise preparation can lead to the increasing of the employees' working productivity. Whole philosophy of improving should be carrying in the sense of improvement and increasing of working productivity and performance of employees. Creation of motivation programs is dependent on the workers education, working position and job title of the employees, climate of the company, economical possibilities of the company, presently using motivation programs and management of the company. Theory and practice of management in last time is orientated to the area of companies' management to the conception of integrated management [8]. Preparation of motivation programs can be provided through workers of the company that means through internal employees, but there can be risk to enforce interests of certain group of employees. Second possibility of motivation program preparation is elaboration by external advisory organization or agency that could provide good expert level of motivation program elaboration, but risk is long term process of the knowledge of company and its employees, as well as program financing. Third

possibility can be cooperation of the company and external advisory agency that could bring high effect of expert preparation, remove risk of lost time of the project and decrease cost for the program financing. Achievement of the demanded level of workers motivation with emphasis to the increasing of working productivity presents supporting element of the motivation program [4]. Optimal motivation program should to be elaborated according goals and possibilities of the company and it should lead to the permanent improving of the employees' performance. Company should consider with financial and nonfinancial stimulus, but also with specific forms of motivation factors that will reflect in the financial component of the firm's costs.

Preparation of motivation programs demands process according certain algorithm of steps:

1. analysis of motivation structure, motivation profile of workers and evaluation of character of their satisfaction.
2. determination of short term and perspective goals of motivation program that means determination of areas, to which influence of motivation program must be primarily orientated.
3. processing of present performance characteristics in the limited area and determination of its demanded level.
4. limitation of the potential stimulation tools in relation to the supposed orientation of the motivation program.
5. choice of concrete forms and processes of working behavior stimulation and determination of concrete conditions for their applying.

3. Results of project

We can prepare motivation programs in the firm after evaluation of question forms that they consist of some questions with theme motivation, motivation factors, advantages and disadvantages of motivation in the firm and other [1]. With aim to prepare qualitative motivation program we need to find out according questionnaire what motivation factors influence workers of the company most of all. Results of questionnaire research in the chosen company are as follows (table 3).

- 1 Most important**
- 2 Very important**
- 3 Important**
- 4 Not important**
- 5 Weighted averages**

Table 3. Weighted average of motivation factors in the company

Motivation factors	1	2	3	4	Weighted average
Financial rewarding	23	5	2	0	3,70
Certainty to have work	18	12	0	0	3,60

Education and personal growth	3	7	15	5	2,27
Social care	4	16	10	0	2,80
Family life and leisure time	6	12	12	0	2,80
Approval	2	5	23	0	2,30
Stress	0	4	10	16	1,60
Independence	2	6	10	12	1,93
Prestige	2	5	7	16	1,77
Better superior	4	14	11	1	2,70
Atmosphere in working post	6	13	11	0	2,83
Righteous rewarding	21	5	4	0	3,57
Image of company	2	10	8	10	2,13
Sufficient information about activities in the company	3	12	10	5	2,43
Better work organization	5	13	11	1	2,73
Ecology of company	1	14	15	0	2,53
Occupational advantages	9	9	12	0	2,90
Working conditions	6	12	12	0	2,80

Source: own source

From the mentioned results we can see that **financial means** present for the chosen respondents most important motivation factor. It is not very gratifying for the company, since employees are motivated primarily through financial form of reward. **Certainty to have work** is second most important factor that motivates employees, which is understandable mainly for family orientated employees. Next element in spectrum of motivation factors presents righteous rewarding for performance and occupational advantages. Atmosphere at working post influences sufficiently work of employees. Consequent factor is social care, family life and leisure time and working conditions. Sequence of further motivation factors is

in the following rank: better organization of work, better superior, ecology of company, sufficient information about activities in the company and approval. It is interesting that motivation factor – education and personal growth fit in 14th place, it is very important for employees at leading positions, therefore it is not motivating factor for employees in workers' professions. Respondents had given minimal importance to the motivation factors, as for example: image of company, independence, prestige and stress. These results for motivation factors in the selected firm are very orientated on financial aspect and just this information is very important for preparation of motivation program in the firm, and by the preparation of motivation program we can use Herzberg or Alderfer theory of motivation how to prepare aims of motivation program. Results of this analysis show that employees in the selected firm prefer financial motivation. Therefore we will analyze situation, which employee's amenities are interesting for employees. In table 4 we designed some employee's amenities that are connecting with financial aspect and financial motivation.

Table 4. Research of occupational advantages from chosen respondents

Type of amenities	Number of respondents/ YES	Number of respondents/NO
Catering	30	0
Loans per housing	0	30
Reward for blood donor	7	23
Social subsidiary	17	13
Cultural events	14	16
Sports events	16	14
Recreation	25	5
Health care	27	3
Care for retirees	10	20

Source: own source

From this research results we can evaluate that employee's amenities are not interesting in this company as financial motivation besides catering, recreation, health care. The employees prefer financial motivation in loan, fee or increasing wage. Advantages that are supported by financial resources are not interesting for employees. The employees do not have interest for some advantages for example loans per housing, reward for blood donor or care for retirees.

Conclusion

Methods of measuring the amount of motivation are instruments to improve the management techniques of companies. Motivation is a kind of an impulse and a stimulating factor [7]. For the aim of motivation program creation, we came to the results that speak about most important factor for employees of the chosen company – basic financial reward. Second most important form is variable element, then occupational advantages, and nonfinancial rewards. It is important that company would combine all elements of the wage and by this way to

achieve better interest from the side of employees. Financial motivation from this view becomes most preferred form of employees' motivation and therefore motivation program must be orientated mainly to this area. Motivation trainings are part of the motivation program and tool for increasing of qualification growth of the employees [10]. Motivation program contributes to the satisfaction of employees and their stability in company, it removes fluctuation and dissatisfaction. Motivation program must bring satisfaction of worker and it must reflect also in his working tasks, benefits, wage and living balance of worker [12]. Motivation programs are necessary to create in the companies, where there is important to manage motivation of workers systematically and as a long term process. Motivation factors must be positively balanced with aim to be stimulus for working activities of employees and to present satisfaction of their needs and demands. In case motivation of workers and their performance is growing, we can speak also about increasing of working productivity if we consider with stable number of employees, and at the same time increasing of performance will reflect in higher sales, and working productivity will also increase. During increasing of sales there should to be considered also with growth of costs for creation of motivation program and its providing, which will reflect in the economical result of the company.

Acknowledgements

This contribution is part of project VEGA 1/0741/16 – Innovation controlling of industry companies for maintenance and improvement of competitiveness and project KEGA 002 TUKE -4/2017 Innovative didactic methods in education at university.

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Contact

doc. Ing. Katarína Teplická, PhD.
Ústav zemských zdrojov, Oddelenie manažérstva
Fakulta BERG
Technická univerzita Košice
Park Komenského 19, Košice
katarina.teplicka@tuke.sk