A model system to motivate strategic element of innovative management in the production organization. Selected motivational aspects in the xyz manufacturing company. Case study

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ABSTRACT
Motivation was always and will always be among the most important functions of management. Recognition of motive powers for particular employees in the company is very important, generally independently from its business profile. As a matter of fact, every employee is motivated by something different. There is no golden goal in motivation – you should work separately with every employee in order to provide the professional success.

Keywords: Motivation, motivating system, production workers, manufacturing company

1. INTRODUCTION

Nowadays, motivation of production staff to work plays an important role. Changing environment, the times of crisis, increasing competition and the aspect of social responsibility create incentive systems in manufacturing companies.

Employees, officers, directors, management, or the entire organization should be motivated to do their job, regardless of their job. The incentive system, the correct fit to your organization is a key strategic element in the management strategy for manufacturing process.
A newly hired employee should know their work goals, benefits, opportunity for promotion, additional benefits, and also to know all the benefits resulting from the ratio of non-wage labour contract.

Reasons related to this aspect of the issue may have diverse organizational nature. The organization may have problems with the right team motivation employee and frequent dismissals disease. Recruitment teams for production workers exist, that cyclically recruited person for the position, they can not keep a good employee in your current workplace. Shortages increase the degree of risk the proper customer service. It would make all the activities that are designed to assess the rationalization of the phenomenon and the resulting changes to restore the established structure of organization.

2. SELECTED ASPECTS MOTIVATION ASPECTS IN THE XYZ MANUFACTURING COMPANY

The incentive system is the process of regulating human behavior so as to be able to achieve a certain result. This is the mechanism regulating and actuating behavior of a person, group of people. It is a set of forces that cause people to behave in a certain way, showing different reactions [4]. This is the internal state of man, by which motivated is convinced of the rightness of the action [5]. Themes have an impact on the formation of beliefs in humans and determine the direction of the activity and maintain or reduce their course [7].

The incentive system should be such that each worker know how and why his effort and effect of the work will be evaluated by the manager. At the same time must also be convinced that the same as applied to the other [3]. It is important that the employees were informed about the objectives and tasks of the company, its mission and strategy, so that they can identify with the company through the acceptance and compliance of personal goals with the goals of the company. It is important to set goals of the company employees were read by them as achievable and giving specific effect. [4]. The objectives of incentive systems: exploiting the potential of staff in order to achieve the objectives of the company and the fulfillment of employees, increase work efficiency, the identification of the objectives of the organization, increase individual and group objectives in the bank [5].

Create incentive systems in banking is to increase the overall success of the bank as an organization and employees as individual cells. Effectiveness is measured by the satisfaction of implementation of the objectives and mutual satisfaction. Motivational tools are the rules, methods and forms of action.

A common goal of economic activity is a wage worker. However, there is significant opportunity to meet other needs and acquire relevant information for a non-wage employee motivators.

Motivation is an internal focus, desire and sex drive and interest, is the process making action encouraging the need for self-development [6].

J. Rejkowski process of motivation explains in the following way: "phenomena such as intention, intention, desire, desire, desire, interest in something they have one thing in common - means the occurrence of directional tendencies in man, which is made towards readiness for specific purposes; readiness may be more or less conscious, more or less specified. This trend will be called on motive (or process incentive), and general themes will define the term motivation" [1].
A. Kozdrój believes that it is "... the internal condition of man caused by many factors impacting on him" [6]. Common, however, is the view that motivation refers to the psychological experience of man, on which depends the possibility of and direction of human activity plays an important role in launching and directing human action, leading to the achievement of the objectives.

We distinguish between material and non-material motivation. Motivating immaterial is associated with effects on psychogenic factors in man. This can be praise, transfer difficult tasks for execution, good relations with superiors [2]. Motivating the material shows its face by means of shaping labor income. Essential tools of motivation is: salary, training, employment stability, and punishment and reward. Salary is an important factor contributing to the role in motivating. Nowadays, the most important element in banking bonus incentive is financial remuneration as a second faction, which consists of a base and premium. Pay Monthly dimension is considered a commercial bank task [3].

The employee is obliged to take measures that will result from the manufacturing of the plan sales agreement work. Bonus affects the better performance of tasks, stimulating effects of work and raising labor discipline. Salary lump sum is the sum of base salary and other components used in the bank. This form of settlement is evidenced in mobile computing. Training and development is defined as an agent for improving efficiency. Employees are trained in the form of so-called. E-learningów in the workplace or off-site in the control panel. Training and development are conducted objective of incurring qualifications.

Banks training, postgraduate, increasingly treated as an investment in professional development, preparation for change. The training allows the employee to achieve better performance and master the skills performed on the job. Rewards and punishments are valid in the bank in the format of the Staff Regulations. The prize is awarded for completing a specific task and the desired task. They should be provided equitably to motivate employees to continue effective work. The penalty is to eliminate inappropriate behavior and avoid them. They may be exempt disciplinary reprimand, reduction in salary. Punishing causes humiliation, lower self-esteem in a reduction in efficiency [4].

Coaching is a voluntary process of communication between a supervisor and his subordinates. It is a conscious decision-making process used to meet the needs of that helps single employees or the whole team of bankers in accelerating the pace of development and improve outcomes as achieving the goals of the rule of sales.

Coaches work with employees in the ranges associated with the implementation of sales plans, personal development in improving their skills or career, finances, health, passes through access to recreational activities and interpersonal relations in the team. With the coaching staff are more aware of their goals, which in accordance with adopted policies should realize, rationally optimize their activities, take better decisions and properly use their natural abilities.

Coaching is a process whose main objective is to reinforce positive actions to support the employee and making it independent of the intended changes based on their findings, conclusions and intellectual resources [5].

The following graph shows the current model of motivating, fully mapped to today's banking system.
3. ANALYSIS OF NON-WAGE INCENTIVE SYSTEMS IN THE SELECTED XYZ MANUFACTURING COMPANY IN 2016. CASE STUDY

The survey was conducted in November 2016, and manufacturing company was examined to verify the use of incentives. Participation in the study included 50 randomly selected employees. In all ages, seniority, education and gender bank holding positions related to the sale of banking products. Subjects were respondents were asked 14 questions that focused on job satisfaction, wages, non-wage incentive systems and relational in a branch of the bank. When the analysis was found that rotation occurs mainly among young people who have work experience of less than two years in the test bank and at least a bachelor higher education. They are not affiliated with the team, work treat as a source of income, training as a valued learning experienced colleagues. Relations in the manufacturing company are appropriate, associated with working in a team, or a good relationship with superiors and recognition by superiors [6]. The atmosphere and the working conditions are stressful, satisfactory in the low normal range. In the current times of crisis and difficulty in obtaining a positive assessment of the scoring results in a refusal to grant credit product to the customer, hence the lack of realization of the objective of the sales [7].

![Exemplary brainstorm for motivating ideas](image)

**Picture 1.** Exemplary brainstorm for motivating ideas

4. CONCLUSIONS

Different types of motivational tools to use, where efficiency turns out to be the movable part of remuneration, ie the premium is the causative agent of employee turnover. It would not necessarily lead to a policy of high-earning bonus because it results in a lack of good atmosphere and correct relational. Superiors too require the implementation of this objective, not too often recall - without making any steps to facilitate, enhance the efficiency
of the employee. In 2016 more important factor was a bonus incentive, clearly defined objectives and targets. Where the important element became the element of stability in employment, the impact of subsidies, mobile phone, and the possibility of promotion.

An important element is the appropriate selection of the system of motivation for both the employee and the supervisor what, precisely every employee in the organization. Always in the fusion of motivation, must be accompanied by proper conversation, as widely understood coaching. Nowadays, important in the process of motivation is the proper management of culturally diverse teams and talent [8]. Objectives that are implemented in incentive systems should be based on good employees stopped providing them a stable and decent employment.

References


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