

CORPORATE INCENTIVE SYSTEM

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Summary. This article deals with analysis and insight into motivation, work motivation and its impact on the motivation of the company. The draft amendments to the incentive system in the selected company. The first part is devoted to theoretical basis. It defines basic concepts of motivation, demotivation, it is a selection of motivational theory and program of motivation. The next section focuses on the performance of the company, motivation and remuneration, staff development. Finally article sets out recommendations that may lead to an increase in work efficiency and employee satisfaction.

Keywords: motivation, motivation tools, employees, work motivation, company

1. INTRODUCTION

Motivation is a strenuous activity and therefore it is important to pay proper attention. To understand the motivation process is necessary to distinguish stimulus and motive, or the process of motivation from the stimulation procedure. Encouraging themselves and others to take action, achieve personal goals or business objectives refers to as motivation. The main objective of stimulating the maximum benefit from the use of the current workforce, which improves overall profitability and business performance. Increase employee motivation is a complex and constant process. When creating an incentive system must take into account the organizational, technical, social and economic factors. When motivation is important to become familiar with the aspirations, needs and values of employees. Managers should be aware motivate their employees and on this basis for each employee to choose the most appropriate form of stimulation.

2. THE THEORETICAL DATA FROM THE AREA OF MOTIVATION

Motivation - an internal process that reflects the will of a man's desire to develop some effort leading to the achievement of a major objective, subjective, or the outcome. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

Motivation - an attempt by one person or subjects another person to create an incentive for the desired behavior. In practice, the necessary part of management. Based on the fact that a person is in terms of its natural incentives will not work unless they have a motivation. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

Motive - is defined, as an incentive, psychological causes of personal reactions, activities and actions of man. Needs are considered as the basic form of motifs. When we feel that we have something deficiency leads to activities that need to satisfy. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

Stimul - motive or incentive based on the environment, leading to unleashing human activities. This term is used in psychology and in those companies, teams or leading people. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

Stimulating - a process which promotes the systematic effect of external stimuli on the action and survival of humans in order to zvnútorňit' them. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

2.1 Motivation

Often, people confuse the idea of 'happy' employees with 'motivated' employees. These may be related, but motivation actually describes the level of desire employees feel to perform, regardless of the level of happiness. Employees who are adequately motivated to perform will be more productive, more engaged and feel more invested in their work. When employees feel these things, it helps them, and thereby their managers, be more successful. It is a manager's job to motivate employees to do their jobs well. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

Motivated employee works to meet business needs and goals of the company fulfills automatically. When the work performance is not considered satisfactory, it does not mean that the cause is lack of motivation. This may be, for example, that the employee entrusted with the missing skills. We must recognize who we entrust as the composition of the team. It can not be a man of whom we know that it does not have the ability. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

Motivation is defined as the force that causes an individual to behave in a specific way. Simply put, a highly motivated person works hard at a job; an unmotivated person does not. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

2.2 Types of motivation

The motivation will be discussed from two perspectives. What will motivate employees in the company to be involved in strategy development. How can we motivate people to fulfill the objectives of society. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

Intrinsic motivation - factors that people form themselves and affect them to behave a certain way, or were issued in a certain direction. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

Extrinsic motivation - everything is done for employees to be motivated. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

2.3 Work motivation

Work motivation is understood as an expression of individuals' access to work. His willingness to work, based on some internal motives, it motivates them. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

2.4 Sources of motivation

The main sources of individual work motivation can be divided into four basic groups:

1. motivation, which is based on prize money (intrinsic motivation);
2. motivation based on the possibility of applying their own skills to work objects, the results obtained, and overcome obstacles (intrinsic motivation);
3. Motivation resting on the social mission work;
4. motivation of expert reputations, or personal reputation. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

2.5 Motivational process

Motivational process is based on three components of motivation. The direction in which a person wants to keep, the efforts of which are striving attempt and perseverance, how long it will take to achieve the objective. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

Target setting process is in view of manager five steps:

- determining readiness for setting objectives,
- preparation for setting objectives,
- implementation,
- review of objectives, diversification,
- final inspection. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

2.6 Incentive program

Incentive program includes a tool to stimulate employees in accordance with the personnel and social policy, personnel strategy and cuts across a whole system of people management in the company. Incentive program organization has the task of working to influence the willingness of employees, their satisfaction and performance. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

The aim of the incentive program is to actively influence the behavior of people working and creating in all employees a positive relationship with the company. It should be part of the personnel strategy of the organization, strengthen employee loyalty to the company and to arouse in them the desire to develop themselves. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

3. MOTIVATION THEORY

We know several theories that looks for patterns, methods, principles and tools on how to effectively motivate employees. Direct them to the efforts to achieving the goals of the company. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

3.1 Maslow's hierarchy of needs theory

Maslow tried to explain why people are motivated by certain needs at a particular time. Why a person spends time and energy to personal safety, while another person depends on what you think about it by others. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

Distinguishes eight natural needs, such as understanding, leadership, but also the need to stand out. This hierarchy works most often with five main levels. At the lowest position, the physical needs, the need for security, love, and esteem at the highest level is the need for self-realization. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

Physical needs - such as satisfying hunger and thirst, the need for oxygen, sleep, activity, maternal instincts etc. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

- The need for security - protection from danger, pain, physical assault, lack.
- The need of love - feeling to belong to someone, feelings, friendship. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

- Esteem needs - respect for others if oneself. The desire for trust is part of respect for oneself, but also the desire for freedom, success, power. Respect for others is the status, recognition, attention. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

- The need for self-realization - it is not always a task that is creative. The form varies from person to person. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

3.2 Herzberg's theory

The theory argues that there are so-called. hygiene factors and motivators. F. Herzberg says that hygiene factors do not motivate. If they are not present to cause dissatisfaction. When present motivators elicit motivation, but their absence does not cause great dissatisfaction. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

Herzberg came up with two-factor theory, which distinguishes dissatisfactory and satisfactory. The absence dissatisfaktorov enough. For motivation to purchase is necessary satisfactory. For example, the lack of guarantees for handover of a mobile phone would represent dissatisfaktor. Its presence is not yet satisfaktorom or mood to buy, they did not bring inner satisfaction. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

3.3 Expectations theory

The author is Victor H. Vroom. An important concept in this theory are: Valencia, instrumentality and expectancy. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

"Valencia expressed subjectively perceived value target. Instrumentality is an activity through which the target to be achieved. Expectation expressed subjectively perceived likelihood of achieving the objective. Motivation to the realization of human activity leading to the goal can be symbolically expressed as: **Chyba! Nenašiel sa žiaden zdroj odkazov.**

„ $M = V * E$ “ **Chyba! Nenašiel sa žiaden zdroj odkazov.**

3.4 Theory “X” “Y”

The starting point X theory is that people really do not want to necessarily work or take on the responsibility. Therefore management systems shall emphasize control, discipline and direct supervision. Responsibility does most of the employees council. Preference commands and in connection with that needs to be checked, guidance, management to submit the necessary power. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

3.5 Theory of justice

Author of the theory is J. S. Adams. The base is called. the phenomenon of social comparison. An employee is to compare your own abilities, efforts to put to work with what you include associate performing the same activity. Imbalances in the comparison influences the performance of work. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

Put simply this theory can be expressed as the ratio of what we put into the work, with what they receive, compared with what give and receive collaborators. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

3.6 Theory ERG

ERG theory of Alderfer created, affecting three categories of needs:

1. "Existential needs (E - existence) "- these represent the needs of the need to maintain a balancing of the body by material objects. Types of essential needs can be fringe benefits, salary, working conditions. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

2. "Relationship needs (R - Relatedness)" - depend on the process of sharing and reciprocity. Components as confirmation and influence understanding. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

3. "Growth needs (G - Growth)" - are due to the tendency of open systems grow internally. Developing incentives for productive and creative endeavor. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

4. REWARDING EMPLOYEES

Remuneration is one of the most effective means of motivation. Is carried out in the form of wages, monetary and non-monetary rewards, is a substitute for the work. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

4.1 The remuneration system

The remuneration of employees must meet the following requirements:

- reward employees for achievements, loyalty, effort, skills and experience;
- employees should they be adopted;
- should be in accordance with legal standards;
- should attract the required number of quality job seekers;
- in profitable businesses should be assisted to achieve a competitive position in the market;
- important component of motivation. **Chyba! Nenašiel sa žiaden zdroj odkazov.**

5. ANALYSIS OF THE COMPANY

XY company operates since 1995 in the market of services in the field of testing.

The main reason for the creation of the company was to meet legislative documents for the accreditation of the Slovak National Accreditation Service. In order to improve and extend the delivery of services quality evaluation of production.

The company has established itself in the area of advisory and consulting the evaluation of metallic and non-metallic materials. Furthermore it performs chemical analyzes, tests, analyzes and mechanical and physical properties of materials.

The Company creates value for its employees, seeks to bring and maintain high quality services and products to its customers. Continuously reduces costs for direct cost reduction for customers.

Code of Ethical Conduct XY is binding for all managers and employees. The introduction since 2004. Employees are required to act in accordance with all applicable laws, procedures and principles. Failure to comply may result in disciplinary action, followed by sanctions, which may include termination of employment.

5.1 Payroll system

The task is to evaluate the results of wage labor worker and appreciate all aspects of its performance with regard to labor factors that are important to society.

Wage consists of three components:

- Basic salary,
- bonuses
- variable component.

5.2 Human resources development

The company promotes the development and education of its employees as well as employees of subsidiaries in programs aimed at management, language, occupational and vocational skills. Trainings have been made to ensure the legal requirements regarding safety at work and training. To meet the needs arising from the strategic goals of the company and individual staff development needs.

Build team spirit also contribute to other events, such as corporate summer and winter sports games. These activities of the company are above the law and confirmed by many collective agreement or company goals.

5.3 Education

The company uses the application of learning management systems, is a web application on the employee portal. It provides an overview of completed and planned training activities of employees. This application allows you to login subordinate their superiors, who have their own IP address. It allows superiors to change and cancel his account of employees according to deployment in a given time. It includes a handy calendar with recorded training dates for staff.

5.4 Employee benefits

An important tool for realizing social policy of the company and its main source of funding is the Social Fund. Within health care, employees participate in medical rehabilitation and regeneration interests of the workforce supports sports activities, provides Wellbeing. It provides vouchers to relax and regenerate in the amount of € 84 that an employee may use its own discretion.

It organizes events for children of employees, sporting events, cultural events, International Children's Day, St. Nicholas and support workers in need.

6. SUGGESTIONS FOR IMPROVING THE MOTIVATION SYSTEM IN THE COMPANY

The motivation must come from the fact that it is the people are the most important for the company. It brings with it constant improvement of human resources. The company aims to bring employees to the path where the success of the company will be considered for its success. The use of informal communication tools and collaboration with managers, which will result in accepting responsibility for the company.

The result of the analysis of the selected company is that it has sophisticated incentive system. I would not propose solutions to the many improvements that could significantly contribute to the improvement of remuneration and motivation system in the company. Nevertheless I find areas that I would like to introduce in this chapter and leaders and company managers to highlight possible improvements. Greatly helped me theoretical basis in the field of motivation, which I put to use in my thesis.

I recommend that the company focused on the change of incentives. Incentive tools after a certain time cease to be attractive and lose the incentive effect for employees. An example is the salary, which is considered frustrator especially when unchanged. After collecting the interviews I found that they were dissatisfied with the amount of their salary. I recommend themselves to superiors asked for a raise for subordinate employees. Best able to judge hard work, environment and entered the job. In this case, it is important to impartiality and objectivity. I ranked by som tam and regular updates through cash benefits. They determine the criteria to determine the amount of personal remuneration and strengthen the relationship of performance and rewards.

It is important to identify the causes of dissatisfaction with employee benefits. This problem bothering the employees who have expressed a questionnaire to the company incentive system. I recommend that the company sent out questionnaires, forms, in which employees expressed anonymously. Location "box" to express ideas, complaints upgrades.

Benefit, which recommends that a company is established in support of employees with children in pre-schools. The crisis is forcing them to return to work sooner. The starting point can be funded kindergartens or based company. Opening adapted to the needs of parents. The advantage for the company would be saving financial costs that would have to invest in training and search for new employees.

Interesting benefits for the employees, the contribution from the company childbirth.

Employees appreciate not only tangible financial rewards, but above all moral support in the working collective. It can be a compliment, or pick up a positive attitude towards work. Expression of praise shows interest in an employee who can not feel positive. Managers should therefore pay attention to the intangible motivations. The employees to behave as professionals and to require them to opinions, views. They should assess the performance and not the characteristics of man. It should not underestimate the care of new employees by their desire to work and optimism of the new jobs are beneficial for the company since its onset. Some bring with them experience, new ideas and a friendly atmosphere at the workplace.

A survey among employees in many cases pointed to the incompetence of managers. I recommend a company to pay attention to this problem. It focused on exploration in the form of questionnaires among employees. In the end, he managed well because they are the ones who are involved in production and revenue of the company. This would eliminate the reluctance to work to improve the atmosphere in the workplace and should be easier to achieve the intended objectives of the company.

Only competent superior is important for your team. He should not miss the leadership in quality, should inspire respect, but also to show that he can solve the problems of their subordinates and be friendly. These factors are an essential part of a well-functioning labor collective.

Self-realization is the next step to increase motivation. Many employees need space to put their ideas, thoughts. The manager should appreciate such employees and support them.

The incentive system can work properly when the company begins to seek solutions to problems such as rejection of rules, bureaucracy, lack. On the contrary, it increases the level of creativity, pace of work, punctuality.

Implementation of these proposals by the company could be effective. Some proposals can be costly. The market is successful for several years, and would maintain a high quality, experienced staff and acquired new ones.

7. CONCLUSION

Company to operate successfully, it is important that managers timely and regularly inform their employees about the goals, targets, but also the problems of society. It is essential to listen to the views of staff, respect their autonomy and to communicate with them. Within motivation managers should behave to each employee as a professional and take care to ensure that each task has been completed successfully. Staff should be appreciated boast even informally whenever possible.

It is important to deal with human development because in the production process control is the strong link of each company. Improving the design of motivation in the company reflected in the development, job discipline, safety, productivity, eliminate the negative factors.

Labor disputes should be addressed efficiently and not skip over them or exaggerates and career development, or improve the working environment.

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