

## COMPARISON OF MOTIVATION FACTORS IN TWO WOOD PROCESSING COMPANIES PRIMERJAVA MOTIVACIJSKIH DEJAVNIKOV V DVEH LESNO PREDELOVALNIH PODJETJIH

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### ABSTRACT

This research analyzed the motivating and demotivating factors amongst employees in two wood processing companies. The research was conducted over the years 2014 and 2015 with a survey using a questionnaire containing six questions with available statements offered. The questions were closed-ended, and respondents used the four-level scale of importance for each statement. A total of 180 employees in each company were surveyed, and results were statistically processed by using the  $\chi^2$ -test and cluster analysis. This study established that the motivation factors most important to employees between researched companies are significantly different. Employees were most concerned about social needs. Also, employees consider psychological circumstances of work to be very important. Employees' overall motivation can be linked to higher efficiency and higher quality production and business results, and such research should be conducted more often.

**Key words:** wood industry, personnel management, employees, motivating factors, de-motivating factors

### IZVLEČEK

V raziskavi smo analizirali motivacijske in demotivacijske dejavnike med zaposlenimi v dveh lesno predelovalnih podjetjih. Raziskava je potekala v letih 2014 in 2015. Opravljena je bila z metodo anketiranja, s pomočjo vprašalnika, ki je vseboval šest vprašanj s ponujenimi možnimi odgovori. Vprašanja so bila zaprtega tipa, anketiranci pa so pomembnost vsebine posameznih odgovorov ocenjevali s štiristopenjsko lestvico. Anketiranih je bilo 180 zaposlenih v vsakem podjetju, rezultati pa so bili statistično obdelani s pomočjo  $\chi^2$ -testa in klusterske analize. S študijo smo ugotovili, da se najbolj pomembni motivacijski dejavniki med zaposlenimi v obravnavanih podjetjih bistveno razlikujejo. Zaposleni so najbolj zaskrbljeni glede socialnih potreb. Menijo tudi, da je v podjetju zelo pomembna psihološka klima. Motivacija zaposlenih je lahko povezana z večjo učinkovitostjo, višjo kakovostjo proizvodnje in poslovnimi rezultati, zato bi bilo treba takšne raziskave pogosteje opravljati.

**Ključne besede:** lesna industrija, upravljanje kadrov, zaposleni, motivaciji dejavniki, demotivacijski dejavniki

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## 1 INTRODUCTION

### 1 UVOD

To achieve a quality production result, without the influence of technical-technological factors, one of the most important factors to consider is employees' motivation for work. Motivated employees come to work with enthusiasm and wish to fulfil their daily obligations in the most satisfying way, because it guarantees that their business results would be on the level required. Furthermore, satisfaction with their results and their salaries would be higher as well. Unmotivated employees very seldom fulfil their obligations, so their production and business results are on a much lower level than required by the company or by the market (Jelačić *et al.* 2010).

There are two groups of motivating theories: (1) motivation of contents, and (2) motivation of the process. The first group of theories researches the factors that motivate towards certain behaviour, whereas the second group of theories studies the reasons behind certain behaviour. Among the contents theories, the most recognized are the Maslow theory of needs, and the Glasser theory of choice. It is assumed that all human behaviour is pointed towards satisfying one's basic needs (Lipičnik 1998; Glasser 1999; Glasser 1994; Kropivšek *et al.* 2011; Jelačić *et al.* 2008). Knowing the profile of a person's needs can help form the basis for making the right approach for efficient and successful leadership (Kropivšek 2007; Jelačić *et al.* 2007). Herzberg gives one of those main theories, which has two

main parts, the factors or motivators and the hygienic factors, which help maintain the standard level of satisfaction (Možina 1998).

Among the different process theories there is the theory of a problem, which is based on a statement that people are willing to solve problems. A problem automatically initiates some kind of reaction from an employee (Lipičnik and Možina 1993). The Hackman-Oldhamer model of enrichment is based on three key psychological circumstances, the importance of work, responsibility and knowing results, which all have an influence on motivation at the workplace (Lipičnik and Možina 1993). Fromm (1996) gives a theory that says people work because they either want to have something or because they want to live up to be somebody/something one day.

Some newer research within companies for wood processing and furniture manufacturing (Kropivšek 2003; Kropivšek and Rozman 2007) reveals the presence of organizational cultures within a workplace, where the main goal is to motivate employees, which can pose an additional problem under certain given circumstances. It can be stated that almost all motivational factors lie in the hands of management. The main question remains: does management know how to use them (Možina 1998)? Motivation means that somebody does something because he or she wants to do so, and what management has to do is to motivate and stimulate him or her in such a way (Herzberg 2008; George and Jones 1999). Motivation is the process of awakening a person's drive to pursue activities, with emphasis on certain details and regulation to achieve a certain goal while overcoming obstacles along the way (Jelačić *et al.* 2010). It can be said that motivation contains factors such as enthusiasm, wish, intention, persistence, etc., which motivate and point ones behaviour in a certain direction (Daft *et al.* 2000). Previous research has shown that human activities are motivated by one or many known and sometimes unknown complicated factors (Možina 2002). There are individual factors that influence human activities and they are very often part of the human social life. Therefore, some routine motivating approaches may prove to be ineffective, because they are not adapted to each individual person within a company (Lipičnik 1998). The main goal of these activities aims to satisfy the wishes and expectations of one individual person, which are formed, based on his or her own material and social needs, desire for respect, independence, personal growth and development.

The presented ideas have led to the empirical research in two wood processing companies. The aim was to establish what motivating factors are most important to employees and their level of importance in two different companies.

## 2 METHODS

### 2 METODE

The research method for collecting the data was a survey conducted by a questionnaire for employees consisting of 6 questions. The conditions of key presumptions of different motivational theories were checked within the questionnaire. The questions were closed-ended, with respondents using a four-level scale of importance for each statement: the number 1 meaning never, 2 meaning sometimes, 3 meaning often, and 4 meaning always. A total of 180 employees ( $n$ ) were surveyed in each of two wood processing companies. The survey was conducted over the years 2014 and 2015.

The differences in the frequency of answers given by employees between two companies were tested by the  $\chi^2$ -test for each individual question. The hypothesis  $H_0$  was that the distributions of answers to the same question given in both companies were equal. That test showed that there was a statistically significant difference between distribution of all answers given in two different companies (for all tested  $p$ -values, where  $p \leq 0.001$  meaning that the differences are "very highly significant" (99.9%), where  $p \in (0,001, 0,01)$  indicates that the differences are "highly significant" (99.0%), where  $p \in (0,01, 0,05)$  indicates that the differences are "significant" (95.0%), and where  $p > 0.05$  indicates that the difference is "non-significant" (95.0%)). The study wished to establish which answers to given questions were closer to each other than others. Therefore a cluster analysis was conducted.

The clustering method was used to find distances between the questions. For computing the distances between the questions, the percent disagreement measure distance equation,  $(x,y) = (\text{number of } x_i \neq y_i)/i$  was used due to the categorical nature of the answers. For the clustering algorithm the hierarchical single linkage known as the nearest neighbour method was used. In this method the distance between two clusters is determined by the distance of the two closest objects within the different clusters  $d(C_i \cup C_j, C_k) = \min. (d(C_i, C_k), d(C_j, C_k))$ . All statistical analysis and graphical presentations were conducted using the STATISTICA 10.0 statistical software.

Table 1: Which factors do managers give most attention while managing?

Preglednica 1: Katerim dejavnikom posvečajo menedžerji med upravljanjem največ pozornosti?

GRADE / STOPNJA	1		2		3		4		N	df	$\chi^2$	p
	A	B	A	B	A	B	A	B				
Factor / Company / Dejavnik / Podjetje												
Physiological needs / Fiziološke potrebe	20	37	51	57	82	41	27	45	180	3	48	<0.0001
Security needs / Potrebe po varnosti	7	23	35	58	77	57	61	42	180	3	63	<0.0001
Social needs / Socialne potrebe	21	53	45	64	85	36	29	27	180	3	85	<0.0001
Self-approving needs / Potrebe po samopodreditvi	19	43	41	71	82	44	38	22	180	3	77	<0.0001
Need for success / Potrebe po uspehu	19	53	35	65	86	33	40	29	180	3	122	<0.0001
Survival needs / Potrebe po preživetju	22	59	33	65	84	31	41	25	180	3	133	<0.0001
Need for love and belonging / Potreba po ljubezni in pripadnosti	27	92	41	47	88	20	24	21	180	3	210	<0.0001
Need for power / Potreba po moči	31	62	33	55	82	25	34	38	180	3	86	<0.0001
Need for freedom / Potreba po svobodi	30	64	38	57	86	27	26	32	180	3	90	<0.0001
Need to learn and to have fun / Potreba po učenju in zabavi	32	79	43	48	83	29	22	24	180	3	105	<0.0001

(1 – never / nikoli, 2 – sometimes / včasih, 3 – often / pogosto, 4 – always / vedno)

Table 2: Which of these factors are important in motivation?

Preglednica 2: Kateri od teh dejavnikov so pomembni za motivacijo?

GRADE / STOPNJA	1		2		3		4		N	df	$\chi^2$	p
	A	B	A	B	A	B	A	B				
Factor / Company / Dejavnik / Podjetje												
Interesting job / Zanimivo delo	10	22	11	26	66	68	96	64	180	3	46	<0.0001
Salary / Plača	3	17	4	10	39	28	133	125	180	3	78	<0.0001
Work success / Uspeh pri delu	6	13	5	22	52	62	118	83	180	3	78	<0.0001
Work independence / Neodvisnost pri delu	1	13	7	22	60	71	111	74	180	3	190	<0.0001
Work responsibility / Odgovornost pri delu	2	10	2	25	52	54	123	91	180	3	305	<0.0001
Possibility of promotion / Možnost promocije	8	20	11	22	55	44	108	94	180	3	33	<0.0001
Possibility of self development / Možnost osebne razvoja	8	22	19	34	53	48	102	76	180	3	43	<0.0001
Possibility of profess. education / Možnost strokovnega izobraževanja	6	28	13	23	58	52	102	77	180	3	95	<0.0001
Company reputation / Ugled podjetja	3	23	9	27	58	64	109	66	180	3	187	<0.0001
Company politics and strategy / Politika in strategija podjetja	24	28	19	36	47	61	104	55	180	3	43	<0.0001
Outside auditing / Zunanja revizija	27	44	17	57	51	37	100	42	180	3	142	<0.0001
Way of management / Način upravljanja	10	29	10	32	54	55	109	64	180	3	103	<0.0001
Relationships with superiors / Odnosi z nadrejenimi	9	15	8	35	59	66	107	64	180	3	113	<0.0001
Relationships with subordinates / Odnosi s podrejenimi	8	22	9	28	56	62	109	68	180	3	81	<0.0001
Employees inter-relationships / Odnosi med zaposlenimi	1	14	13	19	53	52	109	94	180	3	174	<0.0001
Satisfaction with personal life / Zadovoljstvo z osebnim življenjem	15	17	9	24	64	43	99	96	180	3	32	<0.0001
Work environment / Delovno okolje	6	22	8	23	56	44	111	91	180	3	77	<0.0001
Quality work schedule / Kakovost delovnega urnika	2	15	7	20	46	54	124	91	180	3	119	<0.0001
Status / Status	8	26	15	42	62	58	97	54	180	3	108	<0.0001
Safety / Varnost	1	18	5	15	43	44	129	102	180	3	315	<0.0001
Information on company status / Informacija o stanju družbe	25	29	16	28	59	65	95	58	180	3	25	<0.0001
Financial awards / Finančne nagrade	16	14	11	20	55	41	106	105	180	3	11	0.0107
Recognition / Priznanje	28	19	11	35	51	45	107	81	180	3	62	<0.0001

(1 – not important / ni pomembno, 2 – less important / manj pomembno, 3 – more important / bolj pomembno, 4 – very important / zelo pomembno)

Table 3: Can a problem increase your activity (motivate you)?

Preglednica 3: Lahko problem poveča tvojo aktivnost (te motivira)?

GRADE / STOPNJA	1		2		3		4		N	df	$\chi^2$	p
	A	B	A	B	A	B	A	B				
Factor / Company / Dejavnik / Podjetje												
For solving problems special conditions are required / Za obravnavo problemov so potrebni posebni pogoji	12	21	43	78	88	57	37	24	180	3	51	<0.0001
Problems are an additional motivator / Problemi so dodaten motivator	24	36	50	68	77	52	29	24	180	3	21	<0.0001
Unmotivated employees do not see problems / Nemotivirani zaposleni ne vidijo problemov	28	35	28	55	82	61	42	29	180	3	37	<0.0001

(1 – never / nikoli, 2 – sometimes / včasih, 3 – often / pogosto, 4 – always / vedno)

Table 4: Why do people work?

Preglednica 4: Zakaj ljudje delajo?

GRADE / STOPNJA	1		2		3		4		N	df	$\chi^2$	p
	A	B	A	B	A	B	A	B				
Factor / Company / Dejavnik / Podjetje												
To have something / Da bi nekaj imeli	2	8	4	10	43	39	131	123	180	3	28	<0.0001
Be something or somebody / Da bi bili nekaj oz. nekdo	36	24	44	45	55	45	45	66	180	3	16	0.0013

(1 – not important / ni pomembno, 2 – less important / manj pomembno, 3 – more important / bolj pomembno, 4 – very important / zelo pomembno)

Table 5: How psychological circumstances influence work?

Preglednica 5: Kako psihološke okoliščine vplivajo na delo?

GRADE / STOPNJA	1		2		3		4		N	df	$\chi^2$	p
	A	B	A	B	A	B	A	B				
Factor / Company / Dejavnik / Podjetje												
Sense of work importance / V smislu pomembnosti dela	4	10	10	24	89	73	77	73	180	3	32	<0.0001
Sense of responsibility / V smislu odgovornosti	2	7	8	27	80	70	90	76	180	3	61	<0.0001
Sense of knowing the results / V smislu poznavanja rezultatov	3	9	21	29	85	64	71	78	180	3	21	0.0001

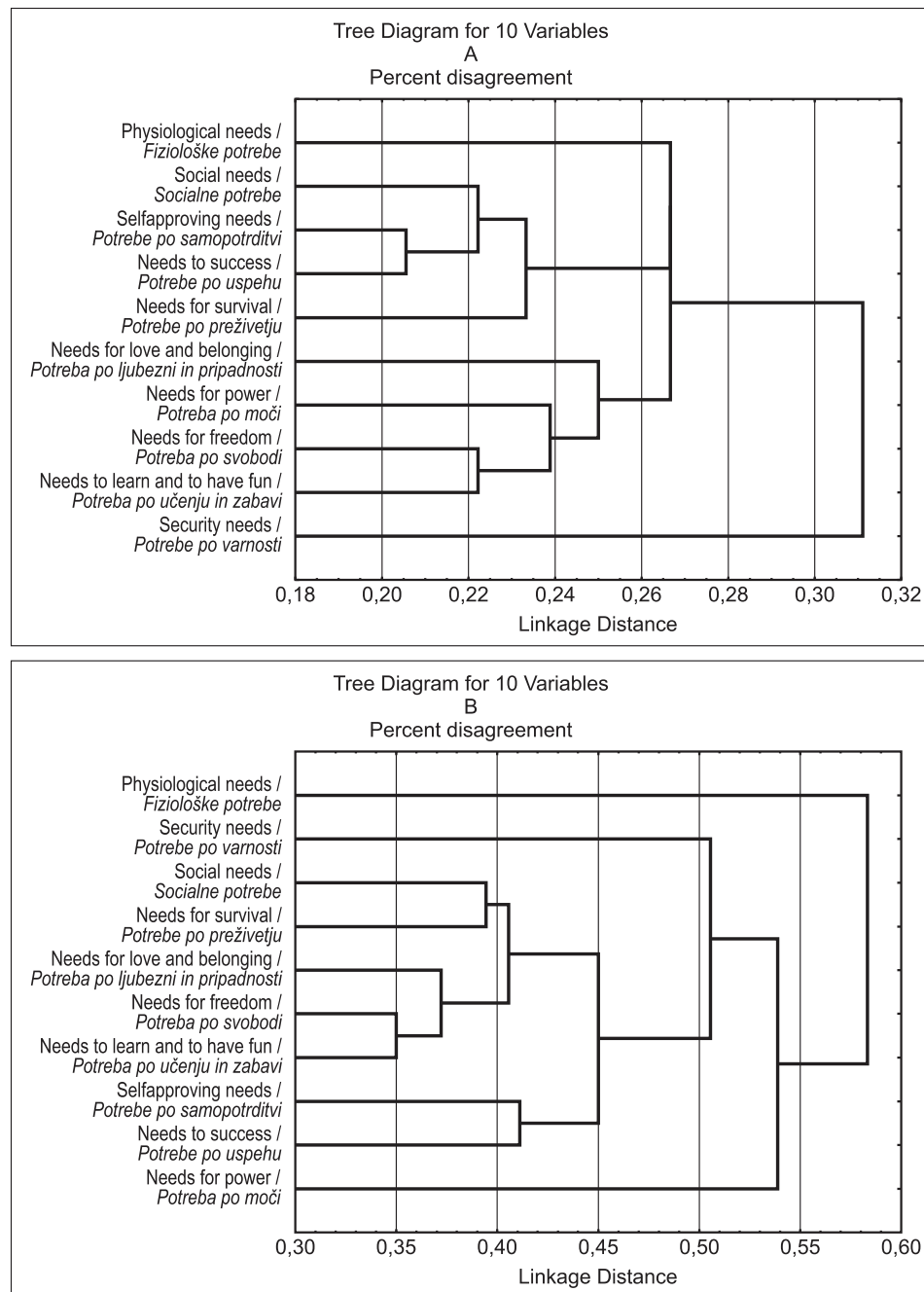
(1 – not important / ni pomembno, 2 – less important / manj pomembno, 3 – more important / bolj pomembno, 4 – very important / zelo pomembno)

Table 6: At what level do you notice demotivating factors in your company?

Preglednica 6: Na katerem nivoju opažate demotivacijske dejavnike v vašem podjetju?

GRADE / STOPNJA	1		2		3		4		N	df	$\chi^2$	p
	A	B	A	B	A	B	A	B				
Factor / Company / Dejavnik / Podjetje												
Being discharged / Izpraznjenost	107	15	39	29	19	53	15	83	180	3	451	<0.0001
Salary decrease / Znižanje plače	112	14	28	45	22	52	18	69	180	3	281	<0.0001
Use of punishment in managing / Uporaba kazni pri upravljanju	118	18	35	30	16	57	11	75	180	3	563	<0.0001
Creation of tensions between employees / Ustvarjanje napetosti med zaposlenimi	99	17	38	32	23	52	20	79	180	3	279	<0.0001
Work hours shortening / Skrajševanje delovnega časa	140	100	26	28	6	32	8	20	180	3	142	<0.0001
Reprimanding employees / Opominjanje zaposlenih	117	16	36	48	14	60	13	56	180	3	385	<0.0001
No possibility of further education / Ni možnosti za kasnejše izobraževanje	110	28	45	67	18	46	7	39	180	3	262	<0.0001
Less freedom at work / Manj svobode pri delu	111	24	42	50	13	46	14	60	180	3	305	<0.0001
Less work to do / Manj dela	128	84	39	45	9	29	4	22	180	3	141	<0.0001

(1 – not existing / ne obstajajo, 2 – existing a little / obstajajo, vendar malo, 3 – existing / obstajajo, 4 – very existing / obstajajo v veliki meri)



**Fig. 1:** Tree diagrams for the answers to question 1 for companies A and B

**Slika 1:** Drevesni diagram za odgovore na vprašanje 1 za podjetji A in B

### 3 RESULTS

#### 3 REZULTATI

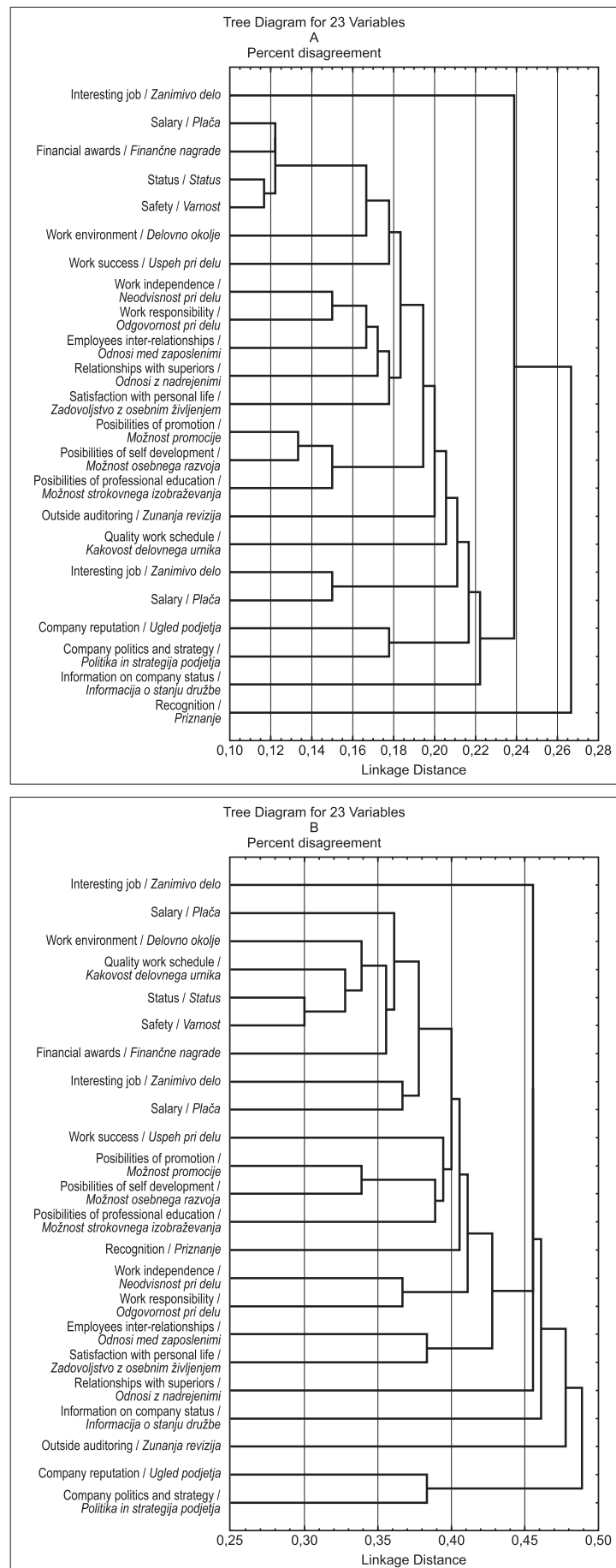
Tables 1 to 6 present the frequencies of answers to questions offered in the questionnaire from companies A and B.  $N$  stands for the size of the sample,  $df$  is the degree of freedom, while  $\chi^2$  represents the Pearson's chi-squared test and  $p$ -values.

The results of the cluster analysis are given in Figures 1 to 6, showing the tree diagrams for answers to each question for companies A and B.

Figure 1 shows that there was a strong relationship between self-approving needs and the need for success in company A, while there is a strong connection

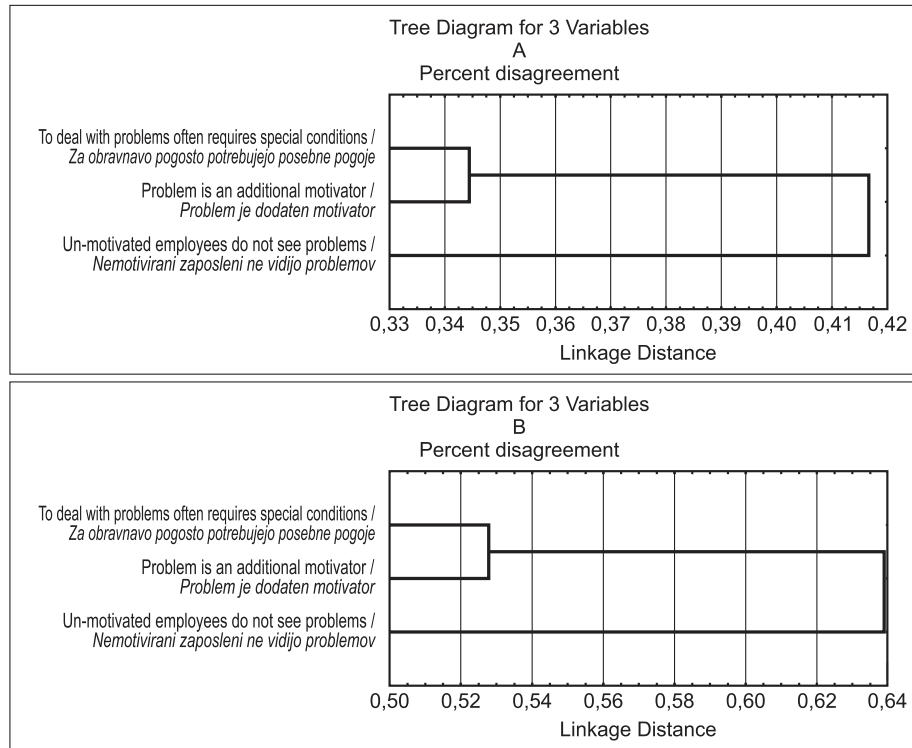
between the need for freedom and the need to learn and to have fun in company B.

Figure 2 shows that the strongest relationship in both companies was between needs for status and safety, but the linkage distance is significantly different for each of the companies in the research. Also, in company A the next two needs in strongest relationship with status and safety are salary and financial awards. In company B the in strongest relationship with status and safety is a need for quality work schedule. It means that in company A employees are more interested in physiological needs while in company B they are more interested in social needs.



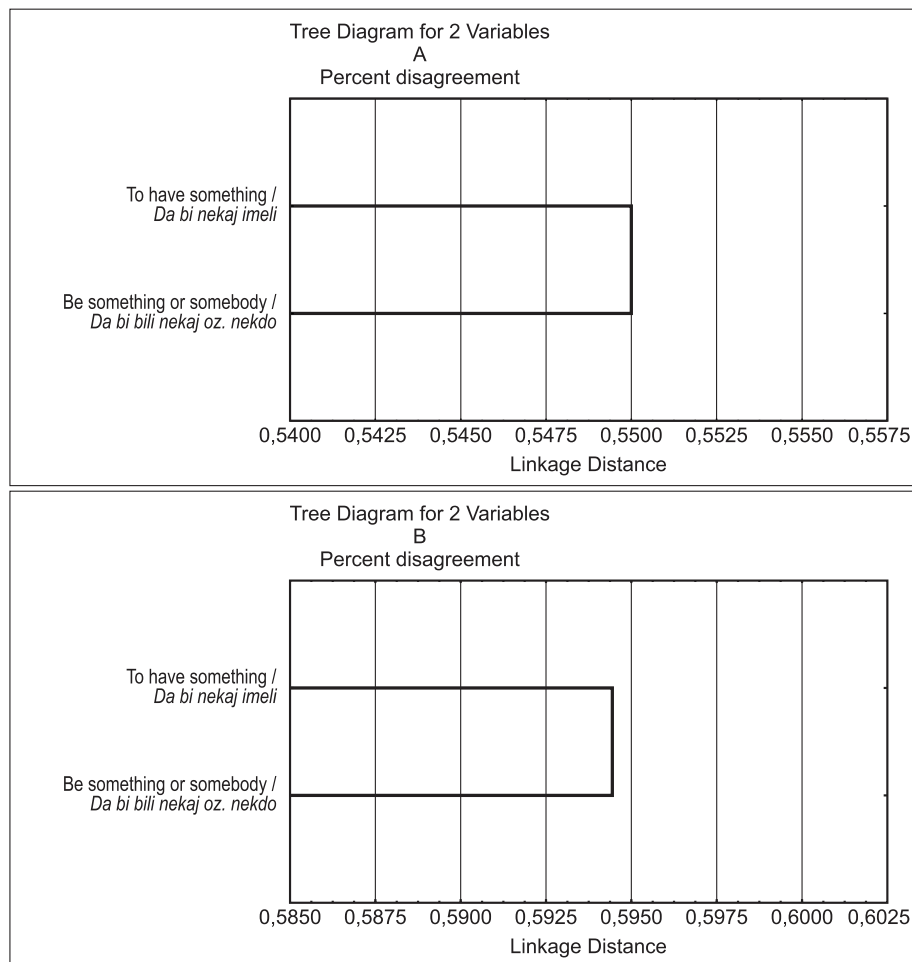
**Fig. 2:** Tree diagrams for the answers to question 2 for companies A and B

**Slika 2:** Drevesni diagram za odgovore na vprašanje 2 za podjetji A in B



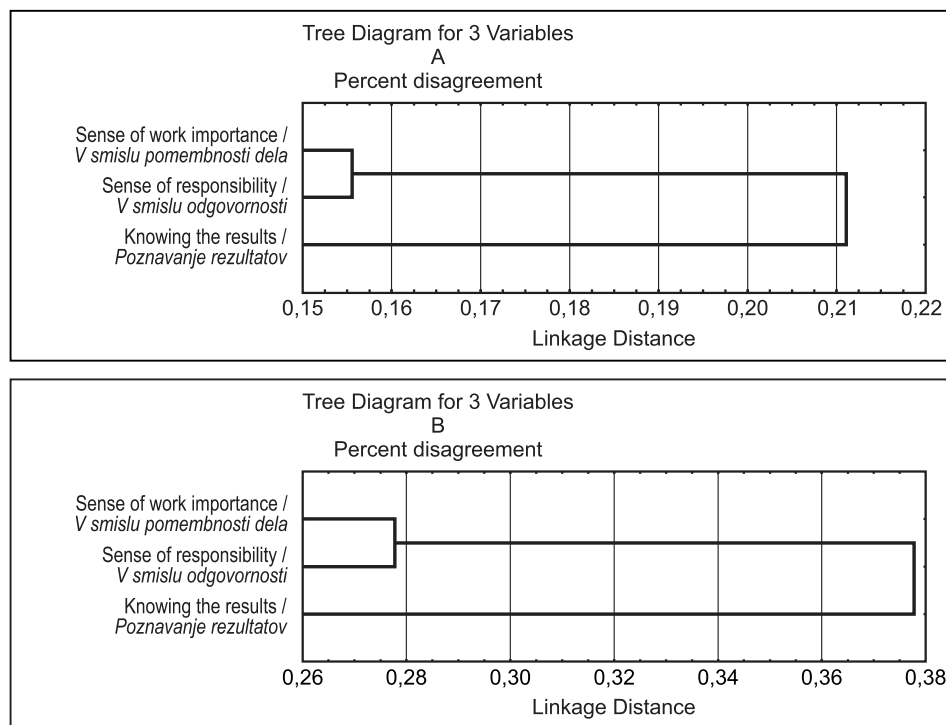
**Fig. 3:** Tree diagrams for the answers to question 3 for companies A and B

**Slika 3:** Drevesni diagram za odgovore na vprašanje 3 za podjetji A in B



**Fig. 4:** Tree diagrams for the answers to question 4 for companies A and B

**Slika 4:** Drevesni diagram za odgovore na vprašanje 4 za podjetji A in B



**Fig. 5:** Tree diagrams for the answers to question 5 for companies A and B

**Slika 5:** Drevesni diagram za odgovore na vprašanje 5 za podjetji A in B

Figure 3 shows the way that employees think about a problem as a motivator, and in both companies employees strongly connected a problem as a motivator and special conditions required to solve the problem. Again, the significant difference between two companies is the linkage distance between two answers.

As shown in figure 4, the linkage distance between two answers to the question “Why do people work?” was significantly different between two companies. While employees in company A marked “having something” with higher average grade than employees in company B (3.68 comparing to 3.54), for “recognition” the average grade in company B was higher than in company A (2.85 comparing to 2.61).

Results of the cluster analysis for the question “how psychological circumstances influence work (Figure 5)” show that employees in both companies consider sense of responsibility and work importance very important, but again the significant difference between two companies in the linkage difference between answers (the average grade of answers).

The last question can be summarized by the following results in Figure 6. Regarding de-motivating factors and their presence in the company, employees considered different factors as more present in company A than those in company B. The strongest correlation is between the reprimanding of employees and use of punishment in managing process, followed by a connection between less work to do and shortening

of work hours in company A. In company B the strongest connection was between the use of punishment in managing and the creation of tensions amongst employees, followed by less freedom at work.

#### 4 DISCUSSION AND CONCLUSIONS

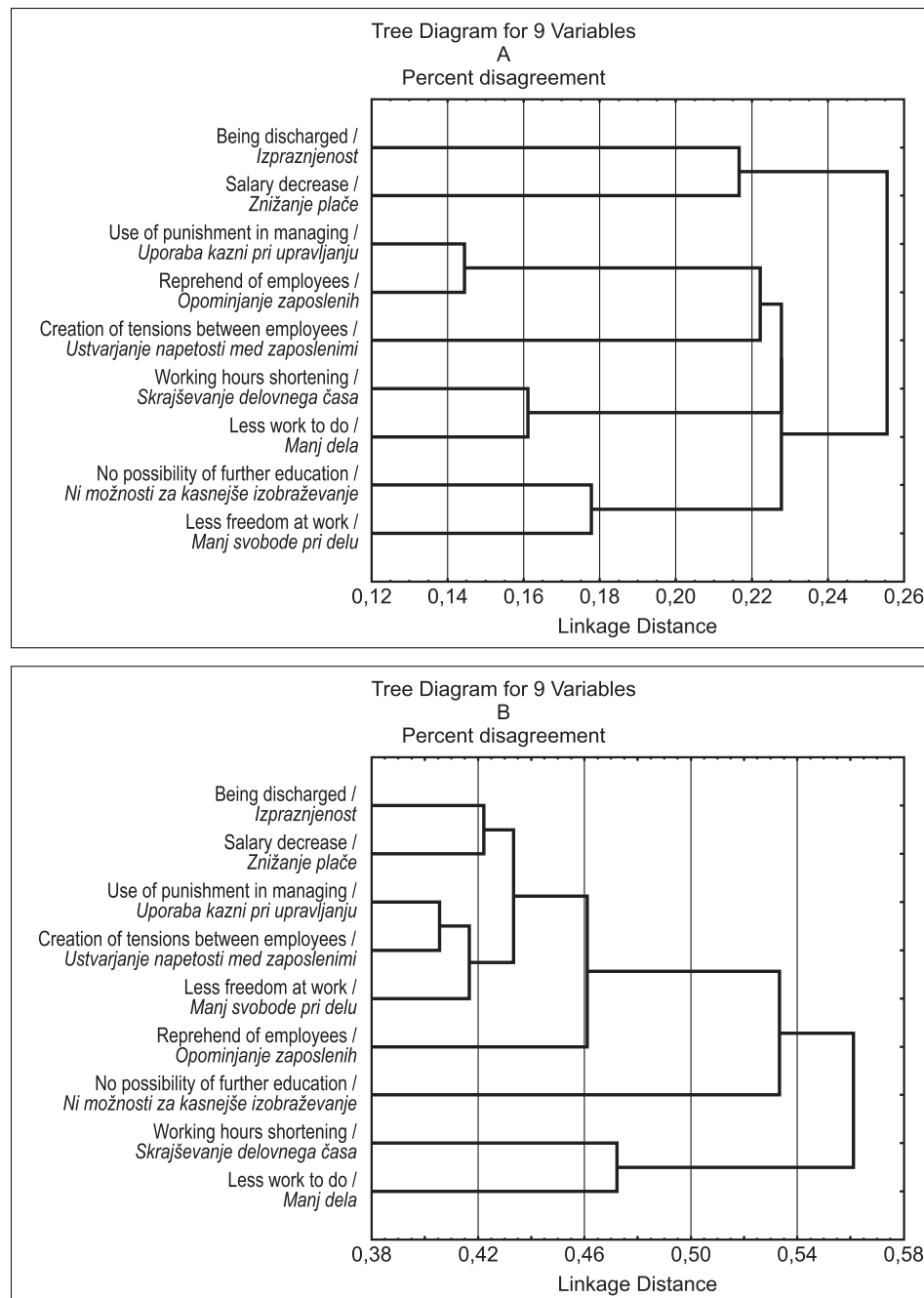
##### 4 RAZPRAVA IN ZAKLJUČKI

The aim of this research was to establish the differences between the motivation of employees in two wood processing companies. The research showed that the differences between all given questions and answers were statistically significantly different, so the cluster analysis was conducted to establish the linkage distance between answers to all the questions separately for both companies in research.

The study further showed that employees consider different motivation factors as important in different companies. Which motivating factors are more important to employees in different companies mostly depends on fulfilling social and physiological needs, meaning that grading on importance of particular motivating factor depends on the work environment, managing skills of superiors, interrelationships between employees, work responsibilities, as well as on salaries and security of the job.

De-motivating factors and their presence in companies also have big influence on employees’ satisfaction and motivation to work harder. Among de-motivating factors employees mostly refer to managing skills of





**Fig. 6:** Tree diagrams for the answers to question 6 for companies A and B

**Slika 6:** Drevesni diagram za odgovore na vprašanje 6 za podjetji A in B

superiors, meaning they consider use of punishment in managing process the most important de-motivating factor.

## 5 SUMMARY

This research analyzed the motivating and de-motivating factors amongst employees in two wood processing companies. The aim of the research was to establish what motivating factors are most important to employees and their level of importance in two different companies.

The research method for collecting the data was

a survey conducted by a questionnaire for employees consisting of six questions. The conditions of key presumptions of different motivational theories were checked within the questionnaire. The questions were closed-ended, with respondents using a four-level scale of importance for each statement. The survey was conducted over the years 2014 and 2015. A total of 180 employees in each company were surveyed, and the differences in the frequency of answers given by employees between two companies were tested by the  $\chi^2$ -test for each individual question. The hypothesis  $H_0$  was that the distributions of answers to the same

question given in both companies were equal. That test showed that there was a statistically significant difference between distribution of all answers given in two different companies (for all tested values  $p < 0.01$ , with one exception, where  $p = 0,01$ ). The study wished to establish which answers to given questions were closer to each other than others. Therefore a cluster analysis was conducted.

The study discovered that employees consider different motivation factors as important in different companies. Which motivating factors are more important to employees in different companies mostly depends on fulfilling social and physiological needs, meaning that grading on importance of particular motivating factor depends on the work environment, managing skills of superiors, interrelationships between employees, work responsibilities, as well as on salaries and security of the job.

De-motivating factors and their presence in companies also have big influence on employees' satisfaction and motivation. Among de-motivating factors employees mostly refer to managing skills of superiors, meaning they consider use of punishment in managing process the most important de-motivating factor.

Next research of this type should be conducted in a year or two from now, to investigate whether a changed and better work environment and some different managing skills among superiors have a better or any different influence on motivating and de-motivating factors in companies under research.

## 5 POVZETEK

V raziskavi smo analizirali motivacijske in de-motivacijske dejavnike med zaposlenimi v dveh lesno-predelovalnih podjetjih. Cilj raziskave je bil ugotoviti, kateri motivacijski dejavniki so najpomembnejši za zaposlene v dveh različnih podjetjih in kakšna je njihov stopnja pomembnosti.

Podatke smo zbirali z metodo anketiranja, raziskava pa je temeljila na vprašalniku, sestavljenem iz šestih vprašanj, na katera so zaposleni odgovarjali. Z vprašalnikom smo preverjali ključne predpostavke različnih motivacijskih teorij. Vprašanja so bila zaprtega tipa in anketiranci so z uporabo štirinivojske lestvice ocenjevali pomembnosti posameznih dejavnikov. Raziskava je potekala v letih 2014 in 2015. Anketiranih je bilo skupno 180 zaposlenih v vsakem podjetju, razlike v pogostosti odgovorov med zaposlenimi v dveh podjetjih pa smo ugotavljali z  $\chi^2$ -testom za vsako posamezno vprašanje. Hipoteza  $H_0$  je bila, da bo distribucija odgovorov na isto vprašanje v obeh podjetjih enaka. Test je

pokazal, da ni bilo statistično pomembne razlike med distribucijo vseh odgovorov, podanih v dveh različnih podjetjih (za vse testirane vrednosti je bil  $p < 0,01$ ). V raziskavi smo želeli ugotoviti, kateri odgovori na zastavljena vprašanja so bližje drug drugemu. Zato je bila opravljena klusterska analiza.

Študija je odkrila, da so zaposleni v obravnavanih podjetjih kot pomembne ocenili različne motivacijske dejavnike. Kateri motivacijski dejavniki so za zaposlene v dveh preučevanih podjetjih bolj pomembni, je večinoma odvisno od zadovoljevanja socialnih in fizioloških potreb, kar pomeni, da je stopnja pomembnosti posameznega motivacijskega dejavnika odvisna zlasti od delovnega okolja, upravljavskih znanj nadrejenih, medsebojnih odnosov med zaposlenimi, delovne odgovornosti kot tudi plače in varnosti zaposlitve.

De-motivacijski dejavniki v podjetjih imajo prav tako velik vpliv na zadovoljstvo in motivacijo zaposlenih. Med de-motivacijskimi dejavniki zaposleni največkrat omenjajo upravljalne sposobnosti nadrejenih, pri čemer menijo, da je kaznovanje v procesu upravljanja najpomembnejši de-motivacijski dejavnik.

Naslednja raziskava te vrste bi morala biti opravljena v letu ali dveh, da bi ugotovili, ali so spremenjeno in boljše delovno okolje ter drugačne upravljalne spretnosti nadrejenih imeli boljši ali drugačen vpliv na motivacijske in de-motivacijske dejavnike v obravnavanih podjetjih.

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