

Employees' Motivation Model in Lithuanian Food Industry: Search for Theoretical and Practical Premises

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The paper is focused on the Lithuanian enterprise leading and executive employees' work motives as well as on the attitudes towards work motivation. Correlation of motivation forms with work satisfaction and its results has been defined. The impact of the main factors such as qualification, delegation of power, continuing training and material as well as psychological means on motivation of employees is analysed in the paper. With the help of triangulation investigation method, Lithuanian enterprise employees' motivation and behaviour at work has been evaluated in the three aspects. The main aspects are as follows: interests of leading workers, interests of executive workers and neutral attitude towards the compatibility of these interests. It is a new attitude towards employees' motivation models. With reference to the author's theoretical and practical investigations, Lithuanian enterprise employees' motivation model has been prepared.

According to the investigation data, an insufficient attention is paid to motivation models of the employees from Lithuanian enterprises. At best, the separate motivation means are tried for the encouraging of the employees in the state's enterprises. Neither integrated attitude, nor particular motivation models (for the enterprises of Lithuanian food industry) do exist in the meantime.

Having analysed the motivation theories of foreign scientists as well as having evaluated the results of practical investigation in Lithuania, it has been determined that the basics of the motivation of the employees of Lithuanian enterprises are the motives of every employee (both official's and worker's), that are directed towards desirable results, and the behaviour of the employees – a conscious achievement of these results. One can confess that the point of motivation is the alternation of the behaviour and activity of employees (in desirable direction of employers). Conceptual motivation model of employees has been created for the grounding of this proposition.

It has been determined during the investigation that different motives are relevant to the employees of different enterprises. Managers ought to know that while changing operating conditions the motives of subordinates will change too. The hierarchy of the facilities of motivation activity could help managers to subordinate the motives-mechanisms of the individual for the good of employees themselves.

So, the aim of the motivation activity of the managers would be – to notice and evaluate in time the change of the motives of employees, while picking the motivation model of the employees of the enterprise.

During the investigations of the motivation models of

foreign countries and the Lithuanian labour motivation it has been determined that common consistent patterns, typical to Lithuanian enterprises, do exist. They are determined by differently chosen elements of motivation models of managers and employees of enterprises. Therefore the motivation models of the employees of the enterprises should include such motivation elements, which are typical of the managers and employees of particular enterprise.

Keywords: employees' motives, motivation, motivation models, career, needs.

Introduction

Implementation of Lithuanian economical self-sufficiency requires the solution of new tasks connected with the level of the economic employees' labour usefulness. The leaders of Lithuanian enterprises have not accumulated the experience of many years standing on the subject of employees' motivation in the Republic. Work motivation is connected with the following question: why people do something (or refrain from actions), and motivation process includes the choice of alternative actions in order to achieve the desirable result.

Understanding other persons' work motivation and motives are influenced by employees' attitudes and regulations.

The aim of investigations is to prepare employees' motivation model under the changing market conditions.

Tasks to be solved are as follows: to investigate motivation aims and activity motives of leading and executive employees; to determine the main elements of motivation model.

The object of investigation – the employees' in Lithuanian food industry enterprises motives and behaviour at work.

Investigation methods

After the formation of contential and procession motivation trend, scientists paid more attention to the analysis of the development of motivation theories. F. Teilor (1903), A. Maslow (1943), F. Herzberg (1959) wrote about motivation problems. Peculiarities of motivation and motivation theories was analysed by: E. Ijin (Е. Ильин) (1984), D. Uznadze (Д. Узнэдзе) (1990), A. Jakovlev (А. Яковлев) (1995).

Motivation investigations in Lithuania began in 1927. The first scientists were J. Vabalas-Gudaitis, A. Gučas. Employees' motivation problems were analysed by A.

Navickas (1985), R. Razauskas (1987), P. Jucevičienė (1990), R. Grigas (1995), A. Seilius (1998).

Theoretical and practical scientific solutions concerning employees' motivation are accumulated, however, it is not clear if above mentioned solutions are reliable under the conditions they should be applied to. The question is, which solutions found in foreign literature should be applied in Lithuania. It is generally accepted that employees' motivation depends on particular society. Therefore, country's peculiarities should not be ignored. Variety of these peculiarities – the conceptual expression of motivation process depending on the actually fixed components of this process, i.e. on society's desires.

During the investigation, it has been tried to evaluate motivation of Lithuanian food industry enterprise employees from three positions while applying the method of *triangulation* investigation. *Main positions* are as follows: interests of leading workers, interests of executive workers and neutral attitude towards the compatibility of these interests.

The analysis of literature shows that there aren't investigations exploring employees' motivation in food industry. On the purpose to fill this gap there were chosen these food industry enterprises: "Pakruojo malūnas", "Birštono mineraliniai vandenys", "Biovela", "Suslavičius-Felix", "Suvalkijos linai", "Lietuviškas midus", "Kauno šiltnamiai", "Stumbras", "Josvainiai", "Girnogala".

Enterprise leaders, senior specialists, specialists and employees are attached to the leading employees, workpeople are attached to the executive workers.

While analysing the motivation of Lithuanian enterprise workers, activity motives (society's aims) and information addressees (leading and executive employees) have been defined. Each of these components has been qualitatively evaluated and differentiated. The conceptual variety of motivation process is analysed in three-dimensional vacuum, i.e. sources of activity motives and behaviour, activity motives of leading and executive workers.

For the evaluation of employees' motivations, in most cases the scale of 5 points is suggested in the scientific literature, where numbers, meaning respondents' opinions, are specified with every question, i.e. 1 point – absolutely unimportant, 2 – partially important, 3 – important, 4 – often important, 5 – very important. Authors believes that variants of responses expressed in numbers name the employees' motives and structure of behaviour insufficiently thoroughly. Therefore, *the method of collision (imaginary situations)* has been chosen for the investigation. According to the method of moral development investigation prepared by L.Kohlberg, test status has been granted for the lots of situations in questionnaires. Questions concerning employees' activity motives and behaviour at work had the variety of responses, where every variant of response meant different affirmation.

Variants (chosen by the investigated ones) of activity motives and behaviour have been foreseen in the questionnaires. Thus, variants of activity motives and behaviour evaluation were used for the perceiving of the deeper personality position, when respondent reasoning, the character of valuable self-determination is analysed.

For the interpretation of questionnaire data, the method of experimental evaluations has been used. The use of this

method is based on the hypothesis that after the summarization of the opinions of the workers (participating in the questionnaire), the adequate hierarchy method of the prognosticated object, namely Lithuanian enterprise employees' activity motives, could be formed.

Investigation methods are as follows: the analysis of scientific and publicist literature while investigating motivation, behaviour and motivation methods of separate periods of time; the analysis of primary and secondary sources while clearing out the influence of separate factors for motivation and efficiency of measures offered; the method of quantitative investigation was applied while carrying out the main practical investigation; the method of collision situations while creating investigation instruments and their projects.

Employees' motivation

From the beginning of the 19th century employees' motivation passed through many historical and conceptual development stages, where one or another scientific idea predominated. In the eighth and ninth decades of the 20th century, after the formation of contental and procession motivation directions, country's scientists paid more attention to the analysis of the development of motivation theories. Practical creation of motivation models, their functioning and evaluation required more comprehensive investigations and studies (Marcinkevičiūtė, 1998).

Western theories of employees' motivation and behaviour have been tried to adapt in the enterprises not taking into consideration basic cultural and economical differences of Lithuanian enterprise workers in comparison with other countries, which theories have been tried to be applied. Western elements (USA, Japan and others) of motivation and behaviour models as well as methodologically different management conceptions have been transferred mechanically into employees' motivation systems of the Republic. Lithuanian enterprise employees were forced to face new foreign management conceptions having not yet assimilated the old ones.

Changing market conditions, difficult economic situation, constant threat of bankruptcy, weak base of laws, the absence of knowledge of life under market conditions, the low activity of trade unions and workers as well as their insufficient influence on state management have caused trouble and limited the opportunities of the application of rational motivation models in Lithuania (Marcinkevičiūtė, 2003).

State's leaders, adopting other countries' experience, start to use the elements of foreign countries' motivation models, however, not everyone succeeds because of insufficient knowledge and lack of practice (Aron, 1997). State's workers mechanically or absolutely ignore the application of motivation models without insufficiently comprehensive analysis. The lack of knowledge and practice while implementing motivation models in Lithuanian enterprises is one of the main business management problems.

While acting under market economy conditions and seeking for more effectively use professional abilities of the workers in the process of integration into international business, enterprise leaders should evaluate work, cultural

and social aspects of their workers (both leading and executive), which is often difficult to measure, having significant influence on motivation, though. It is important to evaluate workers' attitudes towards motivation and to foresee development perspectives. Lithuanian workers' motivation is a new and important direction of scientific researches orientated towards stimulation of social, cultural and economical progress. Motivation investigations are necessary while seeking to determine and evaluate workers' behaviour at work as well as motivation expression, interaction and influence on enterprise activity. In order to create rational models of workers' motivation, certain logical analysis and consistency must be kept to, because creation of models requires large spadework, i.e. evaluation of present condition of workers' motivation and determination of the constructs of investigation instruments.

The most prevalent opinion is that motivation consists of activity and purposefulness. The attitude towards work differs comparatively slowly, and motivation differs depending on situation (Rogers, 1996).

First of all, the work itself creates behaviour motivation. Leader should create conditions for the work to be attractive and creative (Cuendet, 1996). Responsibility for the work should be required as well. Routine (stiff) easy work cannot be the source of motivated behaviour. Leader must bother over the work to be constantly renewed. Workers should respect and trust their leader. Frankness and sincerity further motivation as well. Leader must be interested not only in workers' work, but associate with them as personalities as well. It should be seen from their own behaviour (Bučiūnienė, 1995).

State's enterprise workers should constantly make up their mind in choosing direction of their behaviour and in motivating it. Confidences become motives of everyday behaviour. They ensure steady and solid behaviour, harmonize ideas and feelings.

In choosing actions, action direction, the worker not only expresses his own position, but also strengthens himself as personality. Thus, choice is social and moral method of self-expression and result of his active creative activity (Stokes, 1999).

While choosing certain direction and way of activity, the worker actively effects surrounding environment, creates and reorganises it. At the same time he creates and for himself, makes new preconditions and possibilities for his further activity on which basis he grows rich, develops, improves (Daley, 1998). Enterprise workers are not free to choose, participate or not participate in social production; in order to live – one must work – it is a social and, at the same time, moral necessity.

Human's nature is to take care of oneself. Chosen values (material wealth, happy family life, health) is a normal and, in any case, un-blameworthy feature (Donelson, 1999).

The main thing is that the worker seeking benefit for oneself should not break established requirements or harm others. Those respecting the aims and individuality of others easily reconcile their own interests.

According to the investigation data of the authors, 55 per cent of Lithuanian food industry enterprise leaders affirmed that they are fully or partially satisfied with the qualification level of their subordinate workers, however,

they do not want to delegate their powers while carrying out more important tasks (Marcinkevičiūtė, 2003).

The main reason of the unwillingness of the leaders to delegate powers was named as the low professional preparation of subordinate workers, however, while characterizing their qualification level, there was already no place for dissatisfaction. One of the reasons why which Lithuanian food industry enterprise leaders do not want to delegate powers to subordinate workers, could be the absence of traditions for delegation of powers. The other reason could be the absence of social culture. During the investigation the leaders named as ideal ones the following features of the workers: work knowing, technical sophistication, discipline, diligence. The perspective factors for the transference to higher position have been named as the following ones: good work, experience and knowledge; higher education and good getting on with superiors. The investigation data shows that subordinate workers are not satisfied with theoretical and practical knowledge because of the unwillingness of enterprise leaders to trust them more complex works. Leaders themselves wish such workers with high work experience, technical sophistication and higher education; however, they themselves do not give such opportunities for the workers (Marcinkevičiūtė, 2003).

Employees with pleasure would extend their practical and theoretical knowledge, because they are interested in realizing their abilities and raising their professional qualification level.

It is generally accepted that the regularity of work power depends on technologies as well as on investments into education and science. Investments for education and science should depend not only on person's financial possibilities and personal initiative, but should be part of national development strategy where the main attitude is paid to economic development based on high qualification of work power and implementation of technologies. Leaders, who think about future perspectives, taking into account environmental conditions, intrinsic factors of the enterprise, should form an individual qualification raising and retraining strategy in enterprises (Alport, 1999).

Understanding the role of the perfection of qualification and considering financial resources, the level of workers' preparation as well as other reasons, enterprise leaders should create one or several (for different groups of workers) individual training strategies.

After the restoration of the independence, the changes started not only within the structure of continuing training, but while paying for the work as well. Already at the beginning of 1991 Work payment law of the Republic of Lithuania came into force, which qualified enterprises to regulate work payment themselves except payments of enterprise workers maintained from budgeted means. Government fixes such payments. The Law authorized Government to fix minimum monthly salary for hired workers working the whole day. According to the investigation data, 80 per cent of respondents affirmed that they are unsatisfied with the size of work salary; 20 per cent affirmed that they are not very much satisfied with their salary. The average monthly work salary in investigated enterprises varied from 600 to 1100 Lt in 2003 (Marcinkevičiūtė, 2003).

According to the data of the Department of Statistics to the Government of the Republic of Lithuania minimal monthly salary from 1999 till 2003 remained unchanged, i.e. 430 Lt. There are many people in Lithuania who are paid minimum. They make 16,1 per cent of all country's economic workers. According to the statistical data almost all industry production prices sold by producers increased by 0,6 per cent, oil products (petrol among them) increased by 3,7 per cent, food products and drinks increased by 0,5 per cent (Labour Market And Citizens' Employment, 2001).

The workers who were unsatisfied with the size of work salary, accentuated in their responses that they set to such works which do not ensure long employment, constant incomes, health and pension insurance.

65 per cent of the respondents affirmed that the size of work salary is too low in accordance with the importance of the work fulfilled; 35 per cent affirmed that the size of work salary corresponds to the importance of work (Marcinkevičiūtė, 2003).

Employers are interested in getting the best available profit while economizing expenditure of labour force (Herzberg, 1988). Sometimes it is done while hiding the part of work salary, paying it through "black" cash, developing work salary with deposit interests or dividends. Large labour force expenditures do not encourage to accept for a job additional workers (demand for work decreases) and encourage avoiding taxes, thus narrowing society's social security possibilities. 50 per cent of the respondents affirmed that such inducements in enterprises are not applied. It has been accentuated that with the decrease of production and with the increase of enterprise idle times, the main work salary sometime is late for 3-4 months, therefore, nobody talks about inducements. It is often thought that while analysing the necessities of material inducement system the best way of its application is to offer workers material award (premium, hire salary for the sincere work). Thus, it is possible to achieve the certain result. While investigating the efficiency of material inducement system in Lithuanian enterprises, the author has defined that 73 per cent of the respondents are not satisfied with the above mentioned systems. The shortcomings are the following ones: their imperfection (62 per cent), unclear inducement criteria (23 per cent) and unfair selection of incentive persons (12 per cent).

The structure of employees' motivation model in Lithuanian food industry enterprises

In order to rise from the hard economic situation and begin compete with developed countries' enterprises Lithuanian food industry enterprises should find ways to increase the employees' motivation using their labour potential. Workers' motivation is a complex phenomenon; therefore, many motivation theories and concepts have been created for its explanation. All of them are correct, but not all can be put into practice in our country. It is clear that society transformation processes going on in the direction of democracy and progress, determine the appliance of up-to-date motivation theories in enterprises, however, it should be understood that motivation is connected not only with the evolution of society, but is conditioned by na-

tional culture as well. In order to adapt Western motivation theories in enterprise management, basic cultural and economical differences of Lithuanian enterprise workers should be taken into account.

Lithuanian food industry enterprises have accumulated yet neither enough knowledge about motivation nor experience how to do it. Hard economical situation, constant bankruptcy threat, legal base, the lack of experience under market conditions, the low activity of trade unions and working people as well as the low influence on enterprise activity harden and limit motivation models' implementation opportunities in Lithuanian enterprises. It could be explained that the main reason of worker's behaviour is conditioned by *motives* and situation, where it turns up under certain conditions and in some time.

According to the investigation data, insufficient attention is paid to the workers' motivation models in Lithuanian food industry enterprises. At best, separate motivation measures are tried to be used in country's enterprises for the stimulation of workers.

Having analysed motivation theories of foreign scientists and having evaluated results of practical investigation in Lithuania, it has been determined that motivation base of Lithuanian food industry enterprises is each worker's (both leading workers and executive ones) motives, directed towards desirable results, and workers' behaviour is a conscious achievement of these results. One can affirm that the sense of motivation is the change of workers' behaviour and activity in the desirable direction of employer. For the validity of this proposition, motivation model for Lithuanian enterprise workers has been created (under changing market conditions).

The following structural elements make the motivation model of the employees in Lithuanian food industry enterprises (Figure):

- *professional skills*, closely connected with the compatibility of self-expression motives and activity, and apportionment of individual plans and specialized tasks;
- *work salary*, enabling to identify particular criteria while evaluating salary for work. This evaluation includes preferential acquisition of enterprise shares, fixed or variable premiums as well as extra pay;
- *information, delegation of powers and adoption of resolutions*, evaluating playback, hierarchy subordination and systematic transference of business information;
- *professional training*, enabling the constant improvement of qualification, the renewal of progressive technologies and planning of tasks as well as the determination of exact establishment;
- *socio-cultural intercourse and valuable orientations*, taking into consideration sectional discussions and consultations while seeking the destruction of negative situations in enterprises.

According to the data, investigation employees' motivation models in Lithuanian food industry enterprises are not applied so far, however, in economically developed countries, for example in Sweden, Norway, Finland, Switzerland, employees' motivation enrichment conceptions have been started to create using similar models. The aim of these conceptions

is to give more responsibility, autonomy and freedom for the adoption of solution to the workers.

Starting to apply the above suggested workers' motivation model, enterprise leaders should fulfil practical investigations of work motivation in their own enterprises,

trying to determine which work and behaviour motives (self-expression, respect, moral and material) predominate between workers and what motivation measures (work salary or wish to get real repayment from independent work) are more important to subordinate workers.

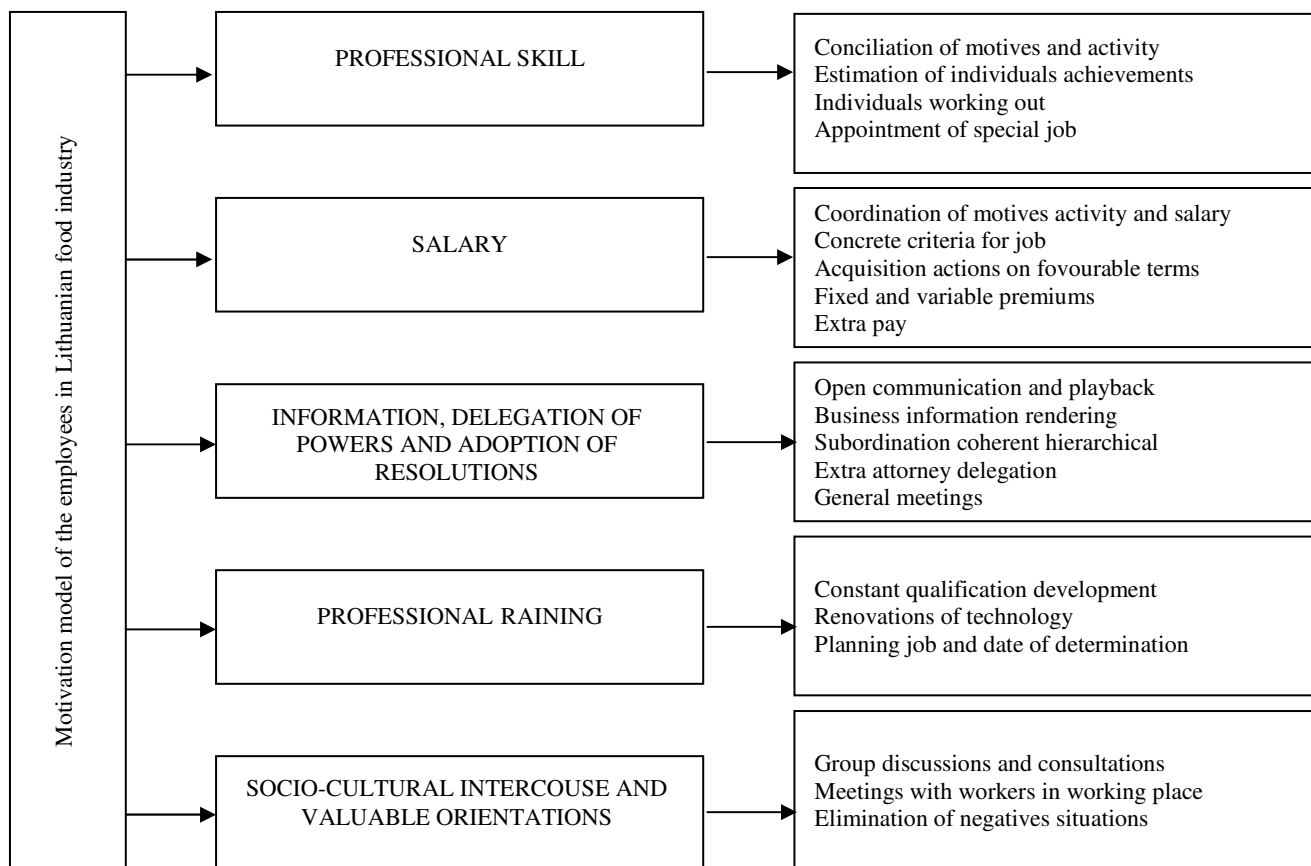


Figure. Motivation model of the employees in Lithuanian food industry

Summing up one can affirm that the aim of motivational activity of the leaders should be to notice in time and evaluate the change of workers' motives while choosing enterprise workers' motivation model.

According to the investigation of theoretical conceptions, foreign states' motivation models and Lithuanian work motivations, behaviour, as well as workers' motivation, it has been defined that general motivation regularities' characteristic to Lithuanian food industry enterprises do exist. They are defined by the elements of motivation models chosen differently by enterprise leaders and workers. Enterprise workers' motivation models should include such motivation elements, which are characteristic to the leaders and workers of particular enterprise.

Professional abilities' functionality connected with compatibility of self-expression motives and drawing up of individual plans and special tasks increases labor productivity in 25 per cent; concrete criteria of wages, fixed or mutable premiums and extra pays decreases labor force fluctuation in national enterprises in 15 per cent; information, delegation of power and decision making evaluating feedback, hierarchical subordination and systematic information transfer decreases nervous strain at work in 10 per cent; professional training enabling permanent qualification improvement, renewal of innovative technology, plan-

ning of tasks and setting of definite terms increases employees' professionalism in 10 per cent; socio-cultural communication and value orientations considering the group discussions and consultations improves social environment on purpose to exterminate the negative situations in Lithuanian enterprises.

Suggested motivation model means` decrease the risk of no qualitative management decision-making and anticipate the implementation of theoretical motivation attitudes in practice in 15 per cent. Suggested adaptation and efficiency of model in practice is grounded on samples of alternative motivation models` shaping and choosing (USA, Japan, Finland, Great Britain, Germany and in other countries).

Conclusions

1. The sense of Lithuanian food industry enterprise employees` motivation is the change of employees; behaviour and activity in the desirable direction of employers.
2. Exact and particular hierarchy of motivational activity opportunities help the leaders to subdue mechanisms-motives of personality for the good of enterprises and workers themselves.

3. General motivation regularities characteristic to Lithuanian food industry enterprises do exist. They are defined by motivation models' elements chosen differently by enterprise leaders and workers. Enterprise leaders' motivation models should include such motivation elements, which are characteristic to the leaders and workers of particular enterprise.
4. The employees' motivation model in Lithuanian food industry is comprised of these structural items: professional skill, salary, information, delegation of powers and adoption of resolutions, professional training, socio-cultural intercourse and valuable orientations.
5. Suggested motivation model means decrease the risk of no qualitative management decision-making and anticipate the implementation of theoretical motivation attitudes in practice in 15 per cent. Suggested adaptation and efficiency of model in practice is grounded on samples of alternative motivation models' shaping and choosing (USA, Japan, Finland, Great Britain, Germany and in other countries).
6. Starting to apply employees motivation models, enterprise leaders should carry out practical work motivation investigations in their own enterprises, seeking to define, which work and behaviour motives predominate among workers and which motivation measures are more important to subordinate workers.

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Lina Marcinkevičiūtė

Lietuvos maisto pramonės darbuotojų motyvavimo modelis: teorinės ir praktinės prielaidų paieška

Santrauka

Nuo XIX amžiaus pradžios darbuotojų motyvacijos teorijos perėjo ne vieną istorinės bei konceptualiosios raidos etapą, kuriuose vyravo viena arba kita mokslinė mintis. XX amžiaus 8-ajame-9-ajame dešimtmetyje, susiformavus turininėms ir procesinėms motyvacijos kryptims, praktinis motyvavimo modelių kūrimas, jų funkcionavimas ir įvertinimas reikalavo išsamesnių tyrimų bei studijų.

Įmonėse, neatsižvelgiant į Lietuvos darbuotojų esminius kultūrinius ir ekonominius skirtumus, buvo siekiama mechaniškai perkelti vakarietiškus motyvavimo ir elgsenos modelių elementus (JAV, Japonijos ir kt.) bei metodologiškai skirtingas valdymo koncepcijas. Lietuvoje įmonių darbuotojai, nespėję suvokti vieno, buvo priversti persiorientuoti į kitas užsienio valdymo koncepcijas.

Besikeičiančios rinkos sąlygos, sunki ekonominė padėtis, nuolatinė bankroto grėsmė, silpna įstatymų bazė, gyvenimo rinkos sąlygomis patirties stoka, mažas profsąjungų ir darbuotojų aktyvumas bei nedidelė jų įtaka šalies valdymui apsunkino ir riboja racionalių motyvavimo modelių diegimo galimybes Lietuvoje.

Ši kritika rodo, kad darbuotojų veiklos ir elgsenos pasirinkimas priklauso ne tik nuo vadovavimo metodų ar motyvų pobūdžio, bet ir nuo jų socialinio turinio. Vertindami motyvus, darbuotojai pažįsta save, prognozuoja savo poelgių pasekmes, reguliuoja elgseną, kontroliuoja impulsyvias emocijas paskatas, pateisina ar smerkia kitų ir savo poelgius, nagrinėja jų nuosirdumą, tikrumą, suvokia psichologinio pasirinkimo socialinį vertingumą.

Visuotinai pripažįstama, kad darbuotojų motyvavimas priklauso nuo individo, sąlygų ir laiko, jis nėra pastovus, nuolat kinta. Dėl tokio sudėtingumo neįmanoma vienareikšmiškai atsakyti, kaip geriausia motyvuoti darbuotojus. Kiekvienas naujas požiūris praplečia supratimą apie motyvaciją ir suteikia papildomų galimybių praktiniam darbuotojų motyvavimui. Tai verčia ieškoti naujų išeičių, mobilizuoti vidinius išteklius, keisti tradicinius darbo ir valdymo metodus naujais, pažangesniais. Aktualesnis tampa išsivysčiusių Vakarų šalių patirties darbuotojų motyvavimo srityje studijavimas ir adaptavimas mūsų sąlygomis. Nė viena motyvavimo teorija nėra tobula, tačiau, jas perpratus, galima rasti efektyviausias motyvavimo priemones bei metodus Lietuvos dirbantiesiems.

Pastaruoju metu daug diskutuojama apie kompleksinį darbuotojų motyvavimo priemonių naudojimą, ir praktinis požiūris į tai tampa vis aktualesnis. Taikant motyvavimo modelius Lietuvos įmonėse, žinių ir patirties stoka yra viena iš opiausių verslo vadybos problemų.

Siekiant nustatyti ir įvertinti darbuotojų elgseną darbe bei motyvavimo raišką, sąveiką ir įtaką įmonių veiklai, būtini motyvavimo tyrimai. Kuriant racionalų darbuotojų motyvavimo modelį, privaloma laikytis tam tikros loginės analizės ir nuoseklumo, kadangi modelio kūrimas reikalauja didelio parengiamojo darbo – esamos darbuotojų motyvavimo būklės įvertinimo ir tinkamo tyrimo instrumentų parinkimo.

Per pastarąjį dešimtmetį radikaliai pasikeitusios konkurencinės sąlygos reikalauja iš šalies įmonių vadovų esminių mąstysenos, požiūrių ir pozicijų, perkainojimų, liečiančių giluminius darbuotojų motyvavimo pokyčius bei valdymo filosofijos požiūrių formavimą. Lietuvos įmonių vadovai, norėdami išvengti didelės darbuotojų kaitos ir

demotyvacijos, privalo taikyti ne atskiras motyvavimo priemones, o tobulesnius, racionalius ir logiškai orientuotus motyvavimo priemonių kompleksus.

Darbuotojų motyvavimas plačiai nagrinėjamas JAV, Japonijoje, Prancūzijoje, Didžioje Britanijoje ir kt. Su darbuotojų motyvavimu susijusias problemas analizavo F. Teiloras (F. Teilor), A. Maslovas (A. Maslow), F. Hercbergas (F. Herzberg) ir kt.

Daug dėmesio darbo motyvacijai skyrė ne tik minėtų šalių mokslininkai, bet ir buvusių socialistinių valstybių vadovybės specialistai. Tarp jų žinomi šiuolaikiniai rusų motyvacijos minties atstovai: E. Iļinas (E. Ильин), D. Uznadzė (Д. Узнадзе), A. Jakovlevas (A. Яковлев) ir kt. Šių mokslininkų darbai išsiskyrė konkretumu ir aktualumu, bet dažniausiai juose buvo nagrinėjami tik vadovaujančių darbuotojų veiklos motyvai ir motyvavimo metodai, neteikiant konkrečių pasiūlymų darbininkų darbo motyvavimo reguliavimui.

Lietuvoje pirmieji darbo motyvavimo tyrimai pradėti 1927 m. (J. Vabalas-Gudaitis, A. Gučas). Darbuotojų motyvavimo problemas daugiau ar mažiau kliudė A. Navicko, R. Razausko, P. Jucevičienės, R. Grigo, A. Seiliaus ir kt. moksliniai darbai.

Literatūros šaltinių analizė rodo, kad maisto pramonės šakoje tyrimų nagrinėjančių darbuotojų motyvavimą nėra. Siekiant užpildyti šią spragą, tyrimams buvo pasirinktos maisto pramonės įmonės: AB "Pakruojo malūnas", AB "Birštono mineraliniai vandenys", UAB "Biovela", UAB "Suslavičius-Felix", AB "Suvalkijos linai" (aliejaus gamyba), UAB "Lietuviškas midus", AB "Kauno šiltnamiai", AB "Stumbras" (Kauno skyrius), AB "Josvainiai", UAB "Girnogala".

Problema sprendžiama konceptualiame lygmenyje, t.y. ieškoma tarp vadovaujančiųjų ir vykdančiųjų darbuotojų veiklos motyvų bei elgsenos veiksnių koreliacinio ryšio ir jo stiprumo. Iš trijų pozicijų kolizinių (įsivaizduojamų) situacijų ir trianguliacijos tyrimo metodais įvertintas Lietuvos maisto pramonės įmonių darbuotojų motyvavimas. *Pagrindinės pozicijos*: vadovaujančiųjų darbuotojų interesai, vykdančiųjų darbuotojų interesai ir neutralus požiūris į šių interesų suderinamumą. Darbo motyvacija yra susijusi su klausimu: kodėl žmonės ką nors daro (arba susilaiko nuo veiksmų), o motyvacijos procesas apima alternatyvių veiksmų pasirinkimą, siekiant norimo rezultato. Žmogaus darbo motyvacijos supratimas yra sudėtingas. Asmens motyvai jam pačiam gali būti aiškūs, bet gana keblūs kitiems. Kita vertus, asmuo, patyręs stresą, gali pats gerai nesuvokti savo veiklos motyvų, tarpu jie suprantami apmokytam stebėtoju. Savo ir kitų žmonių motyvų supratimas yra gana svarbus vadovaujantiems žmonėms.

Tyrimu nustatyta, kad skirtingų maisto pramonės įmonių darbuotojams yra aktualūs skirtingi motyvai. Vadovai privalo žinoti, kad keičiantis darbo sąlygoms pavaldinių motyvai taip pat keisis. Motyvacinės veiklos galimybių hierarchija padėtų vadovams asmenybės mechanizmus-motyvus palenkti įmonių ir pačių darbuotojų labui.

Todėl motyvacinės vadovų veiklos tikslas būtų laiku pastebėti ir įvertinti darbuotojų motyvų kaitą renkantis įmonės darbuotojų motyvavimo modelį.

Tyrimų duomenimis, Lietuvos maisto pramonės įmonių darbuotojų motyvavimo modelį sudaro šie struktūriniai elementai: pro-

fesiniai sugebėjimai, darbo užmokestis, informavimas, įgaliotųjų delegavimas ir sprendimų priėmimas, profesinis ugdymas, sociokultūrinis bendravimas ir vertybinės orientacijos.

Profesinių sugebėjimų funkcionalumas, susijęs su saviraiškos motyvų suderinamumu, individualių planų ir specializuotų užduočių išskyrimu 25 procentais padidina darbo našumą; konkretūs darbo užmokesčio kriterijai, fiksuotos ar kintamos premijos ir priedai prie darbo užmokesčio, 15 procentų sumažina darbuotojų kaitą įmonėse; informavimas, įgaliotųjų delegavimas ir sprendimų priėmimas, įvertinant grįžtamąjį ryšį, hierarchinį pavaldumą ir sistemingą dalykinės informacijos perdavimą 10 procentų sumažina nervinį įtensumą darbe; profesinis ugdymas, įgalinantis nuolatinį kvalifikacijos kėlimą, pažangios technologijos atnaujinimą ir užduočių planavimą bei tikslų terminų nustatymą 10 procentų padidina darbuotojų profesionalumą, diegiant technines priemones, naujus gamybos ir darbo metodus; sociokultūrinis bendravimas ir vertybinės orientacijos, atsižvelgiant į grupines diskusijas bei konsultacijas pagerina socialinę aplinką, siekiant negatyvių situacijų naikinimo Lietuvos įmonėse.

Motyvacijos modelio siūlomos priemonės 15 procentų sumažina nekokybišką valdymo sprendimų priėmimo riziką ir priartina teorinių motyvavimo nuostatų įgyvendinimą praktikoje. Siūlomas modelio adaptavimas bei veiksmingumas praktikoje, grindžiamas alternatyvių motyvavimo modelių formavimo bei parinkimo pavyzdžiais (JAV, Japonijos, Suomijos, Didžiosios Britanijos, Vokietijos ir kt. šalyse).

Norint kurti veiksmingus motyvavimo modelius, įmonėse privaloma atlikti parengiamąjį darbą nustatant darbuotojų veiklos motyvus, pasitenkinimo darbu veiksnius, poreikius ir kt. Nesirinkdami darbo pobūdžio, nesinaudodami profesiniais sugebėjimais ar kvalifikacija, darbuotojai tampa abejingais vykdytojais, kurie mato tik, jų nuomone, galutinę tikslą – darbo užmokestį. Toks požiūris žalingas, nes, praėjus tam tikram laikotarpiui, susidarius žemam žinių ir kvalifikacijos prestižui, Lietuva gali tapti tik darbo jėgos tiekėja. Siekiant minėtos problemos išvengti, būtina darbuotojų motyvavimą traktuoti kaip sudedamąją Lietuvos įmonių valdymo strategijos dalį.

Atlikus teorinių koncepcijų, užsienio šalių motyvavimo modelių ir Lietuvos darbo motyvacijos, elgsenos bei darbuotojų motyvavimo tyrimus, nustatyta, kad egzistuoja bendri (visuotiniai) Lietuvos maisto pramonės įmonėms būdingi motyvavimo dėsniniai ypatumai. Juos lemia įmonių vadovų bei darbuotojų skirtingai pasirenkami motyvavimo modelių elementai. Todėl įmonių darbuotojų motyvavimo modeliai turėtų apimti motyvavimo elementus, būdingus konkrečios įmonės vadovams ir darbuotojams.

Demokratijos ir pažangos augimo kryptimi vykstantys visuomenės transformacijos procesai Lietuvoje lemia šiuolaikinių motyvavimo modelių adaptavimą šalies įmonėse. Reikia suprasti, kad motyvavimas yra daugialypis socialinis reiškinys ir labai sudėtinga veiklos sfera, ne tik glaudžiai siejamas su visuomenės evoliucija, bet yra sąlygojamas tautinės kultūros; tai patvirtino ir specialieji tyrimai Lietuvos įmonėse.

Raktažodžiai: *darbuotojų motyvai, motyvacija, motyvavimo modeliai, karjera, poreikiai.*

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