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## **A COMPARATIVE ANALYSIS OF WORK MOTIVATIONAL FACTORS IN GERMAN AND POLISH MANUFACTURING COMPANIES**

### **Abstract**

Well-motivated employees engage more in their work activities. This article presents a comparative analysis of the importance of work motivational factors relevant to profiles of workers in a manufacturing company. This study is based on data obtained from 85 Polish and German Manufacturing Companies from the cross-border cooperation region of Lubuskie/Poland-Brandenburg/Germany. This is followed by a discussion of the results of empirical studies and of the supporting literature.

**Key words:** motivation, work motivational factors, manufacturing company.

### **ANALIZA PORÓWNAWCZA CZYNNIKÓW MOTYWACYJNYCH W NIEMIECKICH I POLSKICH PRZEDSIĘBIORSTWACH**

### **Streszczenie**

Odpowiednio motywowani pracownicy bardziej angażują się w realizację swoich zadań. W artykule zaprezentowano analizę porównawczą ważności czynników motywowania zdefiniowanych odpowiednio do danych grup pracowników w przedsiębiorstwie produkcyjnym. Artykuł oparty jest na wynikach badań przeprowadzonych w 85 polskich i niemieckich przedsiębiorstwach produkcyjnych z regionu transgranicznego: Województwo Lubuskie/Polska oraz Land Brandenburg/Niemcy. W podsumowaniu przeprowadzono dyskusję wyników prac.

**Słowa kluczowe:** motywacja, czynniki motywacyjne, przedsiębiorstwo produkcyjne.

### **Introduction**

Current manufacturing company's development may vary depending on the employees context. The changes in working life during recent decades influence on the expectations of employees'

work<sup>1</sup>. Well-motivated employees play a critical role in enhancing value and profit in an organisation<sup>2</sup>. Motivation can be divided into two dimensions: extrinsic motivation (prizes and rewards) and intrinsic motivation (the ability to learn and explore in itself)<sup>3</sup>. According to Azadeh and Zarrin<sup>4</sup> we can distinguish four work motivational factors: job satisfaction, job security, work stress and workload. In the motivational models for interest and belongingness to the organization the following motivational factors are included: preserving the rights, job security, the importance of the job, suitable salary, spiritual encouragements, friendship and intimacy<sup>5</sup>. Moreover Kazaz et al. (2008)<sup>6</sup> determined the basic motivational factors in four main areas: socio-psychological, organizational, physical and economic factors.

In order to identify work motivational factors in a manufacturing company it is relevant to identify profiles of workers in a manufacturing company. The groups of workers allowed to further identification of the most important motivational factors for each defined group of employees. So, the purpose of this study is to identify the specific work motivational factors (WMF) for groups of employees identified in a manufacturing company based on data obtained from 85 Polish and German Manufacturing Companies from the cross-border cooperation region of Lubuskie/Poland-Brandenburg/Germany.

Despite the need to be studied of work motivational factors used in manufacturing companies research, the intrinsic and extrinsic motivation need to be further studied, mainly in geographical areas most deprived of attention, as is the case of the cross-border cooperation region of Lubuskie/Poland-Brandenburg/Germany. The research results of the work motivational factors are interesting because it enables organizations to plan the direction of their motivational support efforts.

This paper aims to make a contribution to the literature on the work motivational factors in a manufacturing company.

## 2. Work motivational factors in manufacturing companies

This study aims to answer the following question: what is the importance of the different work motivational factors in manufacturing companies in geographical areas of the cross-border co-

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<sup>1</sup> M. Castells, *The rise of the network society. The information age: economy, society and culture*, Blackwell Publishers, Oxford 2000, vol. I.

J. Patalas-Maliszewska, I. Krebs, *Model of innovation transfer in small and medium enterprises (SME)*, In: *Advances in Production Engineering APE 2010: proceedings of the 5th international conference*, Warsaw University of Technology 2010.

<sup>2</sup> McKenzie-Mohr, D., Schultz, P. W., *Choosing effective behavior change tools*. *Social Marketing Quarterly* 2014, vol. 20(1), pp. 35-46.

<sup>3</sup> C. Dias, N. Corte-Real, A. Barreiros, T. Barreiros, T. Bastos, A.M. Fonseca, *Prática desportiva de estudantes universitários: o caso da Universidade do Porto*, *Rev Port Cien Desp*, 2008, vol. 8(2), pp. 219–228.

<sup>4</sup> A. Azadeh, M. Zarrin, *An intelligent framework for productivity assessment and analysis of human resource from resilience engineering, motivational factors*, HSE and ergonomics perspectives, *Safety Science* 2016, vol. 89, pp. 55-71.

<sup>5</sup> S. Naghshbandi, M. Afkhami, M. Moradi, *Identification of Important Motivational Factors of the Employees Regarding Interest and Belongingness to the Physical Education Organization's Offices in Isfahan: Presentation of a Model*, *Procedia - Social and Behavioral Sciences* 2012, vol. 46, pp. 5350–5355.

<sup>6</sup> A. Kazaz, E. Manisali, S. Ulubeyli, *Effect of basic motivational factors on construction workforce productivity in Turkey*, *Journal of Civil Engineering and Management* 2008, vol. 14(2), pp. 95–10.

operation region of Lubuskie/Poland-Brandenburg/Germany? To answer this question, the general objective of this research is to differentiate employees in a manufacturing company and identify the most important work motivational factors for them.

Self-Determination of motivation<sup>7</sup> argues that motivation can be described as extrinsic motivation (so called identified regulation) and as intrinsic motivation (so called leading to a self-determined behavior)<sup>8</sup>. We state, that well-motivated employees engage more in their work activities. According to literature review and argued with the Self-Determination of motivation theory<sup>9</sup> we define the following work motivational factors in a manufacturing company (see Fig. 1).

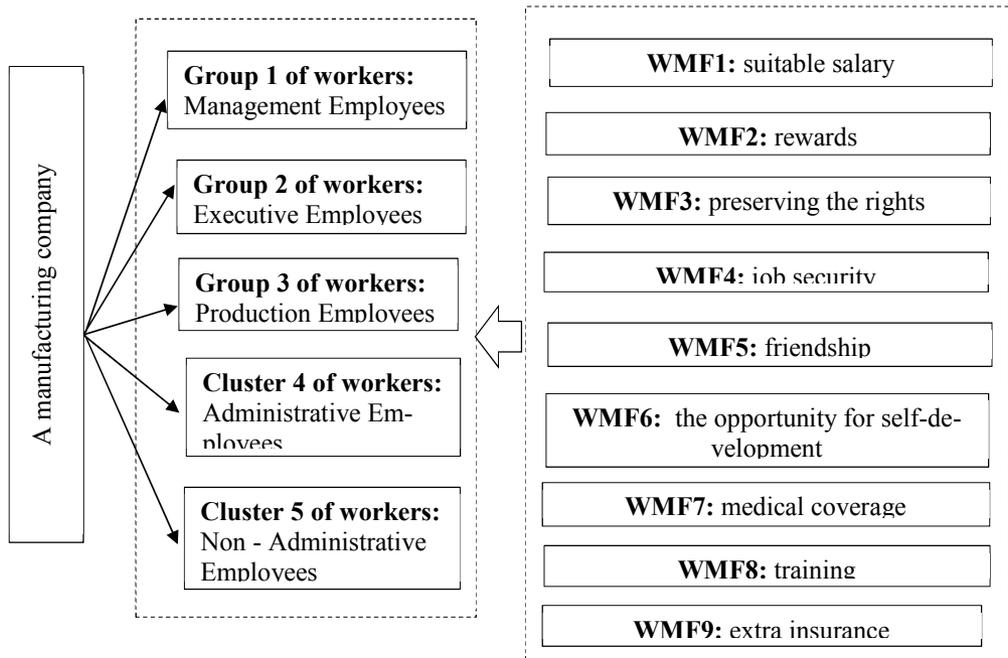


Fig. 1. A conceptual model, own work

<sup>7</sup> R. M., Ryan, E. L. Deci, *Intrinsic and extrinsic motivations: Classic definitions and new directions*, Contemporary Educational Psychology 2000, vol. 25 (1), pp. 54–67.

<sup>8</sup> C. P. Niemiec, R.M. Ryan, *Autonomy, competence, and relatedness in the classroom: Applying self-determination theory to educational practice*, Theory and Research in Education 2009, vol. 7, pp. 133–144.

<sup>9</sup> A. Azadeh, M. Zarrin, *An intelligent framework for productivity assessment and analysis of human resource from resilience engineering, motivational factors, HSE and ergonomics perspectives*, Safety Science 2016, vol. 89, pp. 55-71.

S. Naghshbandi, M. Afkhami, M., *Identification of Important Motivational Factors of the Employees Regarding Interest and Belongingness to the Physical Education Organization's Offices in Isfahan: Presentation of a Model*, Procedia - Social and Behavioral Sciences 2012, vol. 46, pp. 5350–5355.

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The conceptual model posits, from the preceding argument, that it is possible to determinate the importance of the defined work motivational factors in a manufacturing company regarding to the five groups of workers.

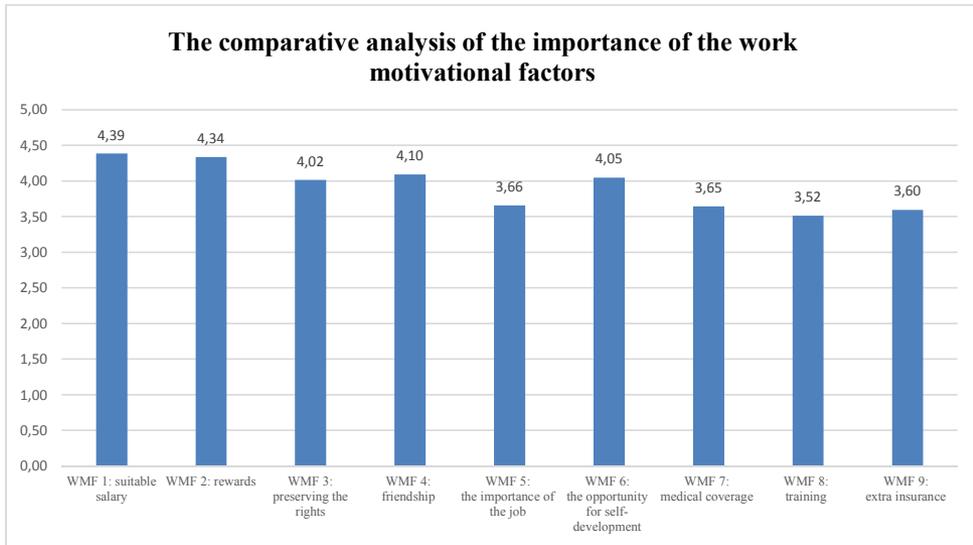
### **3. Research method**

Survey data were collected from 85 Polish and German Manufacturing Enterprises from Lubuskie region and from Brandenburg region between January to September, 2014 (Polish Enterprises), between November 2015 to January 2016 (German Enterprises). Research were intentionally carried out in the geographical areas: the region Lubuskie/Poland and Brandenburg/Germany, because these regions are a special joint cross-border area. The respondents were managers and CEOs also in the Polish and also in the German manufacturing companies. The respondents were asked to evaluate the degree the importance of each of nine work motivational factors for them. So, in this paper we will define the importance of work motivational factors for those employees in a manufacturing company (group 1 of workers). In our further research we will develop our survey of the groups 2-5 of workers (see Fig. 1). The first group of workers were asked in the form of the direct meetings, an Email survey and phone survey. The chosen companies from the “automotive” and “construction” sectors constitute about 20% of those enterprises in the geographical areas: the region Lubuskie/Poland and Brandenburg/Germany. The importance of WMF for each cluster of workers was assessed by the use of a five-point Likert scale in which 1 = strongly disagree and 5 = strongly agree.

### **4. Research results**

In our research results from Polish manufacturing companies in the geographical areas: the region Lubuskie/Poland and Brandenburg/Germany we can match the following importance of the defined work motivational factors.

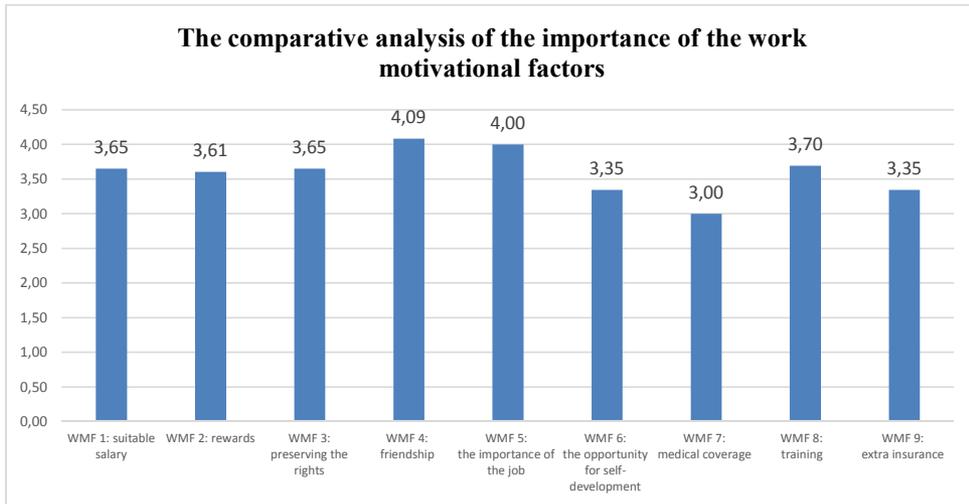
We can observe that most important WMF of Management Employees in a manufacturing companies are WMF1: suitable salary and WMF2: rewards. It is also matched that WMF8 (training) is not very important of Management Employees. Based on our research results we can state, that Management Employees in Polish Manufacturing Companies need the extrinsic motivation (prizes and rewards) to better realise their work (see Fig. 2). Figure 2 presents the comparative analysis of the importance of the work motivational factors in Polish manufacturing companies (as the average values of the 62 respondents).



**Fig. 2 The comparative analysis of the importance of the work motivational factors of Management Employees in Polish manufacturing companies, own work**

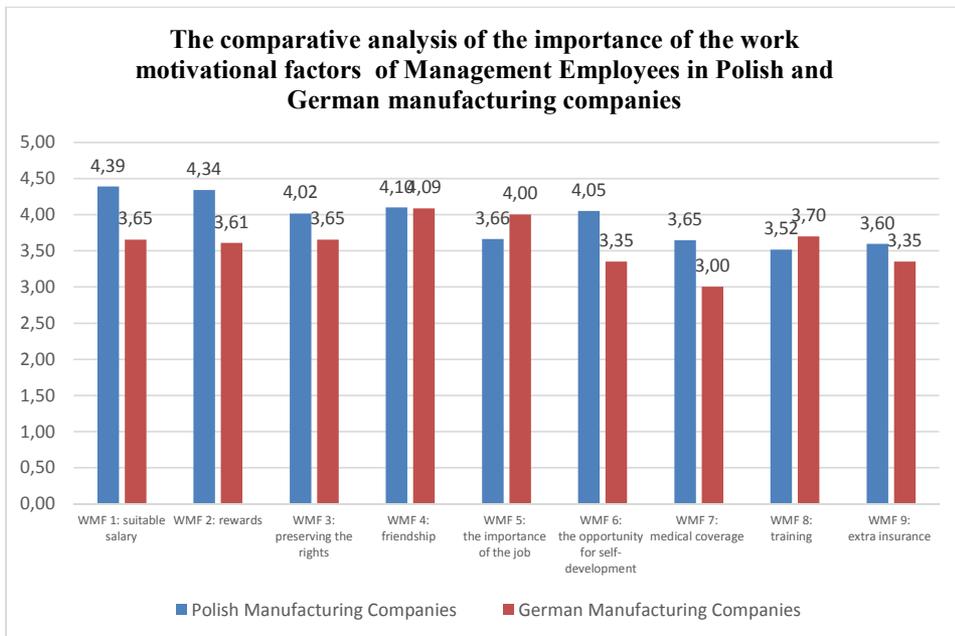
Our research results present also the most important WMF of Management Employees in German manufacturing companies in the geographical areas: the region Lubuskie/Poland and Brandenburg/Germany.

Based on the research results from German Manufacturing companies we can state, that importance of the work motivational factors of Management Employees is different as based on the research results from Polish companies. The most important WMF of Management Employees are WMF4: friendship and WMF5: the importance of the job. So, the Management Employees in German Manufacturing Companies – opposite to Management Employees in German Manufacturing Companies need the intrinsic motivation (the ability to learn and explore in itself) to better realise their work (see Fig. 3).



**Fig. 3** The comparative analysis of the importance of the work motivational factors of Management Employees in German manufacturing companies, own work

In our research results we matched similar research results from both German and Polish manufacturing enterprises for MWF4: friendship (see Fig. 4). We may therefore think that Management Employees in Polish manufacturing companies are beginning to value work motivational factors other than monetary.



**Fig. 4** The comparative analysis of the importance of the work motivational factors of Management Employees in Polish and in German manufacturing companies, own work

Workers should be motivated to the aim of increasing the company's competitiveness. Therefore, it is necessary to identify the motivational factors for workers in a manufacturing company that contribute to a successful of the company. The research results present the importance of the work motivational factors for the first of the defined group of workers: Management Employees. It is worth noting that for managers in German companies the most important motivational factor is the importance of the job, and for Polish managers still the factor: suitable salary. Polish manufacturing companies are still in the development phase, and are striving to raise the level of innovation. On the German market, companies already have their established position, so for their managers the prestige of having a job in this company is very important. This study was motivated by the actual needs of the managers of Polish and German manufacturing companies in the joint cross-border area. Hence starting with a review of the different motivational factors for Management Employees, the authors identified that the motivational factor: friendship may play a strong relevance regarding the development a company.

## Conclusions

In this paper the comparative analysis of the importance of the work motivational factors of Management Employees in Polish and in German manufacturing companies in the geographical areas: the region Lubuskie/Poland and Brandenburg/Germany is presented. It was observed that for Management Employees in Polish companies the extrinsic motivation (prizes and rewards) is most important in their work than non-monetary motivational factors. And for Management Employees in German companies the intrinsic motivation (the ability to learn and explore in itself) is more important in their work activities than the monetary motivational factors. Our further analysis will be refer to identification of the importance of work motivational factors of the next groups of employees: executive employees, production employees, administrative employees, non-administrative employees and their belongingness to the company.

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