

THE IMPACT OF MOTIVATION EMPLOYEERS OF THEIR SAFETY

DOI: 10.2478/czoto-2024-0037

Received: 30/11/2024

Accepted: 20/12/2024

Joanna Michalik – 0000-0002-6908-4527, e-mail: joanna.michalik@pcz.pl

Czestochowa University of Technology, Faculty of Management, Czestochowa, **Poland**

Abstract: The article presents the elements of management of a manufacturing enterprise. The main objective of the work is to present the possibilities of improving the quality, work efficiency and safety of employees through an appropriate motivational system. The article focuses primarily on the factors motivating employees to increase safety. For the purposes of the publication, a survey was developed in which 40 employees of a manufacturing company from the automotive industry participated. The survey asked questions about the impact of the behavior of management units on employee motivation. Employees could choose only closed questions, with the possibility of single or multiple choice. Only an appropriate motivational system allows for such management of the company that the work of employees meets the requirements of safety and quality and provides satisfaction. In the literature on the subject, you can find literature that brings the subject of motivation closer, but in almost every industry, motivating and demotivating factors are different and should not be generalized.

Keywords: motivation, safety

1. INTRODUCTION

The main objective of the work is to present the possibilities of improving the quality, efficiency of work and safety of employees by using an appropriate motivational system. In the literature, only a few items were found that indicate the connection between motivation and safety and the influence of one factor on the other. Safety at work is very important not only for employees but also for employers. Accidents at work, in addition to causing health losses, can also significantly affect the efficiency and profitability of the company. Sometimes, despite the applicable safety regulations, there are situations in which employees do not follow safety procedures. What is the reason for this? In enterprises, accidents happen mainly due to improper and dangerous behavior of employees. The approach called Behavioral Safety (BBS) assumes that the most effective attempts to modify dangerous employee behavior are based on influencing people abuse. As a consequence, change in behavior leads to a change in the way of thinking and attitude. In the other words, as a result of using behavioral methods for a long time, employees create a safe attitude that in the future translates into further safe behavior (Niciejewska and Obrecht, 2020; Woźny et al., 2017). The study of such employee behavior is the subject of occupational psychology (Lubrańska, 2024; Popadinets et al.,



2020). Based on the analysis of psychological factors that influence this phenomenon, employees can be appropriately motivated to follow safety procedures (Dziuba et al., 2020; Putra et al., 2024).

Many factors influence compliance with safety at work. It happens that employees do not have adequate awareness of the potential hazards associated with their work. Employees exposed to long working hours or high levels of stress may have a reduced ability to concentrate and follow procedures (Mazur et al., 2024). Therefore, it is extremely important for the employer to constantly educate and provide information on safety.

One of the most important factors motivating employees to increase their attention and safety is the organizational culture in the company (Fig. 1) and the behavior of superiors. In workplaces where safety is a priority and is actively supported by management, employees are more likely to follow safety procedures. To effectively motivate employees to follow safety procedures, their psychological needs and motivations must be considered.

Organizational culture is a set of values, beliefs, norms, customs, and ways of behaving that characterize a given company or organization. In other words, it is a key element of every company that shapes the behaviors, values, and relationships between employees. (<https://kadry.infor.pl>) The work culture in a company is an extremely important aspect that affects how the company functions, what goals its employees have, and what its priorities are.

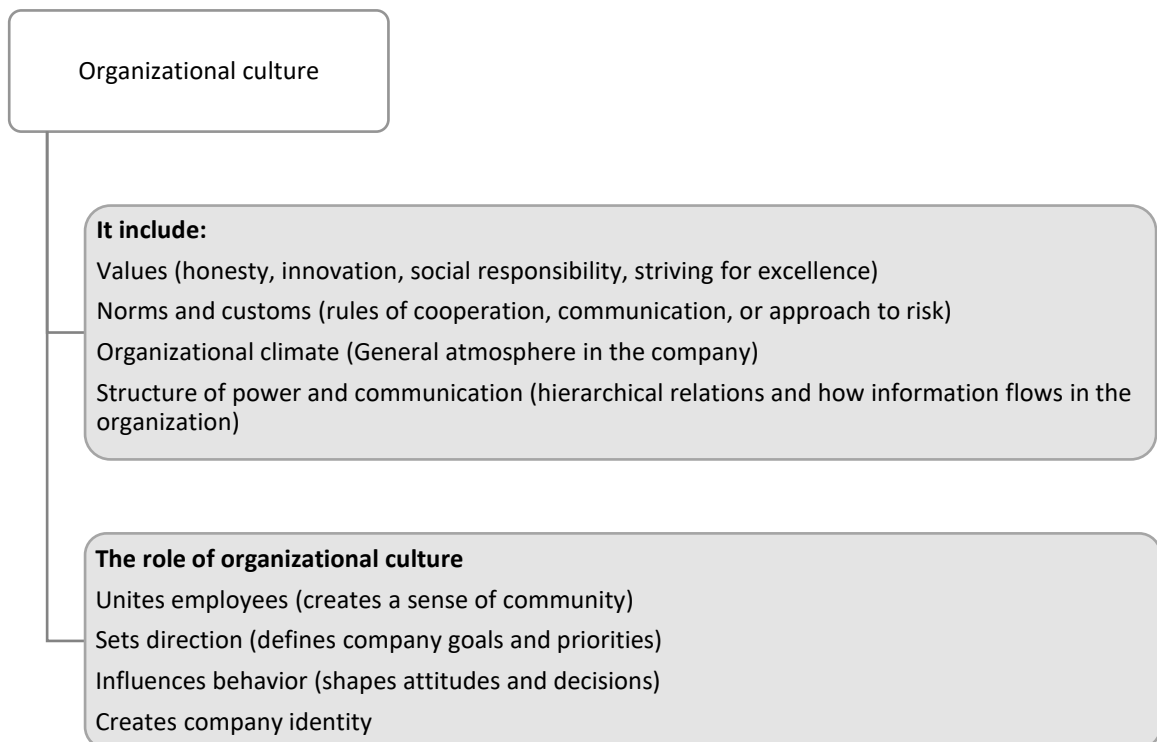


Fig. 1. Organizational culture

Source: Based on <https://kadry.infor.pl>

The work culture in a company can affect employee behavior and motivate them to follow safety procedures. Therefore, it is important to understand the individual needs of

employees and what really motivates each of them. This may require individual interviews and adapting motivational strategies to specific people. It is important to invest in the right tools and training. To follow safety procedures, employees must be properly equipped and trained. Rewards such as financial rewards, praise or recognition for good work are also effective tools for motivating employees. Organizational culture has a huge impact on employee behavior. Employees should know that their actions matter. It is not enough to just motivate employees to follow safety procedures. It is also important to monitor their behavior.

Safety in the workplace is a key issue for the health and efficiency of employees and the success of the company. Creating an organizational culture that supports safety, monitoring is equally important to maintain a high level of compliance with safety procedures.

2. THE IMPACT OF A SENSE OF SECURITY ON EMPLOYEE MOTIVATION

Undoubtedly, the way in which employees fulfill their duties is influenced by appropriate motivation to work. For every company, the motivation system is a basic tool for managing human resources, because the company's success depends on the involvement of employees and their level of job satisfaction. An effective incentive system should be comprehensive, effective, accepted, understandable, sufficiently flexible, simple to operate, and compliant with the law (Oleksyn, 2001; Pilarczyk and Ulewicz, 2024). Proper understanding of an employee's needs, personality, aspirations, and approach to work is the basis for creating a fruitful incentive scheme. In such a scheme, it is necessary to diagnose the employee, get to know their expectations and needs, as well as their attitudes and preferences, and clearly formulate tasks, remuneration, and scope of responsibility.

The most important elements in an incentive scheme include financial (known as tangible or monetary) and non-financial (intangible) factors. Financial factors are those elements that directly or indirectly reward work performed and may be monetary or in-kind. Non-financial, or intangible, factors are intended to motivate by providing a sense of security, stability at work and a good atmosphere.

The remuneration system, as a basic tool for influencing employees, fulfils four functions in a company: income function (source of livelihood), social function, cost function, and motivational function (Nieckarz, 2011).

Undoubtedly, the most important form of financial motivation is remuneration, the value of which should be determined on the basis of work evaluation, i.e., the degree of difficulty of the work on a given position, and should be determined by four criteria:

- mental requirements –determination of skills, abilities, and creativity needed for the job,
- physical requirements – determination of physical exertion required to perform duties,
- responsibility – determination of the degree of responsibility the employee has for themselves, others, finances, and the course of processes,
- working conditions – determination of the working environment (lighting, risk, climate, hazards).

Although the motivational role of remuneration is limited, as it often constitutes a constant and unchanging factor in the work process, it is still of great importance to the employee, as it provides a sense of stability and security (Kowalczewski and Matwiejczuk, 2008).

Another form of tangible incentives for employees includes non-monetary elements received by the employee (e.g., company car, phone, training, additional insurance,

tickets to cultural events, language courses, etc.). Motivation through non-monetary means helps to shape, develop and perpetuate a respected workplace.

In addition to tangible motivational factors, many companies are increasingly using intangible motivators, which cannot be converted into monetary value but are an essential part of the incentive scheme. Their function is to ensure employee satisfaction, which in turn increases employee commitment to duties and encourages improvement and use of skills. The most important intangible factors include respect, esteem, and praise for completed work.

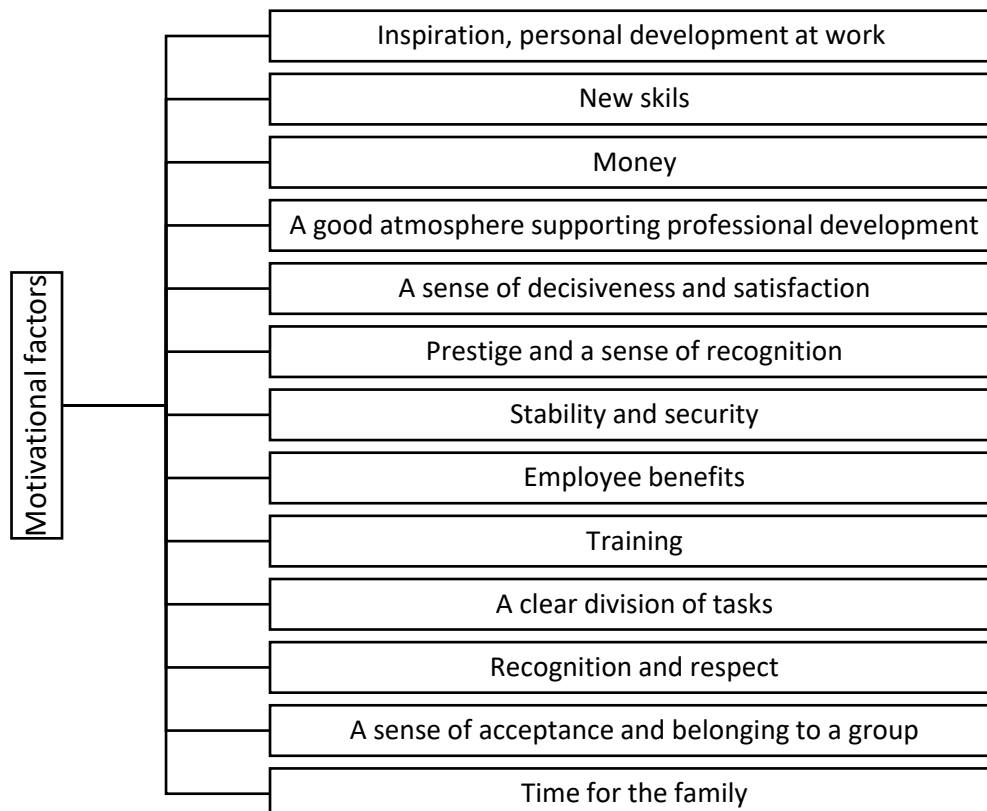


Fig. 2. Motivational factors in the workplace

The quality of work in a company can also be affected by negative behaviors or management processes. Unfortunately, these can reduce the efficiency of the team (fig. 3.).

Motivation to work is the key to increasing efficiency and satisfaction with the tasks performed. Effective methods of motivating employees may include recognizing their efforts, offering development opportunities, or ensuring a healthy work-life balance. Each company should develop its own methods of motivation. It is worth managers finding the answer to the question of what factors, apart from remuneration, positively affect motivation and efficiency and providing attractive employment conditions. In principle, for every company, the motivation system is a basic tool for managing human resources, because the company's success depends on the involvement of employees and their level of job satisfaction.

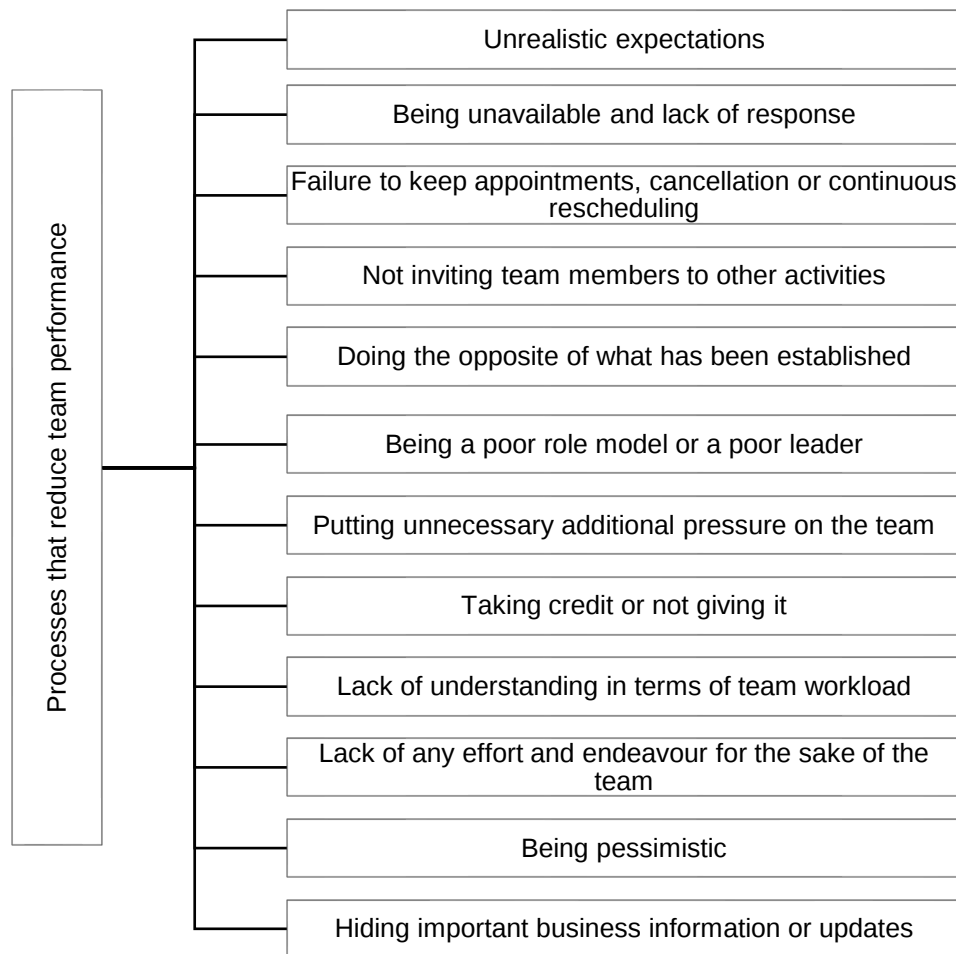


Fig. 3. Managerial conduct or processes that can reduce team performance

3. METHODOLOGY OF RESEARCH AND RESPONDENT CHARACTERISTICS

The article presents the results of a study conducted in a manufacturing company in the automotive industry. The study covered the motivating and demotivating factors of employees. The aim of the study was to identify the elements that are most important in the motivation process and those that affect employee safety.

A survey was developed for the purposes of this publication, in which 40 randomly selected employees of a manufacturing company in the automotive industry participated. This is a pilot study conducted with a company with which the author established cooperation. In further studies, the topic will be expanded to include other aspects. The research was conducted in the first quarter of 2024. Employees received a survey in the form of a ready-made paper form. Due to the fact that the survey was completed by randomly selected employees, additional research should be carried out in the near future to check the reliability of the data.

The study asked questions about the impact of the behavior of management units on employee motivation. Employees could choose only from closed questions, with the possibility of single or multiple choice. Only an appropriate motivational system allows for such management of the enterprise that the work of employees meets quality requirements, but is also safe.

The survey was anonymous and consisted of 17 closed questions divided into three parts. The first part covered the characteristics of the surveyed population (age, experience and

education). The second part contained questions about motivational factors that reflect the preferences and expectations of employees. These were single- and multiple-choice questions, consisting of marking 3 answers that, according to respondents, are the most important. The third part of the survey contained questions about the motivational system in the discussed company and the tools used there. The surveyed employees had the opportunity to mark any number of answers in this part. For the purposes of the article, 6 questions were selected and discussed, including the following:

1. Do you feel motivated to work? (1. definitely yes; 2. rather yes; 3. probably not; 4. definitely no; 5. hard to say)
2. To what extent is the work you do safe (1. very safe, 2. moderately safe, 3. not safe)
3. What is the most demotivating for you at work? (1. monotony; 2. lack of interest from the superiors; 3. disorganization; 4. the amount of remuneration; 5. bad atmosphere; 6. bad communication, between persons and departments; 7. penalties for failure to achieve goals; 8. no raise, no possibility of promotion and development 9. getting up early 10. too much training 11. others ...)
4. What elements, in your opinion, best contribute to increasing safety at the workplace? - please select max. 3 answers (1. clearly defined tasks; 2. appropriate tools adapted to the job position; 3. access to clear instructions, job documentation 4. participation in training; 5. independence in carrying out tasks; 6. frequent supervision and control by superiors; 7. e-mails, newsletter for employees; 8. use of personal protective equipment; 9. ergonomic workstations; 10. graphic signs and illustrated job instructions; films, presentations during briefings and other meetings; 11. introduction of more frequent breaks 12. atmosphere in the workplace; 13. other
5. In your opinion, what measures are used by the manager to motivate the employees to work? (3 answers) (1. the manager encourages to act together by being enthusiastic, 2. delegates authority, 3. shows full trust, 4. supports mentally and professionally, 5. assists in difficult situations, 6. is ready to stand up for the employee, 7. appreciates the employee's commitment, 8. does not motivate at all).
6. Please indicate to what extent the mentioned factors of company culture of motivation affect a better job for the benefit of the company - Weak motivator / hard to say / strong motivator (1. public praise of the superior; 2. broadening the scope of responsibility; 3. possibility of promotion; 4. good working conditions; 5. tickets for cultural events (cinema, theater); 6. possibility to improve qualifications; 7. passes for sports and recreational activities; 8. flexible working hours; 9. additional days of paid leave; 10. work equipment (laptop, telephone); 11. company car; 12. integration trips)

5. INTERPRETATION OF RESEARCH RESULTS

Among the respondents, the majority were people in the age group of 40-55 (60%) and younger - age group 30 - 40 (35%), with secondary education (50%) and higher education (30%).

The first question of the survey concerned the level of motivation of employees to work. Over 60% of the respondents answered that they are rather motivated to perform their professional duties, while 20% believe that they are rather not and 15% could not determine the level of motivation to work. None of the respondents chose the options "decided yes" and "decided no".

The second question of the survey focused on employee satisfaction with safety at work. 45% of respondents answered that their work is safe to an average degree. It is worth

noting, however, that the percentage of employees dissatisfied with the safe conditions of their work is small and amounts to 2%. 10% did not express their opinion in this question. Among the answers (fig. 4) given by the surveyed employees regarding demotivating factors, there are three that were chosen much more often than the others.

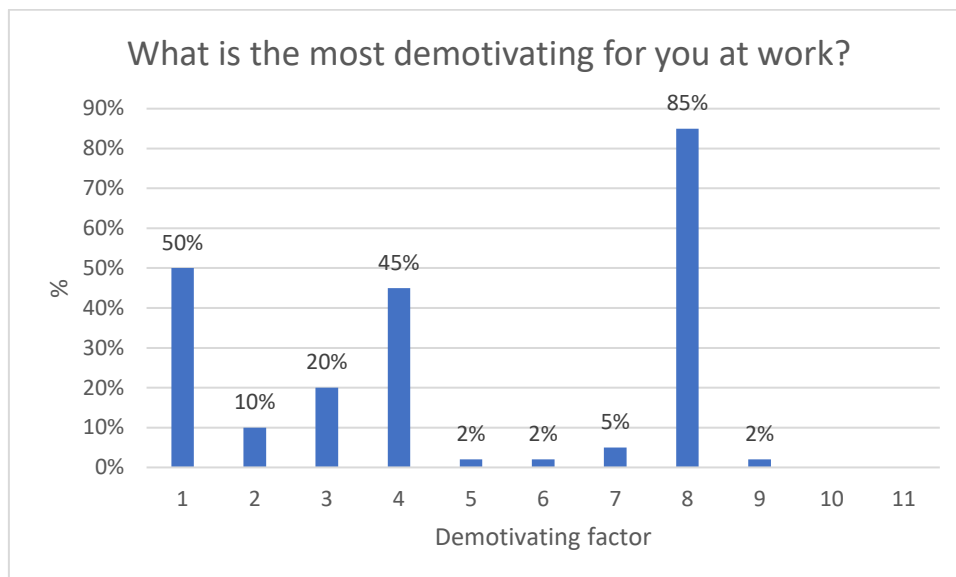


Fig. 4. What is the most demotivating for you at work?

Source: own work on the basis of the data from the enterprise

Over 80% of the surveyed employees considered the fact that their work does not allow them to receive a pay rise, promotion or development prospects to be the most demotivating factor. Half of them lose the desire to work due to monotony. In turn, 45% of the surveyed employees with the amount of their salary. The survey results in this question show that lack of interest from superiors (10%) and receiving penalties for failure to achieve goals (5%) demotivate to work to a lesser extent than poor organization in the workplace (20%). None of the surveyed considered an excess of training to be demotivating. This situation is most likely caused by the job position held (Figure 4.)

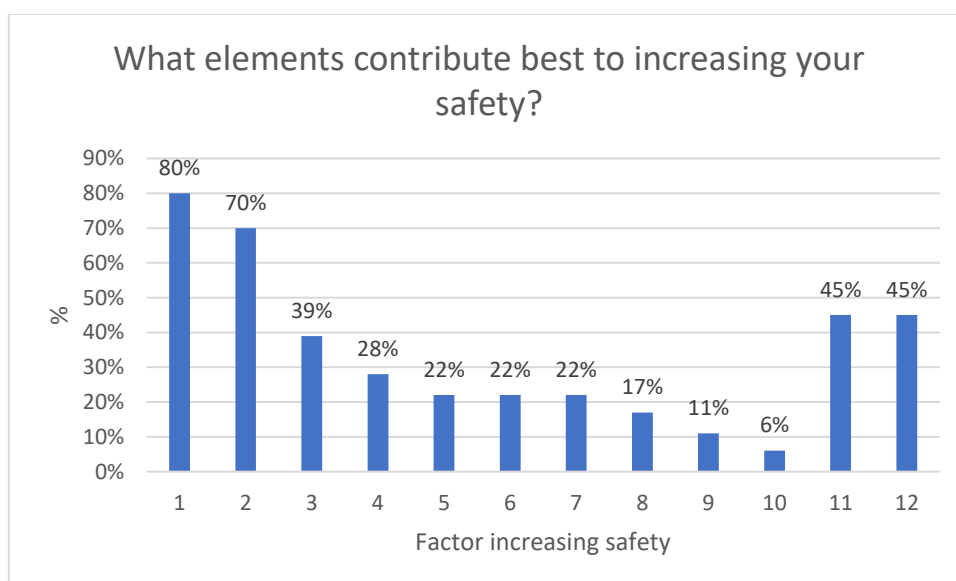


Figure 5. What elements contribute best to increasing your safety? -

Source: own work on the basis of the data from the enterprise

In order to identify the factors that have the greatest impact on the increase in mobilization to work, the surveyed group was asked to select elements in the work environment that increase their safety and affect the effectiveness of the commands performed. From among the 12 presented proposals, the three most important and significant factors had to be selected. The responses of the respondents are shown in Figure 5. The most important factors that increase motivation to work among respondents are: clearly defined tasks; (80%) and 2. appropriate tools adapted to the job position (70%). In third place are also factors such as: atmosphere in the workplace (45%) and introduction of more frequent breaks (45%). Clearly defined tasks and appropriately selected tools are factors that in many companies should be at the forefront of the most important elements in the organization of the company.

When asked what measures the manager uses to motivate employees to work, most respondents said that they value the trust shown by the manager (40%), psychological support (25%) and that he is ready to stand up for the employee (20%). respondents did not mark the answer: "does not motivate at all". This is related to the specifics of the job. In production positions, the trust shown by the supervisor can have a positive impact on the work process. (Figure 6)

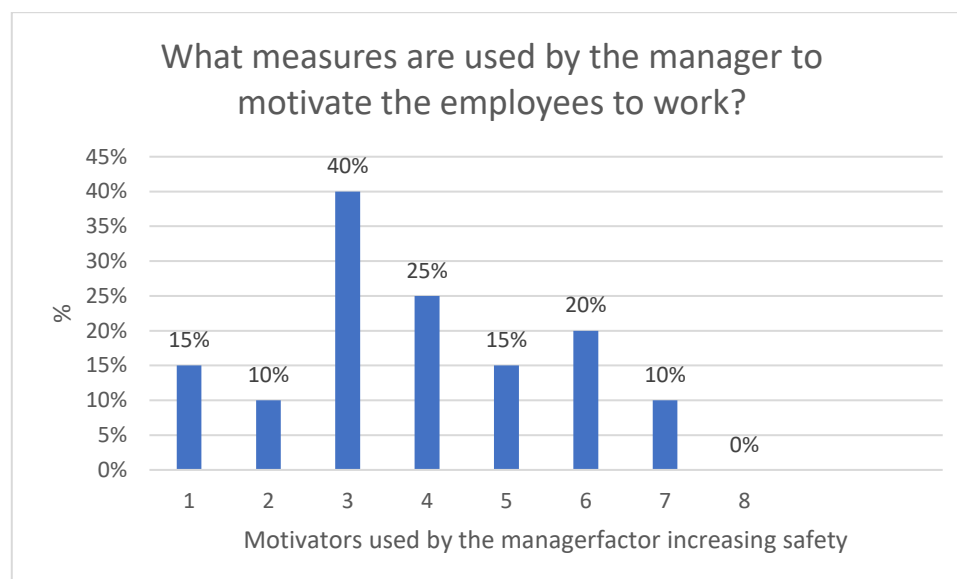


Fig. 6. What measures are used by the manager to motivate the employees to work?

Source: own work on the basis of the data from the enterprise

The last question in the survey was more extensive than the previous one and consisted in determining the motivating power of the factors listed. The employees' task was to decide whether a given element was a strong or weak motivator. Additionally, they could mark the answer "I don't know", which meant that this method of influence did not affect the increase or decrease in their motivation to work or was neutral for them. The results of the study are summarized in Table 1.

The first group consists of factors that have a positive impact on the employees' attitude to work. According to the respondents, the strongest motivators are: flexible working hours, good working conditions and additional days of paid leave. These elements were indicated by 80%, 75% and 70% of the surveyed employees, respectively. The weakest

motivator was considered to be tickets for sports and recreational activities - as many as 50% of the respondents considered this form as not motivating to work. The remaining motivators turned out to be neutral, because the most common answer chosen by employees was "hard to say". The surveyed group had a problem with determining the motivating force in the case of a factor related to receiving material things, such as a car or a laptop. An element of motivation, such as financing integration trips for employees, is difficult to determine unequivocally, because the same percentage of respondents marked them as neutral and as strong (40%).

Table 1. The power of motivation of selected elements according to the surveyed employees

Method of motivating employees	Weak motivator [%]	Hard to say [%]	Strong motivator [%]	Conclusion
flexible working time	5	15	80	Strong motivators
good working conditions	5	20	75	
additional days of paid leave	15	15	70	
tickets for cultural events (cinema, theater)	45	40	15	Weak motivators
passes for sports and recreational activities	50	25	25	
possibility of promotion	5	60	35	Neutral motivators
broadening the scope of responsibility	25	60	15	
company car	10	60	30	
public praise from the superior	10	50	40	
business equipment (laptop, telephone)	15	45	40	
the possibility of raising qualifications	15	55	30	
integration trips	40	20	40	Neutral/strong motivators

Source: own work on the basis of the data from the enterprise

6. CONCLUSION

Undoubtedly, safety at work is one of the most important and key elements of a company's strategy. Only an appropriate motivational system allows for such management of the company that the work of employees meets safety and quality requirements and provides satisfaction.

The degree to which the managerial staff functions reflects the effectiveness of exercising authority in the organization. Efficient human resources management affects the success of the entire organization, therefore appropriate management of human capital is not only the qualifications and skills required for a managerial position, but above all the ways and methods of influencing people, which are aimed at shaping appropriate attitudes in them. This influence is associated with the ability to lead people in a flexible and individual way, which will encourage them to act in a way that realizes the company's goals.

Appropriate decisions and proper behaviors of the manager can cause him to influence the degree of motivation and commitment of his subordinates, not only in the interests of the company but also in perceiving the safety of themselves and their co-workers as a priority.

In further research, the scope of the topic will be expanded to include other aspects. Due to the small research sample, the survey results may not reflect the cognitive area. The

automotive industry is considered on many levels. In order to fully assess the reliability of the results, the survey should also be conducted in other employee departments, divided into specific positions. Future research directions will therefore concern the exploration of the topic of motivation and safety, as well as the influence of one factor on the other.

REFERENCES

- Dziuba, S., Ingaldi, M., Zhuravskaya, M., 2020. *Employees' Job Satisfaction and their Work Performance as Elements Influencing Work Safety*. System Safety: Human - Technical Facility – Environment, 2(1), 18-25.
<https://kadry.infor.pl/kadry/hrm/zarzadzanie/6328590>, kultura-organizacyjna.html (November, 2024)
<https://www.smartlunch.pl/blog/motywacja-do-pracy-13-czynnikow-ktore-motywuja-do-pracy>
- Kowalczewski, W., Matwiejczuk, W., 2008. *Zarządzanie organizacjami w teorii i praktyce*, Difin, Warszawa
- Krause, T.R., Sellers, G., 2001. *Motivating employees for safety success*, Behavioral Science Technology, Ojai CA, USA, Behavioural Science Technology International, Bracknell RG12 1JB, Symposium Series, 148.
- Lubrańska, A., 2024. *Psychologia pracy. Podstawowe pojęcia i zagadnienia*. Difin
- Mazur, M., Korenko, M., Žitňák, M., Shchur, T., Kielbasa, P., Dostál, P., Dzhidzhora, O., Idzikowski, A., 2024. *Implementation and benefits of the 5s method in improving workplace organisation – a case study*. Management Systems in Production Engineering, 32(4), 498-507
- Niciejewska, M., Obrecht, M., 2020. *Impact of Behavioral Safety (Behavioural-Based Safety – BBS) on the Modification of Dangerous Behaviors in Enterprises*. System Safety: Human - Technical Facility – Environment, 2(1), 324 - 332
- Nieckarz, Z., 2011. *Psychologia motywacji w organizacji*, Difin SA, Warszawa
- Nowak, P., 2007. *Identyfikowanie czynników środowiska pracy*. Institute of Operational Technology, National Research Institute, Radom 2007
- Oleksyn, T., 2001. *Sztuka kierowania*, Wyższa Szkoła Zarządzania i Przedsiębiorczości im. Bogdana Jańskiego, Warszawa
- Pilarczyk, M., Ulewicz, R., 2024. *Sustainable farm management: integrating safety, efficiency, and environmental practices*. Materials Research Proceedings, 45, 185 - 194
- Popadinets, I., Andrusiv, U., Galtsova, O., Bahorka, M., Yurchenko, N., 2020. *Management of motivation of managers' work at the enterprises of Ukraine: innovative aspects*. Management Systems in Production Engineering, 29(2), 120 - 131
- Putra, I.B.U., Kot, S., Ibrahim, A.H.H., Rajiani, I., 2024. *Human Resource Productivity: Integrating Resilience Engineering, Motivation, and Health Safety*. Production Engineering Archives, 30(1), 105 - 114
- Ratajczak, Z., 2021, *Psychologia Pracy i organizacji*, PWN
- Rączkowski B., 2009, *BHP w praktyce*, ODDK Gdańsk
- Romanowska-Słomka, I., Słomka, A., 2010. *Zarządzanie ryzykiem zawodowym*. Tarbonus, Kraków-Tarnobrzeg
- Woźny, A., Saja, P., Dobosz, M., Kucęba, R., 2017, *Occupational health and safety management with the use of brainstorming method*, Production Engineering Archives, 17(17), 18 – 23.