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Use of team incentive as a tool of motivation in a production environment

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The organisation selected for the study is a major apparel manufacturer which produces and exports lingerie, hosiery and beachwear for women, men and children mainly to the European market. It practices the modern operating system called the modular production system that has compact work teams, flexible work groups and self directed work teams. Operators are expected to function as a team in this operating system. The overall objective of the study was to analyse the use of team incentive as a tool of motivation in a production environment. Specific objectives of the study were to identify the tools of motivation, to assess the role of incentive as a motivational tool, to analyse the effectiveness of team incentive in comparison to individual incentive and to make recommendations for the use of team incentive for improved performances.

Three teams were selected for the study based on stratified random sampling as per their performance levels. Performance levels were measured through secondary data. Performances of the thirty employees exposed to modular production system were measured as teams. Data collection was by administering a questionnaire and interviewing key individuals. Observations were made to verify the findings. EXCEL and SPSS computer packages were used for data analysis. Key variables were tested for relationships. Employees have identified nine motivational tools offered by the organisation and incentive played a major role in motivating workforce. Motivation through incentive has led to noticeable improvements in different facets of work. Employee satisfaction was perceived to be high as a result of higher admiration from team members, entitlement to team benefits and reduced job stress due to the helping hand of team members. Team incentive has played a major role for the overall improvement in efficiency and standards of performances. Team spirit was perceived to be high as a result of the monetary rewards associated with team performances. Among the many advantages the few drawbacks of team incentive included less admiration of star performers, difficulty of assessing individual performances and difficulty in identifying the responsible persons for defects in teams. Acquiring of multi-skills levels had contributed to the empowerment of operators and had increased the overall performances. Developing a star point scheme to encourage multi skill development and to link it with training and career development would improve quality and sustainability.

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