

EXPRESSION OF THE MODERN PAYMENT FOR WORK TENDENCIES IN FAMILY'S FARMS

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Work results depend upon employees' material interest – work payment, i.e. upon monetary payment for the carried out work. One of the main problems is to choose proper payment for work principles. Payment for work should correspond to every employee's input when trying to attain enterprise's objects and it should motivate the more thorough use of human potential. Having carried out investigations it was defined that very often the rational payment for work principle – the dependence between working results and payment – is being contravened. Investigation results and planned measures for the solution of present problems are discussed in the article.

Key words: agriculture, farmer, family's farm, employee, payment for work.

Introduction

Under nowadays conditions, material inducements in developed countries progressively lose their importance and make way for non-monetary motivation methods, however, in our country work payment is traditionally considered as the main motivation measure for our employees. It is the main work motive for the majority of Lithuanian employees. Work payment and monetary estimation become especially important motivation factors then, when employees' physiological and security requirements are not met. It is confirmed by the investigations of work motivation carried out in Lithuanian enterprises and organizations. (Sakalas, 2000).

At present, the size of work payment is influenced not only by the influence of the employee's individual labour productivity, but by the employer's abilities to fix the size of payment and to form the most appropriate employees' motivation system as well and to apply it in the enterprise or farm when orientating employees' possibilities and demands trying to attain business subject's strategic and tactic objects.

In enterprises and farms work payment management mechanism should be created, which should be formed as the price of labour force on labour market and warrant an optimal coordination and support of employers, employees and state interests.

The object of investigation – family's farms.

The subject of investigation – payment for work in family's farms.

The aim of the investigation – after the evaluation of the payment for work order in our country's family's farms, to plan its improvement directions.

The following tasks are raised for the achievement of the planned aim:

- 1) to analyse modern payment for work worldwide tendencies;
- 2) to fulfil poll of our country's farmers and their hired employees over the applied payment for work order.

Methodology of investigation

The method of investigation is to use economical and sociological data gathering, analysis as well as generalization methods in the work. Having used the poll method, the payment for work order in family's farm was evaluated. While making questions, the rules of scientific investigation – poll (i.e. question making rules) were stuck to. While carrying out sample procedure, it was refused to poll employees from all family's farms (registered in Farmers' farms register) that may have influence upon the investigation results, since it is inefficient from the labour expenditures point of view. Taking into account correctness and reliability requirements of the employees' (working in family's farms) opinion, employees from family' farms situated in Deltuva subdistric, Ukmergė district were polled (Dikčius, 2003).

Modern payment for work tendencies

At present, the organization of work payment is influenced by economical, technical and social factors. At the beginning of the XXIst century, when the level of employees' qualification, mechanization and automation is rather high, cooperation, inter-help and high personal input (while implementing enterprise's strategic aims) become main elements at work. More and more often strict official qualifications and every employee's work payment fixing are relinquished. The principles of holism and synergy effect are applied more often. The growth of the employee's qualification level gives the subjective work factor (i.e. employee's approach and mood for work) prominence. It is connected with the popularisation of the sectional teamwork. The giving work factor prominence influences "slippery" work payment organization forms and models. Work payment starts to be influenced not only by quantitative and qualitative aspects of working results, but by the employee's features, such as qualification, potential, the level of the cooperation with co-workers as well. (Žabtorius, 2005; Arts, 2003; Huanxin, 2008 and others). Under the present conditions of production, work payment remains one of the most important factors increasing labour productivity (Feldstein 2008, Žabtorius, 2007).

For the activity of the enterprise or farm as well as for the increase of labour productivity and the decrease of production prime cost it is very important to choose an appropriate work payment form. Choosing work payment forms the main following tasks should be as follows (Martinkus. 2006):

- 1) to help compete in labour market, because after the fixing of the too low level of work payment, enterprises or farms will not be able to enlist or hold necessary employees;
- 2) to guarantee labour expenditures efficiency, i.e. to create surplus value without additional expenditures;
- 3) to motivate employees to outperform their jobs.

The applied payment by the piece and payment by the hour/day/week forms differently motivate employees. When applying the payment by the piece form, employees are being paid for the number of products made during a particular time period or for the fulfilled units of work from piece tariff. Such way of payment could be fulfilled when work products are clearly defined and could be calculated. The payment by the piece form is being applied then, when in the enterprise or farm (Martinkus, 2003):

- 1) is applied technically substantiated output quota, i.e. the measure of work amount determination;
- 2) works are reasonably tarified, i.e. the measure of work quality is defined;
- 3) the accurate accounting of the carried out works is warranted and their quality is being estimated;
- 4) conditions are created for the increase of labour productivity, not worsening its' quality;
- 5) rational organization of works is warranted (unnecessary labour time expenditures are eliminated; employees are occupied during entire turn with various jobs etc.).

Experience shows that when trying to make the size of the employee's payment to directly depend upon its' work results it is necessary to rightly define work norms and evaluate employee's output during a particular time period. This is very difficult to achieve under the modern production organization conditions. This process needs much labour expenditures. Besides, when orientating towards social partnership in workers' collectives as well as towards the high quality of production, this measure is unnecessary. Therefore, according to the experience of foreign countries, more and more often the payment by the piece form is being changed by the payment by the hour/day/week form.

Applying the payment by the hour/day/week form, the main measure of the work payment is employee's served time, for the piece (most often hour) of which work payment rate is being determined for the employee. The work payment for a particular time period is calculated when multiplying the number of hours (or other time pieces) served by that time by rate. Formally, the payment by the hour/day/week system has no connection with employee's working results. It stimulates employee to try to reach the highest possible quality. The spread of the application of this payment for work form is substantiated by the present tendencies of the development of production conditions. Today, the main requirements for work are as follows: to maintain the defined working course and rhythm, an efficient use of equipment, the saving of raw materials and the growth of production quality. This is stimulant function, which corresponds with the payment by the hour/day/week form.

According to the opinion of some authors, the productive application of the payment by the hour/day/week system in Lithuania will be still burdened by the soviet tradition, because the payment by the piece system during the post-soviet period has maintained the impact stimulating work productivity and the payment by

the hour/day/week system has lost any valuable approach towards the impact stimulating work (Butkus, 2007).

The modern payment for work tendencies plan additional financial rate determination principles, such as: ranking and work hierarchy according to the required knowledge and skills (Brody, 2005).

Enterprises or farm works are being ranked according to the following four criteria: necessary education; necessary know-how; degree of autonomy; importance of work for organization. Similar works are grouped and work groups are ranked. After the additional evaluation of external environmental factors, the rate coefficient is applied for every group.

The rate system, substantiated by the competence necessary at work, predicts the creation of the hierarchy of the works carried out in the organization, that is: from the works, which need little knowledge and skills up to the works, which need much knowledge and skills. The rate depends upon the work place in the hierarchy (Brody, 2005).

It is very important to improve the work payment system in such way as it could organically connect work and its results. It should be achieved that the proportion of the payment of various quantitative and qualitative works should be proportional to the proportion of work and its results. When improving work payment system it is very important to warrant that work payment should correspond to the value of particular work, operating conditions, level of responsibility and should be differentiated according to employees' qualification. After the accurate evaluation of these factors the right payment for work system is achieved thanks to which employees are being motivated (Baland, 1999; Vanagas, 1997).

The order of the payment for work in the country's family's farms and ways of its improvement

The carried out results show that the simple change of the payment by the hour/day/week form is applied most often while paying for work in our country's family's farms. 94 per cent of the respondents have noted that they are paid for the served time and their work payment is defined when multiplying their per hour or turn rate by the number of served hours or turns.

Experience of foreign enterprises and farms show that the simple change of the payment by the hour/day/week form is rarely put into practise, because it insufficiently stimulates employees to seek for good quantitative and qualitative work results. In order to increase labour productivity and improve work quality, payments are differentiated, because every man is individuality with different demands and capabilities. Therefore, with the improvement of work payment organization, the size of work payment must be individualized at the maximum according to the type of the carried out work and employee's behaviour at work. In order to increase labour productivity and improve work quality, an extra pays are being paid (Martinkus, 2006; Mahoney, 1991).

The work should be evaluated because of many aims. Every employee has to sense that he has equal opportunities at work in comparison with other employees. Work evaluation should be orientated to the fulfilment of work, results and the achievement of aims. For the perfect functioning of the evaluation system the following factors are necessary: objective valuation criteria, a detailed analysis of work, work norms, which would have no discriminating features and at the same time would meet functioning laws defining both the laws and obligations of employees, minimal sizes of wages and predicting the order of the payment of wages.

The result of the evaluation of works and posts is the aligning of all places of work existing in the farm according to the level of objective requirements for a particular place of work. It allows to group and classify works of various complexity (in a broad sense) by inter-comparing them, and on that ground determine the scales of the main (basic) wages.

One of the methodical solutions of the fulfilment of these works could be the methodology for the evaluation of works and posts prepared by the workers from the Institute of Labour and Social Research and recommended for the enterprises and organizations of our country (Šileika, 2004). The application of this methodology would increase the clearness of work payment and would enable to more objectively evaluate complexity of works and their levels in farms.

Agricultural works should be evaluated by the analytical-point work (post) evaluation method, which base is made from the summarized evaluation criteria/factors of places of work (published at the conference of the International Labour Organization in Geneva as far as 1950 and called "Geneva Scheme"), encompassing qualification, physical and mental efforts, responsibility and working conditions. These work (posts) evaluation criteria/factors eventually were modified considering particular time and space conditions, however, their main determination principles remained basically unchanged.

Works (posts) should be evaluated according to the scheme of work (post) evaluation, in which eight main factors as well as the value (the maximum possible) of these factors (in points and per cent) are predicted (table).

Table. The chart of work evaluation (Šileika, 2004)

Work evaluation criteria	Points	Per cent
Education	75	15
Professional experience	70	14
Levels of offices and management	50	10
Scale of decision-making and leeway	75	15
Self-sufficiency and creativeness at work	70	14
6. Responsibility	60	12
7. Hardness of work	50	10
8. Working conditions	50	10
Total	500	100

Works, attached to one or another tariff category, would differ according to the final evaluations of their significance. It would be the base for the differentiation of wages – the more points gather the place of work (post), the higher its value would be and the higher wages would be defined for the employee. The level of wages defined for every single tariff category first of all should depend upon the financial possibilities of a particular farm.

The model work and post evaluation schemes in family's farms should be prepared by the workers from the science and educational institutions and the consultants from the agricultural consulting services should recommend the ways of their application in practice. It is purposeful to apply the suggested order of work evaluation and wage differentiation not only in family's farms but for the solution of work payment problems occurring in agricultural enterprises as well (Klupšas, 2006a, 2006b, 2006c, 2007).

When tariffing works and posts it is necessary to distinguish the evaluation of works (posts), on which basis all places of work (posts) are divided into an appropriate number of tariff categories according to the work complexity from the evaluation of the efficiency, regularity and other features of the activity of the employee occupying a particular place of work (post). The value of the place of work (post) would condition the size of main (basic) wages, whereas results of the employee's activity should be evaluated by the fluctuating part of wages. Creating efficient, employee motivating work payment systems, both above-mentioned elements of the work payment system fulfil an equally important role (Šileika and others, 2004, p. 6).

It is very important to warrant this rational payment for work requirement in family's farms, since after the evaluation of the dependence of the work payment size in family's farms upon employees' qualification and education one can maintain that employees' payment is being insufficiently differentiated taking into consideration these factors. More than 60 per cent of the respondents maintain that their qualification and education do not have any hold over the size of payments, because they are paid the same size of payments as the employees with lower qualification and carrying out analogical work.

Giving premiums guarantees additional material and psychological interest in work for people. The following advantages of premiums can be singled out:

- 1) premium is not a fixed and guaranteed part of rate, therefore, it motivates employees to seek for better results;
- 2) premium is elastically connected with demonstrated (at work) competences and attempts (Baršauskienė, 2006).

The data of poll shows that this employee motivation measure is insufficiently used in family's farms. Even 63 per cent of the respondents maintain that they are not given premiums at all and they are not given any extra pays. Not even one family's farm pays long-service pays to their employees. Having used financial inducements for the employees from family's farms, preconditions should be created to increase labour productivity and improve work quality.

Conclusions

1. Under the modern conditions of production the payment for work is conditioned not only by quantitative and qualitative aspects of working results but by such features (of an employee) as qualification, potential, the level of cooperation with co-workers, etc. as well. Therefore, when defining rate, works should be ranked and their hierarchy should be defined according to the required knowledge and skills of an employee.

2. As often as not the principle of the rational payment for work, i.e. the dependence between working results and payment is being contravened in our country's family's farms. Payments are not differentiated subject to employees' features and their behaviour at work.

3. Trying to solve the problem of the differentiation of the payments it is necessary to carry out the analysis of the work payment systems applied in the enterprises and farms as well as to create the work and post evaluation system. Agricultural works should be evaluated by the analytical-point method. Works should be evaluated according to the scheme of work evaluation, in which eight main factors are predicted. They are as follows: education, professional experience, levels of offices and management, the scale of decision-making and leeway, self-sufficiency and creativeness at work, responsibility, hardness of work, working conditions. Results of the activity of the employee should be evaluated by the changing part of wage, which should evaluate employee's features (work experience, qualification etc.) and behaviour at work (application to work, initiative etc.).

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ŠIUOLAIKINIŲ ATLYGINIMO UŽ DARBĄ TENDENCIJŲ RAIŠKA ŪKININKŲ ŪKIUOSE

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Darbo rezultatai priklauso nuo darbuotojų materialinio suinteresuotumo – darbo užmokesčio, t. y. piniginių atlyginimų už atliktą darbą. Viena pagrindinių problemų yra pasirinkti teisingus apmokėjimo už darbą principus. Atlyginimas už darbą turėtų atitikti kiekvieno darbuotojo indėlį siekiant įmonės tikslų ir motyvuoti toliau kuo visapusiškiau panaudoti žmogiškąjį potencialą. Atlikus tyrimus nustatyta, kad šalies ūkininkų ūkiuose neretai pažeidžiamas racionali atlyginimo už darbą principas – darbo rezultato ir atlyginimo priklausomybė, netaikomos finansinės paskatos. Straipsnyje aptariami tyrimų rezultatai ir numatomos priemonės esamoms problemoms spręsti.

Žemės ūkis, ūkininko ūkis, darbuotojas, atlyginimas už darbą