PROPOSAL OF MOTIVATOR SYSTEM FOR MULTICRITERIA APPRAISAL OF PERFORMANCE OF CAR REPAIR SHOP EMPLOYEES

Tkáč Michal [1], Vrlíková Jana[2]

[1] *Faculty of BERG, TU Košice, ÚLPaD, Park Komenského 14, 043 84 Košice, Slovensko, Tel.: +421 55 602 2932,michal.tkac@tuke.sk*

[2] *Faculty of BERG, TU Košice, ÚLPaD, Park Komenského 14, 043 84 Košice, Slovensko, Tel.: +421 55 602 2932, jana.vrlikova@tuke.sk*

Abstract: *The motivation factor of individual employees of a car repair shop working at various levels has an extraordinary impact on fast and reliable completion of car repair orders. The human factor plays an irreplaceable role in the process of implementing repairs, and respective and adequate qualification and corresponding appraisal method are very important. The performance appraisal of employees of a car repair shop and their financial reward and salary are very closely correlated. Especially due to individualities and personal characteristics of employees, there is no reward system which could be set objectively, which would fit ideas of almost all employees, and would also consider possibilities and plans of the organisation (not objectively possible in any sector, whether trade or services). However, it is at least possible to be as close as possible to the model with the most objective performance appraisal of individual employees. The article is focused on the proposal of motivators and their hierarchic structure for multicriteria performance appraisal of the car repair shop employees.*

Key words: *motivation factors, service logistics, motivators, rewarding, multi-criteria rewarding*

1   INTRODUCTION

The car repair shop manager has to try to consider all needs and expectations of customers when managing various aspects of the car repair shop, like employees, customers, budgets, plans, investments, and information to maintain and acquire new customers based upon recommendations of present customers satisfied with rendered after-sales services of the shop. The operative planning and managing of service orders [6] play an important role. It is necessary to take into account specific business conditions, present situation in the market, and last but not least available funds of the organisation. In trading there is a special place for expanding services before the sale, during the sale, and after the sale. Services become a competitive tool as another tool of the marketing mix. Something that was successful in the past, does not guarantee success in the future. In rendering of after-sales services, the goal has recently changed, also – from making the profit from repairs and maintenance to a more demanding one – generating new opportunities of car repair and sale based upon examination of satisfaction of customers, their loyalty, needs and expectations [2]. It is statistically known that about 40% of total cost, related to ownership of a new motor vehicle represents maintenance cost and after-sales services. To provide for necessary performance of requested standard quality, the reward system of all employees of the car repair shop is extremely important. A well-designed reward system includes several motivational elements. Bonuses and extra pays are closely related with motivating requested performances. A salary increase may also have a motivational effect. Good rewarding procedures are not enough to achieve optimum performance and loyalty of employees. Less material motivations are necessary as well. When preparing the reward system, it is important to adapt motivational programs to individual preferences whenever possible. The problem of objective rewarding leads to the method of multicriteria appraisal, which cumulates measurable quantitative and qualitative indicators. Present performance appraisal systems of car repair shop employees are not complex. They are more focused on output, i.e., invoiced hours per customer.

The basic columns of the motivation system of the organisation are [3]:
- Appraisal
- Reward
- Development and education

Presence of all three elements and their purposeful integration provide for functioning of the motivation system. "The appraisal of employees helps make decisions in the field of rewarding, however, it also refers to the future, and it is useful background for personal development and planning. Positive effects of development of abilities and knowledge of employees are then reflected in the appraisal and also in rewarding of employees. [3]

So for the motivational system to be effective, it requires feedback related to job performance, **readability and understandability of the system** (each employee has to know according to which criteria he/she is appraised and for what he/she is rewarded), **predictability** (the employee is able to predict what appraisal and what rewards he/she will probably receive and why, considering his/her performance) and **consistency** (the employee considers it fair considering the values and goals of the organisation). The proposed system of multicriteria appraisal of car repair shop employees considers motivators from four fields – performance, qualification, utilisation of working time, initiative and activity.

2   MOTIVATION SYSTEM AND ITS ROLE

The motivation system of the organisation may be considered both from the view of functions of the motivation system and from the view of appraisal and motivation of employees.

2.1. Functions of Motivation System

The basic functions of the motivation system are:
−   Differentiation
−   Integration
It is mostly the appraisal of employees and their rewarding which belong among differentiation elements. The differentiation works as motivation mainly with occupations, the quantity of performance of which is one of the main criteria (e.g., also with performance of car repair work). It is appropriate to introduce a variable part of a salary or performance competitions within the organisation as a differentiated motivational element. On the contrary, shared company culture works as integration; a positive attitude of the employee towards the organisation, team work, and other elements of work-related world, forming presumption for identification with the organisation or working group or held position. It results in subjective indicators like satisfaction of employees and their loyalty to the organisation.

2.2. Appraisal and Motivation

The appraisal of employees belongs among the most important aspects of the manpower management in each organisation. The appraisal of the employee means "appraisal of his/her characteristics, attitudes, opinions, behaviour considering a certain situation, he/she finds himself/herself in respect of the activity he/she performs and in respect of people he/she interacts with". [1] The appraisal of the employee represents a complex activity, which includes appraisal of job performance, personal characteristics of the employee, his/her attitudes, social skills, and also his/her identification with the company and working position.

Benefits of the appraisal for the organisation, manager, and employee. [7]

Organisation

-    It gathers standard information on its employees.
-    It has a possibility to develop individuals based upon information acquired from the appraisal.
-    It is able to plan its need of human resources more precisely.

Manager

-    He/she receives objective instruction for the appraisal of his/her employees.
-    He/she acquires better knowledge on needs of his/her employees.
-    He/she improves relations with employees.

Employee

-    He/she has a possibility to discuss his/her job objectively.
-    He/she has a possibility to evaluate his/her job performance.
-    He/she has a possibility to consider future needs of education and development.
-    He/she improves relations with his/her superiors.

Apart from the influence on the determination of the amount of salary, the appraisal has also other important functions. It motivates to increased effort, it contributes to personal

development of the employee, it provides space for active participation of the employee, it gives feedback to the subordinate on view of the superior of his/her job performance.

The term motivation represents an internal process, a process of psychological start-up of causes for human acting and behaviour. These causes are motives, internal presumptions, and incentives leading to certain target behaviour. The process of motivation is the process of activation of internal presumptions directing activity of a human to a specific goal of his/her striving. [4] Understanding causes of motivation, knowing possibilities of its influence, knowing methods of directing motivation or even changing it, is very important for effective human resources management.

Work motivation is motivation focused on job performance, certain requested work-related behaviour corresponding to the needs of the workplace and goals of the organisation. The basic assumptions and conditions of effective job performance are:

- Knowledge of goal
- Knowledge, skills, and, eventually, experience
- Creating presumptions, conditions for their use to achieve requested performance
- Internal need to perform as expected, will – a level of motivation.

The work motivation theory has been developing from F. W. Taylor, E. May, through Maslow´s hierarchy of needs, simplified C. P. Alderfer´s hierarchy, two-factor theory of F. Herzberger, McGregor´s Theory X and Theory Y to the Expectancy Theory.

It is the Expectancy Theory, which belongs among the most spread theories dealing with the work motivation. The authors, Porter and Lawler, worked it out in 1960s. It states that the strength of motivation is critical to how the employee evaluates the expected reward in relation to considered assumed exerted effort and possible risks resulting from non-fulfilment of tasks. It is assumed that evaluation of attractiveness of the reward will be different for different groups of people and that it will depend on further factors, like, for instance:

- Level of social and economic status
- Personal ambitions and aspirations
- Position held
- Personal preferences and other particularities.

3 MOTIVATIONAL FACTORS IN ORGANISATION PROVIDING CAR REPAIR SERVICES

There are two basic types of motivators:

1. External motivators, coming from outside
2. Internal motivators, influencing the inner – spirituality of a human

3.1. External Motivators

The external motivators include mostly fair salary, productivity bonuses, share in an outcome, and other types of rewards provided in form of programs offered by the company management. Most external motivators are a part of the general reward scheme and can be defined as rewards for job performance coming from outside. The external motivators are easy to use and they are usually effective. On the other hand, they are rather limited. For instance, when the employer increases basic salaries for the employees, they will be motivated

only for a short period of time. And relatively quickly, they will absorb this increase in their higher standard of living and the motivation effect will diminish.

Basic external motivators [4]:
- goals of the organisation
- scope and nature of work
- responsibility
- participation in decision making
- awareness
- management style
- secondary benefits
- social advantages
- possibility of personal development
- reward system

Continuous incentives are perceived as a part of the basic package, to achieve the same effect also in the future, it will be necessary to increase them. So for the external motivation to be effective, it is very important to be careful mainly in deciding what type of motivation will bring the best results. When designing purposeful motivators, the following should be considered:

- Incentives or bonuses should be sufficient enough to impress the employee
- When the incentive is a single "voucher of establishment", pay attention that the establishment has good references
- During meetings of the department, commend those who received the incentives in front of other employees
- It is important to be creative and surprise one´s employees with new types of rewards to maintain their interest.

Examples of incentives
- Lending a company car for a weekend free of charge
- Skid control school in the automobile ring
- A business trip to a motor show
- A business trip to an automobile factory
- Visit to a museum of vehicles of certain make

3.2. Internal Motivators

The internal motivators influence self-confidence of the employee, his/her self-esteem and personal success and development. Effects of internal motivators are usually stronger and longer-lasting than effects of external ones, and yet, related costs are lesser. The internal motivation comes from inside a person and cannot be easily provided by the management. The internal motivation is formed, when employees perceive their working conditions in a positive way. The internal motivators include:

- Decision making
- Individual development
- Participation in management

The incentive is usually a part, which is connected to the entire reward package, paid to the employee when set goals are achieved. The incentives may be determined as fixed or as percentage share in other factors, e.g., sale of spare parts, amount of invoiced performance.

Bonuses represent another form of rewarding, which are usually paid according to the decision of the superior manager. Bonuses may be paid when set goals are met, however, they are not a necessary continual part of the reward package.

Incentives and bonuses are most effective when closely connected with a certain type of performance or meeting of the goal is achieved. The most common type is a reward for sale and productivity. It is important to design stimulating programs, which could reward all outcomes that the organisation requires and has planned. However, the main goal is to achieve the quality and satisfaction of customers.

4   ANALYSIS OF POTENTIAL REWARDING METHODS IN CAR REPAIR SHOPS

We shall state examples of possible applications, forms, and methods of employee rewarding in a three-line organisational structure of the after-sales services department. (The example of the organisational structure of the department of the company, which sells and services three automobile brands.)

-    Mechanics (system engineers)   **(ST)**
-    Service advisors, sellers of spare parts   **(SP)**
-    Head of after-sales services, head of sales of spare parts,
     other top management member   **(M)**

4.1. Lump Sum Rewarding

The keystone of lump sum rewarding, even in rendering of services, is that each employee has an agreed fixed reward for his/her job performance. Comparison of advantages and disadvantages of this method in respect to individual types of employees:

System engineers

Advantages /from view of the employee/ - regardless of the amount of hours worked, invoiced hours per customer, the amount of the financial reward is assured. The employee does not have to exert any extraordinary activity to achieve the previously agreed financial reward. The employee is not pushed to work overtime, or produce exceptionally.

Disadvantages /from view of the employee/ - the employee is not able to achieve higher reward despite an increased effort exerted. The amount of the lump sum may not reflect the level of qualification, experience and practice of individual employees.

Service advisors

General advantages and disadvantages are the same as with the system engineers.

Other advantages - SP may "slowly" plan service work for individual days. He/she does not have to be very active to provide for the highest percentage of working hours compared to the plan.

Disadvantages – SP is not motivated to produce higher performance.

Managers

Advantages - the management does not have to exert any effort to maintain planned performance, improve quality, maintain satisfaction of customers.

Disadvantages – there is a minimum space for increasing the reward with increased effort and extraordinary performance. Later, the fixed reward may lead to work of less quality.

In general it could be said that the lump sum form of rewarding is not motivating at all for the employees. On the other hand, even the employer does not have a tool to increase performance and competitiveness.

4.2. Rewarding in Form of Combination of Basic Salary and Floating Rate

System engineers

System engineers have in their salary assessments two components – fixed basic salary depending on working hours and a floating rate depending on job performance. The job performance is set and depends on the number of invoiced hours per customers. The customer is an external person or company, and also an internal customer, when in-house repairs or after-sales servicing of new or used vehicles are implemented. The amount of the floating rate is set based upon the interval of invoiced hours.

0 – 100 hours   EUR x per hour
100 – 150 hours   EUR x+1 per hour
150 -180 hours   EUR x+2 per hour
180 and more hours   EUR x+3 per hour

Objective time losses (absence due to training, holidays, sickness leave, leave to care for a family member, etc.) are, however, ignored. It is relatively biased and "unfair". Such a system does not motivate system engineers to participate in trainings and education.

Service advisors

The floating rate is determined by a subjective determination of the direct superior – head of the car repair shop. It does not reflect performance of SP, his/her presence in the workplace, or measurable activity.

Managers

The floating rate depends on the turnover of the car repair shop and is set by a fixed percentage. No seasonal anomalies, or extraordinary performance are considered. It is also not enough motivation.

4.3. Rewarding by Combination of Basic Salary and Floating Rate Considering Selected Objective Measurable Factors

System engineers

This reward system considers the invoiced hours, available working hours, and meeting of individual and department plans. (The individual plan of the system engineer means a specified percentage achievement of the ratio of invoiced hours and available working hours, e.g., 90-100%.) The salary of system engineers is multicomponent. The fixed part of the salary is determined by the salary assessment and depends on the invoiced performance of individual engineer and consists of three parts.

First part   = the number of invoiced hours x fixed rate (EUR x)

Second part = the number of invoiced hours x fixed rate (EUR x-0.5) x K,

where K is a coefficient reflecting the ration of the invoiced hours and available working hours of the particular employee.

This part is highly motivating as it enables progressive increase in the second part of the floating component, and actually reflects also workmanship of the employee, his/her attitude, dead time, etc., and at the same time it enables also to decrease the rate of the second part when not meeting the individual plan of the engineer.

Third part = the number of invoiced hours x fixed rate (EUR x/4) – it is applied when the individual plan being met, i.e., achieving and exceeding the value of the coefficient K = 1.

    Fourth part = the number of invoiced hours x fixed rate (EUR x/4) – it is applied when the collective department plan being met.
        A simulated overview of performance during one month and example of the calculation of the floating rate is shown in Table 1.

Tab. 1 *One month simulated overview of performance*

S.n.	Mechanic	Performance							Part 1	Part 2	Part 3	Part 4	PPC
		NWT	LOT	EWT	0,8 EWT	0,5 EWT	AIH	% AIH/EWT	AIH*2 Eur	AIH*1,5**%	AIH*0,5	AIH*0,25	
1	Mechanic 1	160	24	136	108,80		139,43	102,52%	278,86	214,42	69,72	34,86	597,85
2	Mechanic 2 D	165	8	157	125,60	78,50	105,17	66,99%	210,34	211,35	0,00	26,29	447,98
3	Mechanic 3	165	8	157	125,60		101,50	64,65%	203,00	98,43	0,00	25,38	326,80
4	Mechanic 4 D	160	0	160	128,00	80,00	76,17	47,61%	152,34	108,79	0,00	19,04	280,17
5	Mechanic 5	160	56	104	83,20		97,73	93,97%	195,46	137,76	0,00	24,43	357,65
6	Mechanic 6	165	32	133	106,40		195,50	146,99%	391,00	431,06	97,75	48,88	968,68
7	Mechanic 7	160	8	152	121,60		185,50	122,04%	371,00	339,57	92,75	46,38	849,70
8	Mechanic 8	160	0	160	128,00		186,20	116,38%	372,40	325,04	93,10	46,55	837,09
9	Mechanic 9	160	0	160	128,00		185,30	115,81%	370,60	321,90	92,65	46,33	831,48
10	Mechanic 10	165	0	165	132,00		217,43	131,78%	434,86	429,78	108,72	54,36	1027,71
	Cohere	1620	136	1484	1187,20		1489,93	100,40%	2979,86	2618,09	554,68	372,48	6525,11

Legend
NWT   Nominal working time
LOT   Loss of time
EWT   Effective working time
AIH   Actually invoiced hours
PPC   Performance parts cohere

Service engineers
        The floating rate depends on the number of orders of the car repair shop opened in the given month by the particular service advisor, and use of working hours, overtime hours, and state of semi-finished production.
Managers
        The floating rate depends on the turnover of the car repair shop, and is determined by a fixed percentage. No seasonal anomalies, extraordinary performance, satisfaction of customers, fulfilment or non-fulfilment of indicators are considered.

5   PROPOSAL OF APPLICATION OF MULTICRITERIA APPRAISAL OF CAR REPAIR SHOP EMPLOYEES CONSIDERING MOTIVATION FACTOR WHEN DESIGNING REWARD SYSTEM

        Criteria and factors at various levels are measurable quantitatively (M) and qualitatively (NM). Some of them are related to a department – in a car repair shop with several brands of vehicles, the department represents one specific brand of vehicles. In respect to the aforementioned, some indicators may be divided and evaluated also as department ones (S).
        The proposal of a three structure of criteria considers motivators and factors from four fields –Performance, Qualification, Attendance – use of working hours, Initiative and activity.
        First level – cross-section

1VP1 – Economic outcome - Financial perspective (M, S)
1VP2 – Total satisfaction of customers   - Perspective of customers (M, S)
1VP3 – Management level – Potential (NM)
1VP4 – Competitiveness and sustainability – Process perspective (NM)
        Second level - secondary
2VS1 – ratio of planned work and available working hours (M,S)
2VS2 – capacity of a car repair shop (M,S)
2VS3 – satisfaction of customers with planning, acceptance and handing-over a vehicle (M,S)
2VS4 – semi-finished production (M,S)
2VS5 – number of repairs of vehicles in the car repair shop – opened car repair orders (M,S)
2KS1 – degree of certification and training of service advisors (M,S)
2KS2 – abilities, skills, ability to substitute (NM)
2KS3 – level of self-educating (NM)
2DS1 – available working hours (M.S)
2DS2 – time losses (sickness leave, holiday, leave to care for a family member) (M,S)
2DS3 – following the procedures
2DS4 – ratio of complaints and total number of vehicles repaired (M,S)
2DS5 – satisfaction of customers (M,S)
2IS1 – initiative and activity at implementation of car repair shop orders (NM,S)
2IS2 – individual approach (NM)
2IS3 – ability to assume of a need for regulation reserve
        Third level – primary
3V1 – standards of shop operations (M, S)
3V2 – cost of the car repair shop (M, S)
3V3 – revenues of the car repair shop (M, S)
3V4 – planned time of repairs (M, S)
3V5 – invoiced time of repairs (M, S)
3V6 – actually implemented time of repairs (M, S)
3K1 – experience in the field (M,S)
3K2 – attended trainings (M,S)
3K3 – abilities, skills, ability to substitute (NM)
3K4 – speed reaction to master new models (NM)
3K5 – education in the field (NM)
3D1 – available working hours (M,S)
3D2 – time losses (sickness leave, holiday, leave to care for a family member) (M,S)
3D3 – following the operating procedures (NM)
3D4 – ratio of complaints and total number of vehicles repaired (M,S)
3D5 – satisfaction of customers with a specific repair (M,S)
3I1 – professional initiative –identification of malfunction, competency of ST (NM)
3I2 – peak power of ST   (NM)
3I3 – individual working standard of ST (M,S)
3I4 – willingness of the employee ST (NM)

Relationship and connection of individual factors: Primary-Secondary-Cross-section is determined by quantitative measurable values resulting both from periodic (monthly) internal print-outs and controlling print-outs for the entire group of companies. On the other hand, the internal experts shall assign values to qualitative measurable factors. It will be a subjective value, but considering the selection of experts of the expert group, the ability to reason shall be high. The internal expert group shall include the head of the car repair shop, workshop coordinator, and another top manager. The external group for determination of scales shall include the head of the car repair shop, workshop coordinator, academia representative –a

specialist in evaluating of indicators of efficiency of companies rendering services, a specialist in process management.

Scales of a specific factor toward other factors may also differ.
Influences of individual factors:

3V1 – 2VS1, 2VS2, 2VS3, 2VS5, 2DS3, 2DS4, 2IS1, 2IS2, 2IS3, 1VP1, 1VP2, 1VP4

3V2 – 1VP1, 1VP4

3V3 – 1VP1, 1VP4

3V4 – 2VS1, 2VS2, 2VS3, 2VS4, 2VS5, 2DS3, 2DS4, 2IS1, 2IS2, 2IS3, 1VP2, 1VP4, 1VP3

3V5 – 3V3, 2VS3, 2VS4, 2VS5, 1VP1, 1VP2

3V6 – 3V5, 3V3, 2VS1, 2VS2, 2VS3, 2VS4, 2VS5, 2IS1, 2IS2, 1VP2

3K1 – 3V3, 3V6, 2VS1, 2VS2, 2VS3, 2VS4, 2VS5, 2KS1, 2KS2, 2KS3, 3D3, 3D4, 3D5, 2IS1, 2IS2, 2IS3, 1VP3, 1VP4

3K2 – 2VS1, 2VS2, 2VS3, 2VS4, 2VS5, 2KS1, 2KS2, 2KS3, 2DS3, 2DS4, 2DS5, 2IS1, 2IS2, 1VP2, 1VP4

3K3 – 3V2, 3V6, 2VS1, 2VS2, 2VS3, 2VS4, 2VS5, 2KS1, 2KS2, 2KS3, 2DS3, 2DS4, 2DS5, 2IS1, 2IS2, 1VP2

3K4 – 3V2, 3V3, 3V6, 2VS1, 2VS2, 2VS3, 2VS4, 2VS5, 2KS2, 2KS3, 2DS3, 2DS4, 2DS5, 2IS1, 2IS2, 1VP2

3D1 – 3V3, 3V4, 3V5, 2VS1, 2VS2, 2VS5, 1VP1, 1VP2

3D2 – 3D1, 2DS1

3I1 – 3V3, 3V5, 3V6, 2VS1, 2VS2, 2VS3, 2VS4, 2VS5, 2VP1, 2VP2

3I2 – 3V3, 3V5, 3V6, 2VS1, 2VS2, 2VS3, 2VS4, 2VS5, 1VP1, 1VP2

3I3 – 3V4, 3V5, 3V6, 2VS1, 2VS2, 2VS3, 2VS4, 2VS5, 1VP1, 1VP4

3I4 – 3K3, 2KS2, 3V5, 3V3, 1VP1, 1VP2

2VS1 – 3V3, 3V5, 3I1, 3I2, 1VP1, 1VP2, 1VP3, 1VP4

2VS2 – 1VP1, 2VS4, 2VS5

2VS3 – 1VP1, 1VP2

2VS4 – 1VP1, 3V3

2VS5 – 3V3, 3V5, 3V6, 1VP1, 1VP2, 1VP4

2KS1 – 2VS3, 3D3

2KS2 – 2VS1, 3V3, 3V6, 3I1, 1VP1, 1VP2, 1VP3, 1VP4

2KS3 – 2VS2, 2VS3, 3V6

2DS1 – 3V4, 3V5, 3V6, 3V3, 1VP1

2DS2 – 2VS2, 2VS5, 2VS4, 3V3, 1VP1

2DS3 – 2KS1, 3V3, 2VS1, 2VS5

2DS4 – 2VS3, 3V3, 1VP1, 1VP2, 1VP4, 1VP3

2DS5 – 2DS4, 3V3, 1VP1

2IS1 – 3I3, 3I2, 3V2, 2VS1, 2VS2, 2VS3, 2VS4, 2VS5

2IS2 – 2VS3, 1VP2

2IS3 – 2VS1, 2VS3, 3V3, 3V6, 1VP1, 1VP2

Tab. 2 *Nut impact factor x to factor y*

NUT IMPACT factor X (the line) to factor Y (the column). If X has an impact on both the Y in the corresponding row and column is 1

factor	3V1	3V2	3V3	3V4	3V5	3V6	3K1	3K2	3K3	3K4	3K5	3D1	3D2	....	2KS3	2DS1	2DS2	2DS3	2DS4	2DS5	2IS1	2IS2	2IS3	1VP1	1VP2	1VP3	1VP4
3V1														....		1	1				1	1	1	1	1		1
3V2														....											1		1
3V3														....											1		1
3V4														....		1	1				1	1	1		1	1	1
3V5			1											....										1	1		
3V6			1	1										....							1	1			1		
3K1			1			1								....	1						1	1	1			1	1
3K2						1								....	1		1	1	1		1	1			1		1
3K3		1				1								....	1		1	1	1		1	1			1		
3K4		1	1			1								....	1		1	1	1		1	1			1		
3K5				1	1	1								....												1	1
3D1			1	1	1									....										1	1		
3D2												1		....		1											
:	:	:	:	:	:	:	:	:	:	:	:	:	:		:	:	:	:	:	:	:	:	:	:	:	:	:
:	:	:	:	:	:	:	:	:	:	:	:	:	:		:	:	:	:	:	:	:	:	:	:	:	:	:
2KS3				1	1	1		1						....													
2DS1			1	1	1	1								....										1			
2DS2			1											....										1			
2DS3			1											....													
2DS4			1											....										1	1	1	1
2DS5			1											....					1					1			
2IS1		1												....													
2IS2														....												1	
2IS3			1		1									....										1	1		
1VP1														....													
1VP2														....													
1VP3														....													
1VP4														....													

The above mentioned motivator system has a standard hierarchy structure. Methods of multicriteria appraisal are often used to evaluate such systems in logistics. "It is a method of quantitative appraisal and it results in total appraisal of the state and comparison of several variants." [5] Considering the hierarchy settlement of factors, the AHP method is the most suitable one. AHP analysis is a multicriteria decision-making tool, which enables quantitative and qualitative measurements and relations between them. It is also focused on integration of various measurements and evaluations into a total score for sorting of decision-making alternatives with a pair comparison of criteria. [5] It is necessary to determine the scales of motivators in an expert way and apply the structure on the specific car repair shop.

6   CONCLUSIONS

The issue of motivation of employees and influence of individual factors of performance appraisal of car repair shop employees on objective reward system is simple at the first sight. However, if we are to consider the influence of all or the biggest number of relevant parameters with all implications, we arrive to a complex model of multicriteria appraisal. It is desired to select indicators, which are scientifically measurable on regular monthly basis, and indicators, which shall be determined by the expert system, e.g., annually. The article describes the method of determination of the hierarchy structure of indicators–motivators for a standard car repair shop.

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