

РЕАЛИЗАЦИЯ СИСТЕМЫ ОПЛАТЫ ТРУДА НА ОСНОВЕ БАЛЛОВ В КОМПАНИИ ООО «АЛЬТЕРНАТИВА»

Аннотация. В статье была рассмотрена новая система оплаты труда, разработанная и внедренная в ООО «Альтернатива», а также последствия ее внедрения через 4 месяца и через 2 года после начала использования. Благодаря данной системе оплаты труда возросла и сохраняется с течением времени удовлетворенность персонала от монетарной системы мотивации. Сотрудники стали больше дорожить работой, и теперь уверены, что изменения в системе оплаты труда ведут к увеличению эффективности труда. Это происходит благодаря гибкости и адаптивности системы оплаты.

Ключевые слова: Балльная система оплаты труда, монетарная мотивация, оценка удовлетворенности персонала, внедрение системы оплаты труда, анализ результатов внедрения.

Introduction

The relevance of the research of remuneration systems based on points in small businesses is in their practical significance and application in real companies. The practical importance of developing and implementing a new work payment system is in possible increase of staff motivation, decrease in staff turnover, increase of employee loyalty to the company, increase in satisfaction with the system of labor remuneration, and, as a consequence, increase of the efficiency of the organization.

The connection between the payment system and motivation [1] of the company's employees is the basic pillar of the relationship between the company's management and its employees. This statement forms the following dependence: the more the employees of the company satisfied with the terms of payment, the more they are motivated to work efficiently.

The study of the implementation [3] of a new payment system based on points in a real company can be an effective tool for management that can be used in other companies related to small business.

A payment system based on points is used in medium sized [2] consulting companies as a bonus system, rather than calculating the basic part of wages, which is often simply a salary. Some universities use the payment system based on points [9], for example, Aberystwyth University [8], which is located in Great Britain, Wales, County of Ceredigion.

Large companies also use such a system of labor remuneration. Examples include companies such as TNK-BP Management OJSC, Uralkali-Repair LLC, "East-Siberian Plant of Reinforced Concrete Structures" LLC, KDV Management LLC.

The payment system based on points is similar to grading [6], as it is formed in a similar way: by assigning scores to positions in the company as an assessment of the competencies they use. The basis of this assessment is the analysis of certain properties of the work performed, personal qualities, knowledge, skills and skills inherent to the employee, which form the requirements for a particular position. Therefore, a pool of grades is formed, which is designed to increase staff motivation.

With a payment system based on points, points are assigned to specific positions, but, unlike the grading system, they are not attached to a fixed salary, but allow each time to form a new number of points, which is subsequently assigned to each specific post.

Hypothesis

The connection between the payment system based on points and motivation [1] of the company's employees is the basic pillar of the relationship between the company's management and its employees. This statement forms the following dependence: the more the employees of the company are satisfied with the terms of payment, the more they are motivated to work efficiently.

Research methodology

To create a practical basis for writing this article and for collecting statistical information, we have used: statistical analysis methods, methods of compiling an electronic survey and questionnaire and its conduct, methods of data collection by observation, analysis of the data obtained.

Questioning was carried out using the questionnaire developed by the authors to assess staff satisfaction from the new remuneration system and to assess the old remuneration system. The survey was conducted among all employees of "Alternativa" LLC. As a result, the average satisfaction scores from the new and the old remuneration systems were obtained. The questioning results were compared.

The authors conducted a study of significant factors that can affect satisfaction from the wage. These factors are: recognition, sense of involvement and belonging to the group, safety of work, risk level, wage competitiveness, improvement of knowledge and skills, nonstandard problems solution, opportunity for career growth, management loyalty and justice, conditions of work (workplace, transport accessibility), image of the company and the employee as a professional, control of people work, autonomy in decision-making, stability and reliability of work, business trips, reasization of values and ideals in the work, interest of the work itself, opportunity to observe harmony between career and private life, creation of something new.

Results and discussion

In November 2014, the management of the company "Alternativa" offered the authors to develop a new system of monetary motivation and pay. According to the decision of the company's management, it should include a comprehensive assessment of the positions and functions that they perform, personal qualities, specific positions, specific knowledge and skills.

"Alternativa" LLC specializes in laying pipes and networks in various ways, for example, using the method of horizontally directed drilling, the method of laying networks in an open way, using the punching method and the method of hydraulic fracture. The company's office is located in the city of St. Petersburg, and the company's activities take place both in the city itself and in the Leningrad region. At the time of development, implementation and initial evaluation of the effectiveness of the new payment system, the company employed 27 people. At the moment, the company employs 31 people.

The previous payment system did not allow to fully appreciate the work of employees, so employees did not receive the material reward that they deemed worthy. Before implementation of the new payment system, a survey of the level of satisfaction with the current payment system was conducted. The results showed that only 60.35 % of employees were satisfied with it.

A careful analysis of the drawbacks of the previous payment system was carried out and it was decided to use a system based on points for these purposes, where the individual coefficients of the basic part of wages reflected the personal contribution of each employee of each post, and the award rates would assess the degree of fulfillment of the plan, the quality and speed of doing the work.

A non-tariff payment system based on points is a simple and transparent payment system, and therefore it was chosen [5]. Such a system of labor remuneration will meet both the requirements of the management and employees of the company to perform the functions of assessing the quality of labor and the personal contribution of employees, assessing the factors of harmful impact during work and its complexity.

Factors that include the coefficient of the basic part of the new payment system should have been more fully embraced by the tasks assigned to the employees of the company in each particular post, taking into account the complexity and tension (both physical and psychoemotional), the need and frequency of processing, the need of usage of specific knowledge, skills and habits.

As the number of employees of the company is 27 people, the company "Alternativa" can be referred to a small business, and the individual coefficients of the basic part of wages and individual bonus factors should not have been fixed, but should be flexible and adapt to changing external and internal conditions of the company. Such coefficients can be easily modified, supplemented to more accurately reflect the factors that affect the activities of employees and the criteria for assessing their employment.

In general, the new payment system is a combination of the basic and bonus parts.

The basic part is calculated as the cost of one point, multiplied by the number of points assigned to a specific employee in a particular position. The cost of one point is calculated by dividing the payroll for a certain period by the number of points collected by employees for a certain period.

The bonus part is also calculated as the price of one point multiplied by the number of bonus points scored by employees. The cost of one point is assigned by the company's management and can vary, depending on the quality and speed of the tasks performed. The amount of payments can vary, depending on the fulfillment of the plan and the amount of net profit for the project.

The company's management developed the following criteria for the evaluation of each position in the distribution of the basic part of wages:

1. Psychoemotional tension (1 point, if there is, 0 - if not).
2. Complexity of work, which includes the following factors, which the employee needs to use in the work, presented in Table 1. (0 points, if never, rarely (less than 4-5 times a month) from 0.1 to 0.2 points depending on the factor, sometimes (6 to 12 times a month) from 0.15 to 0.3 points, often (12 to 20 times per month) from 0.2 to 0.4 points, the time (20 times a month) from 0.3 to 0.5 points)
3. Assessment of the harmfulness of work.

All factors were selected taking into account the requirements for specific positions and the performance of specific functions, the attendant risks and difficulties encountered by employees in their specific positions. Significant factors were selected and evaluated with respect to the complexity of their implementation, as to the complexity of the function they are creating regarding the need and frequency of using these functions in the work, taking into account the mobility of the employee and his financial responsibility to the company.

Points for the complexity of the work were assigned to employees through observation during the month, interviewing the employees themselves, assessing their opinions and opinions of the company's management. Thus, points on these criteria were awarded on a consensus basis.

Table 1. Criteria for assessing the complexity of the employee

№	Factor	Never	Rarely	Sometimes	Often	Constantly
1	Initiative	0	0.1	0.15	0.2	0.3
2	Quick decision making	0	0.1	0.15	0.2	0.3
3	Need to develop new ways of working with the equipment	0	0.15	0.2	0.3	0.4
4	Need to develop new knowledge independently	0	0.15	0.2	0.3	0.4
5	Communication skills	0	0.1	0.15	0.2	0.3

End of the table.

6	Leadership qualities and their expression	0	0.1	0.15	0.2	0.4
7	Team leading	0	0.2	0.3	0.4	0.5

8	Teambuilding	0	0.1	0.15	0.2	0.3
9	Need to work at night	0	0.1	0.15	0.2	0.4
10	Overtime work	0	0.1	0.15	0.2	0.4
11	Need to be on call (unscheduled)	0	0.2	0.3	0.4	0.5
12	Liability for finance companies	0	0.15	0.2	0.3	0.4
13	Liability for Equipment	0	0.15	0.2	0.3	0.4

The bonus fund, as decided by the company's management, is calculated from the amount of net profit for the month after the completion of all necessary deductions and amounts to 30 %, with 100 % implementation of the plan.

The percent completion of the plan is calculated based on the tasks assigned to the employee for a month. Each employee receives a certain number of tasks per month, on which the implementation of the company's plan for the month depends. Depending on the percentage of tasks completed, the percentage of the company's plan implementation as a whole is calculated as well as each employee contribution.

In case of underfulfillment or overfulfillment of the plan, the percentage of revenue for the formation of the bonus fund is taken from Table 2 from the bottom line "Percentage of contract revenue, which is a bonus fund, %". Further, the amount is distributed in accordance with: the fixed criteria of the employee's personal contribution, the percentage of the plan implementation by its tasks, the percentage of implementation of the overall plan and absence of delays and downtime for biased reasons.

Table 2 shows the criteria and coefficients for the distribution of bonuses, as well as the percentage of total revenue, which is assigned depending on the implementation of the contract plan, taken into account in this period of time. This percentage of the proceeds from the contracts makes up a bonus fund. Such factors as tasks completed in time and tasks completed to the extent that was determined by the plan, allows an employee to expect receiving a bonus. These criteria were chosen at the general meeting and deemed by staff as fair. Also at this meeting, the management established the percentage of the implementation of the plan for revenue from contracts and the corresponding percentage of revenue, which forms the bonus fund.

If we take into account the fact that the company has a specific field of activity, the timely performance of the services fixed in the contract affects the image of the company and its financial condition. Therefore, it was decided not to pay bonuses to employees if the contractual plan was less than 90 % completed.

The management of the company did not want to encourage employees directly involved in the work process for incomplete implementation of the plan. But the management wanted to encourage overfulfillment of the plan (high-quality work done and delivered ahead of time, due to which the contract value increased). Therefore, with 100 % implementation of the plan and more, the bonus fund is divided among employees according to their personal contribution.

The decision on the amount of personal contribution was taken at the general meeting. The values (shares) of the individual contribution were determined by the management with employees consent.

It should be noted that the bonus part of wages is paid only if the plan is fulfilled by more than 90 % and a certain employee fulfilled all the tasks set before him in time.

The new payment system was introduced on December 12, 2014. The questionnaire to assess the results of the implementation of the new payment system was held on April 10, 2015, 4 months after the introduction. Secondary questioning was conducted on June 14, 2017, 2 years after using this payment system in the company to verify its relevance.

The survey results have revealed the general trends: points, with which most employees are not satisfied and factors of work, which, in their opinion, have not been properly evaluated.

According to many employees, it was difficult for them to decide for themselves whether the

changes in the payment system had positive effect on them. Employees were asked to compare payment systems using scales to assess the previous and current payment systems. In this regard, it was necessary to circle numbers from 1 to 10 in two scales, the first of which illustrates the evaluation of the old payment system, and the second one – a new one. To preserve the anonymity of employees they are numbered instead of specifying the position or name of the employee.

Table 2. Criteria and distribution coefficients Award

Position	Perform all tasks %		No delay time tasks	The percentage of the plan in terms of revenue from the contracts, shall be paid according to a fixed percentage of sales contracts for the month and is divided between the employees in accordance with its personal contribution percent, %				
	Plan	Fact		0 – 90	90 - 94.9	95 - 99.9	100	More than 100
Chief Accountant	100	If an employee does not perform any of the tasks, without objective reasons, the premium that employee is not charged at all	If there are delays for biased reasons, then the premium is not paid at all. If there is a delay due to the fault of the employee, the bonus is not paid to a particular employee at all.	The bonus will not be paid to any staff member	20		7.44	
Head of production site					The premium is not paid		5.31	
Work superintendent					4.25			
Master					3.98			
Mechanic					7		2.66	
Pipelines assembling 3 class					The premium is not paid		2.66	
Operator of horizontal directional drilling					2.66			
Engineer PTD					1.33			
Engineer surveyor					9		6.64	
Head of PTD					The premium is not paid		5.84	
CEO					30		13.28	
Chief Engineer					The premium is not paid		10.62	
Chief mechanical engineer					4.25			
Chief welder					2.66			
Chief Power Engineer					3.72			
Engineer for the protection of health and safety					7		3.72	
Head of HR					10		5.31	
Secretary-referent					6		2.66	
Lawyer					10		5.31	
Site Manager Rigging					The premium is not paid		5.31	
The percentage of revenue from contracts amounting AF%				0	7	15	30	32

To calculate the average percentage of satisfaction from the implementation of the new payment system, the analysis of the responses has been applied.

It turned out that after the introduction of the new payment system the percentage of satisfaction increased by 24.5 percent compared to the first survey, which indicates a positive perception of the staff of the new payment system and a positive attitude to it. Employees are satisfied with the new payment system more than the preceding one.

Two years later, the level of satisfaction is still at a high level, and the satisfaction rate is 79.62%. This is shown in Figure 1.

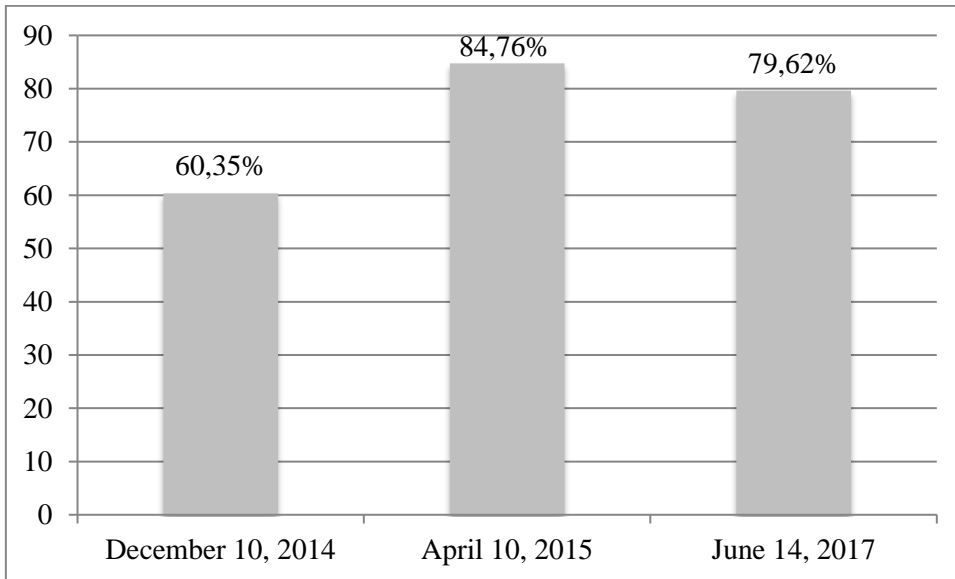


Figure 1. The average percentage of employee satisfaction on the results of the survey

The average estimate of the old payment system is 5.4, and the new one - 7.1. Thus, it can be noted that the attitude to the new payment system is more positive and higher assessments are made to it. The subsequent questioning revealed a higher evaluation of the payment system – the average estimate for the survey in June 2017 was 7.3, which indicates the successful use of the new wage system.

Estimates of the polls are clearly shown in Figure 2.

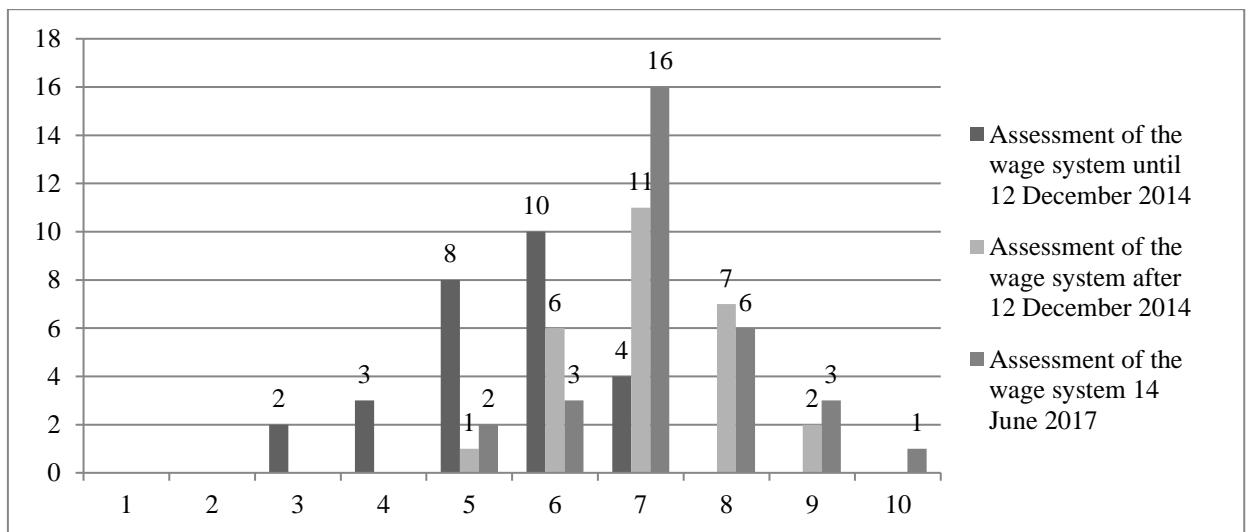


Figure 2. Comparison of wages by employee surveys

Figure 2 presents an assessment of the payment system before the introduction of a new one, an evaluation of the payment system several months after implementation and evaluation several years after the implementation of the payment system. At the bottom of the chart columns are scores from 1 to 10, the numbers above the columns represent the number of respondents who made such an assessment. In total there can be 3 columns of the diagram above each point, since there were three surveys on the payment system.

Figures number 3 and number 4 show a comparison of the survey results. The figures show that the positive dynamics of answers is maintained, the staff appreciates their work, employees are confident that positive changes have taken place with them and the company in satisfaction of payment system and material incentives [7].

Figure 4 shows that the percentage of employees who answered "no" to the question whether the changes in wages are contributing to more efficient work increased. After the dialogue with the staff, it was revealed that this is the opinion of the new four employees who came after the introduction of the new payment system.

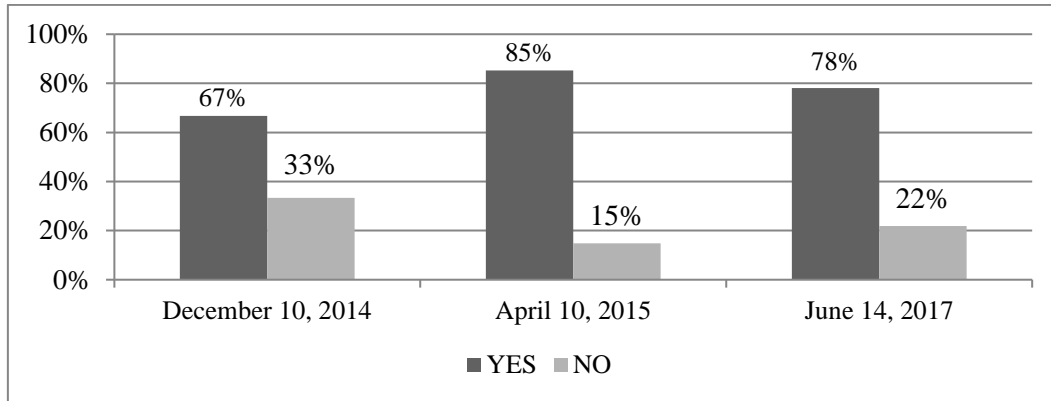


Figure 3. Staff response to the question: "Are you afraid of losing his job and do you cherish it?"

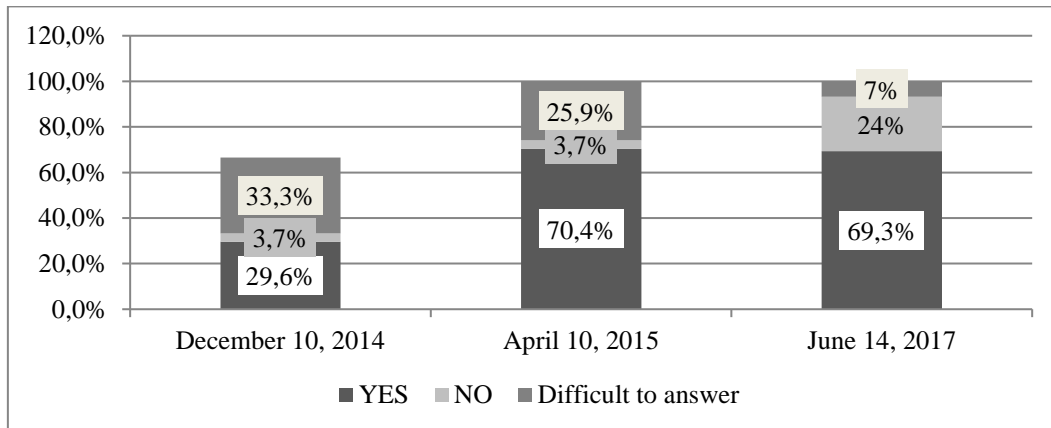


Figure 4. Staff response to the question: "In your opinion, does any change in the payment system stimulate to work more efficiently?"

It should be noted that, as a result of the experiment Hawthorne [9], the growth of employee's motivation can be a consequence of the special attention to the staff during the survey. Hawthorne experiment proved that if the researcher pays more attention to employees as a result they work with great pleasure and more productively. Hawthorne experiment was conducted in the city of Hawthorne in "Western Electrics" in the United States under the leadership of Elton Mayo for several years (1927 to 1936).

The result of the experiment was the proof that social - psychological climate and attention to the employees have no less influence (and sometimes more) on the performance of the employee than the change in the technological aspects of the production process.

Since the effect of satisfying the payment system persists for a long period - for two years it can be concluded that if the effect of Hawthorn is primarily influence the efficiency of work, the subsequent preservation of effective work can be dictated exclusively by the effectiveness of the monetary motivation system in the company.

The new changes in the payment system had led to greater employee satisfaction and assessment of their activities and, in their opinion, the new payment system is more complex, because it allows to include huge number of factors, which are then reflected in the value of wages and bonuses.

The new payment system became more flexible and takes into account the contribution of each employee. Also, it is quite specific (for example, it is possible to take into account changes in the

weather or the influence of harmful factors, which subsequently are reflected in wages by conversion in scores).

The resulting positive impact of the changes in the payment system can be explained by the fact that the staff collectively took part in its creation, took part in distribution and control of equitable distribution of resources, thus, they were satisfied with the payment system in greater percentage.

Employees know and see what is in their salaries and bonuses, they consider the system sufficiently clear, objective and flexible to volatile factors into account, such as e.g., weather conditions. The system also takes into account the personal skills and qualities required by employees during the work, which affects on the increase of staff's loyalty [4] to the company to support this effort and to increase productivity.

Also, on a personal confession of some employees, their team has become much more united after the collective decision-making.

The act of implementation of the new payment system was the result of scientific and practical work. Act was dated 11 December 2014 and is approved by the General Director of "Alternativa".

Gratitude

The authors of the article express their gratitude to the management of the company for the opportunity and support in conducting the research, as well as to the employees of "Alternativa" LLC taking part in the surveys and questionnaires.

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